

ONE COMPANY
GLOBAL COLLABORATION
INNOVATIVE IDEAS

Corporate Social
Responsibility
Communication 2023.



Dear L&L Colleagues.

As we all know, the last three years were very challenging and led to dramatic changes in the realities of our personal and professional lives.

Thanks to your commitment, resilience, and flexibility, we continued to run our business and prepare for the future while living our values.



When reflecting on 2023, I remain pleased with our accomplishments. However, we must continue focusing on what we can impact in line with our Vision, Values, and Shareholder Guiding Expectations. I am dedicated to safeguarding and nurturing our distinctive culture, which is the foundation of who we are.

2023 marks our sixth year supporting the Ten Principles of the Global Compact in Human Rights, Labour, Environment, and Anti-Corruption. L&L Products demonstrates a profound commitment to our employees, partners, stakeholders, and the environment. The expectations given by the Shareholders, guided by the L&L Products' Executive Team (LLET), and performed every day, by every employee, signifies continuing success in our efforts.

I want to express gratitude to the committees that have set targets and to all our talented individuals achieving these results every day. Looking at our organization and our people, I am very confident and enthusiastic about the future we are all building together for our Company. Thank you all for the incredible work you have done and for your essential role in keeping L&L Products ready for its future successes while supporting our employees, shareholders, customers, suppliers, and partners.

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 Good Place for All Who Touch It** around the world for the years to come.

Sincerely,

A handwritten signature in blue ink, appearing to read 'C. Carré', with a stylized flourish at the end.

Christophe Carré
Chairman and Chief Executive Officer

**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.

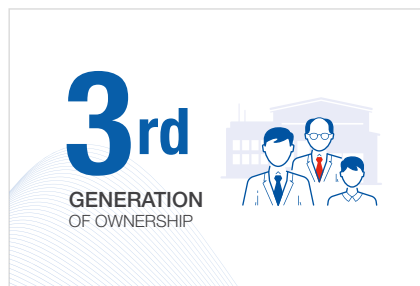
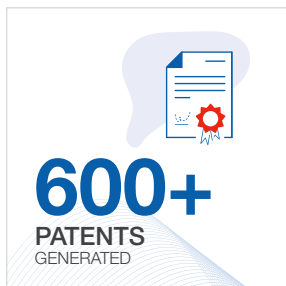
We strive to maintain a corporate culture based on humility, respect for one another, and a hunger to achieve long-term growth.

For over 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.

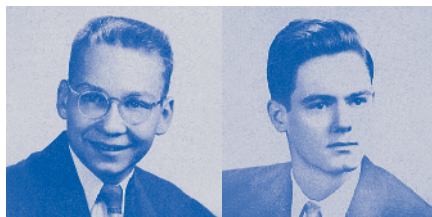
CORPORATE PURPOSE

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.

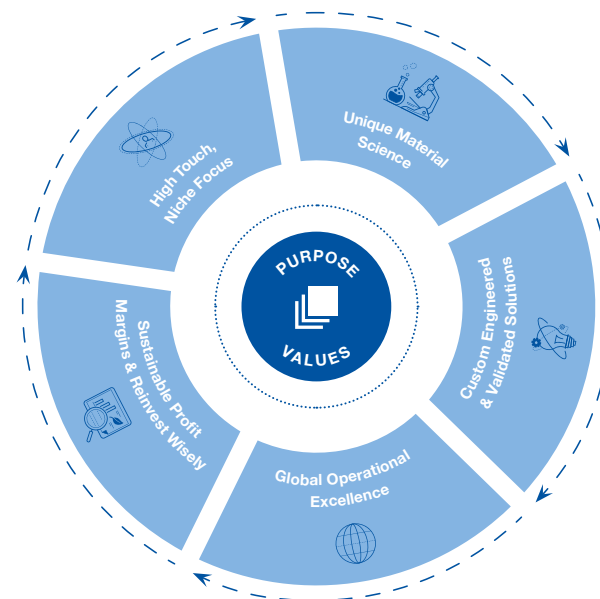
BOB LIGON
FOUNDER

Company Vision.

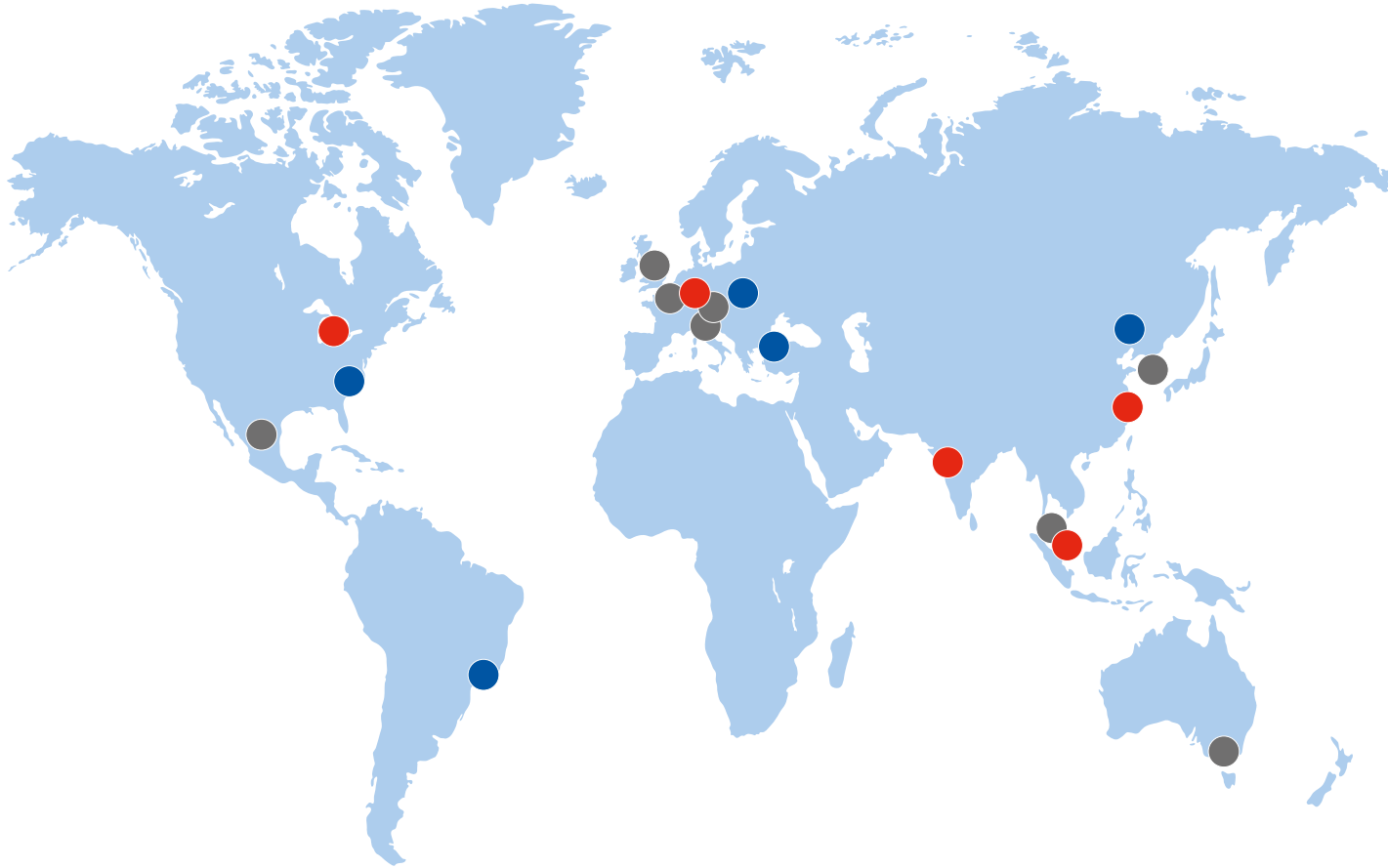
As a global technology-based company, we will continue to base our success on innovation, operational excellence, and market diversification while living our values.

THE FLYWHEEL BUSINESS MODEL

Components which follow a certain sequence help an organization build compounding momentum over time to take it from good to great.



Local Presence.



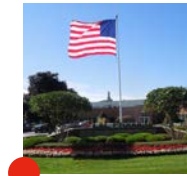
● L&L Office, Production & R&D Facilities ● L&L Office & Production Facility ● L&L Office

Americas
Founded
1958

Europe
Founded
1996

APAC
Founded
1997

IMEA
Founded
2010



USA
Romeo, MI



USA
W. Columbia, SC



BRAZIL
Indaiatuba



FRANCE
Altorf



GERMANY
Munich



**CZECH
REPUBLIC**
Rudna



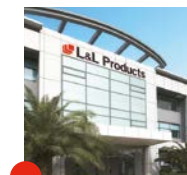
TÜRKİYE
Bursa



INDIA
Pune



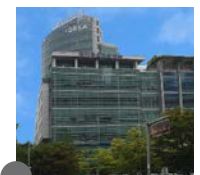
SINGAPORE
Singapore



CHINA
Shanghai



CHINA
Shenyang



SOUTH KOREA
Gyeonggi-do

Leadership Team.

Christophe Carré

Chairman, CEO, and Interim
European President
L&L Products, Altorf, France
JOINED L&L IN 1998



Steve Ryan

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 IMEA and APAC
JOINED L&L IN 2011



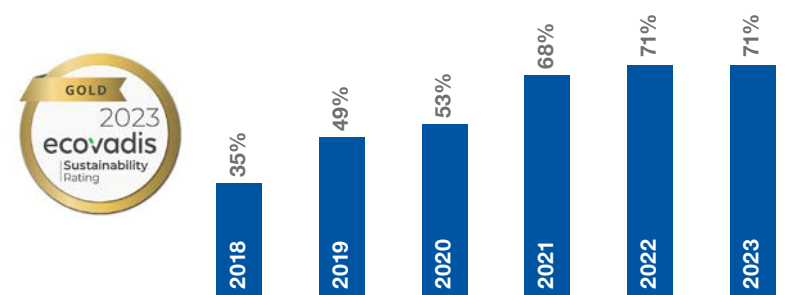
Tony Buchan

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

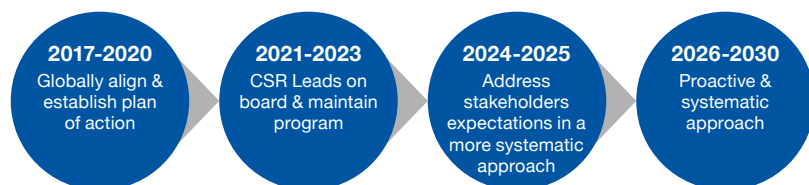
Corporate Social Responsibility.

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

In 2023 the Corporate Social Responsibility (CSR) Leads presented to our leadership team on the progress of CSR actions since 2021 and shared with them key objectives for the organization.



Our rating has significantly improved since we started in 2018 to be evaluated by EcoVadis.



Evolution of the CSR approach: From project to sustainable organization

HUMAN RIGHTS AND LABOR

Key Objective: Ensuring a Safe and Fair Work Environment for All Employees

In 2023, we have conducted an extensive e-learning based campaign to raise awareness of all L&L Products employees on Human Rights. Objective was to raise awareness on what it means, and how a company like L&L contributes to upholding human rights.

At L&L Products, we take immense pride in our dedication to our employees' well-being and advancement by cultivating a supportive and inclusive environment. We prioritize work-life balance, mental health, and professional growth. Actively seeking feedback, encouraging open communication, and implementing initiatives for a healthy work culture are central to our approach. By investing in our team's holistic development, we foster a positive workplace, contributing to long-term success and fulfillment of each member at L&L Products.

Romeo & France: 2023 International Exchange Program. Our teams benefit personally and professionally with opportunities for in-person global collaboration and learning.

HEALTH & SAFETY

Key Objective: Zero Accidents in the Workplace

Ensuring the health and safety of our employees, contractors, and visitors is integral to our operational priorities.



Romeo: Romeo Safety Team attended the annual Michigan Safety Conference. During the team's time there they were able to meet with vendors, attended classes and network.

France: Fire extinguisher training for staff was conducted during our annual Safety Week.

China: Occupational medical examinations for all workers exposed to occupational hazards such as dust and noise, were held.

ENVIRONMENT

Key Objective: Zero Waste & Carbon Neutrality

In 2021-2022 we began to calculate our global carbon footprint according to the Greenhouse Gas (GHG) protocol standards. We continue to support our Zero Waste program through continuous improvement across all L&L Products departments using the framework established in our manufacturing processes. Our efforts are now also extending to eco-design in R&D and Product Development.

1304 Total Employees (on 31 December 2023)



In 2023 our global energy management and carbon neutral team with representation in APAC, Europe, India, and the Americas formally implemented the following targets for our roadmap to carbon neutrality globally. In September 2023 18% of our energy was sourced from green energy.

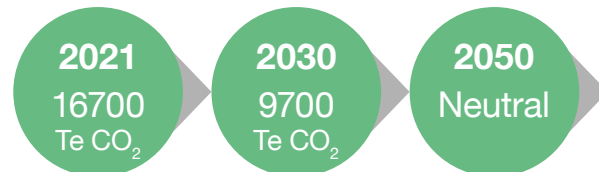
Brazil: New Water circulation resulting in a reduction of 800 liters per day and with the new compressors we have achieved a reduction of 600 kw/month.

India: In 2022, L&L Products India took the steps to install solar panels on the roof of the manufacturing facility. One year later, the team is happy to report metrics that have shown positive green energy generation. Total renewable energy produced from solar panels from April 2022 to December 2023 equals 2,133,830 kWh, 2022 - 741,990 kWh, and 2023 - 1,391,840 kWh. The total CO₂ offset by using renewable energy from solar panels equals 1,581 tons, the equivalent of 32,657 trees planted. The team in India has also planted trees to offset the carbon footprint. Over the last three years, the team has planted 681 trees.

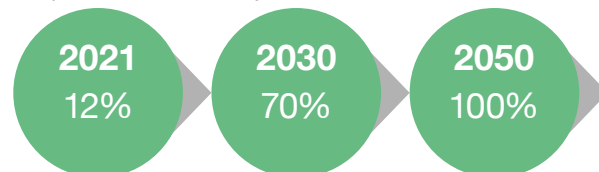


Global CO₂ Emission Targets Established in September 2023 (SBT Based)

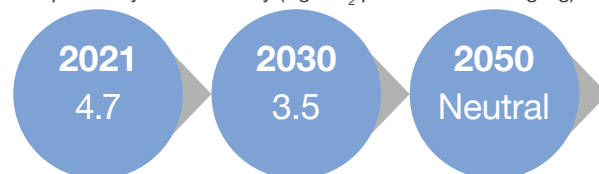
Scope 1 & 2: L&L Products Target



Scope 2: Green Electricity



Scope 3: Physical Intensity (Kg CO₂ per Manufacturing Kg)



BUSINESS ETHICS COMPLIANCE

Key Objective: Zero Corruption and Antitrust Issues

Our Legal Team has launched a new e-learning to provide an updated training module on our Gift & Invitation Policy. It has been pushed to all relevant populations including sales, purchasing, and management. The Legal Team is continuously enhancing the library of e-learning and, in 2023, got familiar with new tools to create such trainings and make them more interactive.

We have also conducted a corruption and antitrust risk assessment in our major operations – to help us better identify the possible scenarios of risks for our type of operations, based on the countries where we operate.

PROCUREMENT

Key Objective: Commitment from Strategic/Direct Supplier for Continuous CSR Improvements

This year, we updated our Supplier Code of Conduct and added relevant requirements regarding human rights, use of security forces, accurate records, and land use and prevention or deforestation. We also enhanced the existing intellectual property rights chapter. Suppliers also went through the self-assessment questionnaire that we send them every two years and we improved our internal reporting tool. Working closely with suppliers has also enabled us to convert many of them from “red” status to “yellow” or “green” meaning they are improving and making CSR a priority within their organization.

13

Employees participated in a 15-day Exchange Program between Romeo and France

1 Brazilian R&D and **1** French R&D employees have spent 6-months in the Romeo R&D laboratory to share experience with colleagues

Percentage of Employees covered by Certifications

ISO45001 90%

Romeo - W. Columbia - China - India - France - Czech Republic - Türkiye

ISO14001 97%

Romeo - Brazil - China - India - France - Czech Republic - Türkiye



11

Accidents in 2023 with Lost Days

(Up from 7 in 2022)



Human Rights E-learning

93% of all Employees Worldwide

Prevention of Sexual Harassment Training

99% of all Employees Worldwide



Gift & Invitation Policy Training

93% of Targeted Population



Living Our Values.

Good Citizen In Our Communities

L&L Products is Living Our Values in **China**. Being a good citizen in our communities is one of L&L Products' core values. Employees from L&L Products China recently spent time with mentally disabled students from a local school studying, playing games and leaving behind special snacks and desserts. Needless to say it was a very memorable and meaningful day for all.



Creativity, Innovation, and Entrepreneurial Spirit

L&L Products is Living Our Values in **France**. Bees serve as crucial guardians of the environment and are vital as pollinators. Honeybees are also the only insect that produces food eaten by man! L&L Products France is thrilled to welcome its on-site beehive thanks to a contribution made by *APILA l'Abeille*.

Success Defined In Our Own Terms

L&L Products is Living Our Values in **India**. Recycling food provides many benefits to our environment and is a source of new food for our employees. More than 200 employees from our India location can take home organic fruits and vegetables to their homes thanks to food composting. L&L Products India implemented a food composting process that begins in the office cafeteria. Around 100-120 kgs of food waste are generated daily after food consumption by employees. This waste goes into composting machines, and the local team uses this compost for the organic farming of fruits and vegetables. This circular process then yields the grown food among the employees.



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.



We Care for the Planet

L&L Products is Living Our Values in **Romeo**. Kenny Makuch from L&L Products Romeo office had offered 300 Red Maple Trees to the coworkers to be planted for free to help our planet sustain cleaner air. The trees were 9” to 18” tall. After just two days of offering up the trees, all 300 were spoken for. This is the second year Kenny has supplied trees to employees.

Pride In Belonging

Pride in Belonging is one of L&L's eight core values. It recognizes the uniqueness of each person, the value they bring to the organization, and the importance of celebrating that. L&L **Brazil** did just that by hosting a Family Day for over 300 employees and their families to come together. L&L contributed with barbecue and the play structures, while each family brought a dish to share that was traditional to them. We were thankful to celebrate a good year with all who attended!



Importance of Our Partner Relationships

The **L&L Educational Foundation** was established in 1987 to support post-secondary education for the spouses and children of L&L Employees. The foundation also gives grants to local school districts to support curriculum in STEM (Science, Technology, Engineering, and Mathematics). The grant funds went toward 3-D Printers, robotics team support, computers, scientific calculators, coding kits, a CNC router and Plasma cutter, and virtual reality equipment, to name a few.



Established in 2018, the **L&L Products Foundation** supports our employees in countries outside of the US. The foundation supported students in APAC, EMEA, India, and Brazil. 96 students in the US and 51 students outside of the US were granted scholarships in 2023.



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.



GM SUPPLIER QUALITY EXCELLENCE AWARD

L&L Products Brazil is proud to be awarded the GM Supplier Quality Excellence Award. This award is achieved by the top tier of GM's supply base. This marks the fourth consecutive year the team has achieved this honor. Congratulations to the team the team!

DETROIT FREE PRESS TOP WORKPLACES AWARD

Detroit Free Press Top Workplaces have awarded L&L Products North America, for the second year in a row, a Top Workplaces 2023 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.

TOYOTA MOTOR EUROPE (TME) AWARD

L&L Products Europe for achieving the prestigious Toyota Motor Europe (TME) award: a Certificate of Recognition in the Supply category. TME reviews the performance of its suppliers over the previous year in various categories. The Certificate of Recognition in the Supply category is given to the suppliers with outstanding delivery performance. Congrats on this first-time achievement!

ECOVADIS GOLD ACHIEVEMENT

L&L Products earned its third GOLD medal award from EcoVadis in 2023. This award recognizes L&L's ongoing commitment to sustainability in the areas of environment, human rights & labor, ethics, and sustainable purchasing.

GM CUSTOMER CARE AND AFTERSALES ON-TIME SHIPPING AWARD

L&L Products Romeo celebrated the General Motors Customer Care and Aftersales On-Time Shipping Award. Congratulations to the team on receiving this Platinum-level award!

GM SUPPLIER OF THE YEAR AWARD

L&L Products was named a GM Supplier of the Year during the company's 31st annual Supplier of the Year awards. GM's Supplier of the Year award recognizes global suppliers that distinguish themselves by exceeding GM's requirements, in turn providing customers with innovative technologies and among the highest quality in the automotive industry. This is the third consecutive time that L&L Products has received the award.

NCQC AWARD

We are pleased to share that L&L Products India participated for the second time in NCQC (National Conference Quality Circle Forum of India) and achieved two Gold and one Silver 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. The India Quality Circle Forum is an excellent platform for presenting the best work done by various quality practicing organizations.

JEC AWARD - FINALIST

L&L Products, with partners BASF, Flex-N-Gate, and Toyota, were named as finalists for the 2023 JEC Innovation Award in the Automobile and Road Transportation – Design Part category with the composite seatback design on the 2022 Toyota Tundra™. This project has previously won the 2022 Altair Enlighten Award for achievements in weight savings and the 2022 SPE Automotive Innovation Award.

ISPO

We are excited to celebrate that in partnership with Nemo Equipment, L&L has received the ISPO Textrends Award – Fall/Winter 2025/26 for the Nemo backpack containing CCubed™! Twice a year, award recipients are honored for trends in the textile and apparel sectors, set by experts two years in advance. Participants can submit their most innovative apparel or textile products for evaluation by an international panel of experts.