

ONE COMPANY  
GLOBAL COLLABORATION  
INNOVATIVE IDEAS

## Corporate Social Responsibility Communication 2024.



## Chairman & CEO Letter.

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

Over the past few years, we have all experienced unprecedented challenges that have profoundly impacted our personal and professional lives. These times have tested our resilience and adaptability, reshaping the landscape in which we operate.



As we reflect on 2024, we proudly celebrate seven years of unwavering dedication to the Ten Principles of the Global Compact in Human Rights, Labor, Environment, and Anti-Corruption. L&L Products remains committed to creating meaningful impact for our employees, partners, stakeholders, and the environment.

Our success is driven by a shared vision, supported by our Shareholders and the L&L Products Executive Team (LLET), and brought to life through the collective efforts of every employee, every single day. I want to sincerely thank the committees for setting meaningful goals and all the talented individuals who turn these goals into reality—your dedication is the cornerstone of our achievements.

However, we must continue focusing on what we can impact in line with our Vision, Values, and Shareholder Guiding Expectations. Looking at our organization and our people, I am very confident and enthusiastic about the future we are all building together for our Company and our communities.

Thanks to your commitment, resilience, flexibility, and agility we continued to run our business while preserving and nurturing our values and unique culture, which is our essence.

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 black ink, appearing to read 'C. Carré', with a stylized flourish at the end.

**Christophe Carré**  
Chairman & CEO





# 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.

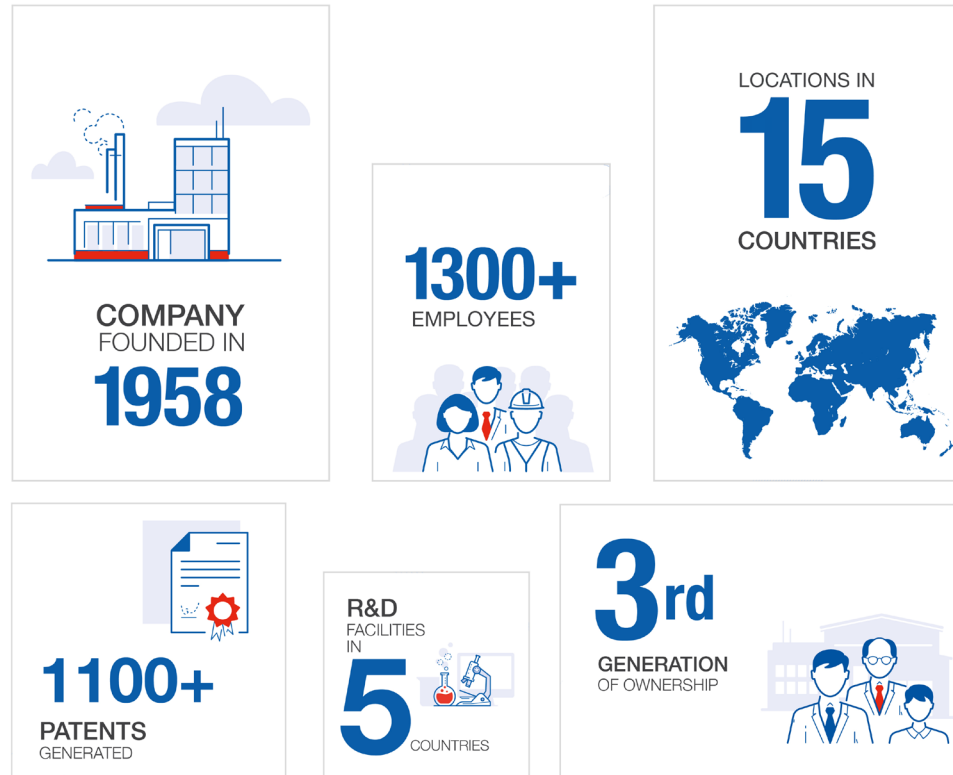
We strive to maintain a corporate culture based on humility, respect for one another, and a hunger to achieve long-term growth.

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.**

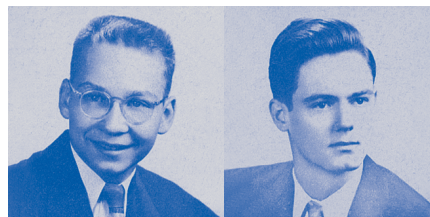
### CORPORATE PURPOSE

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**  
Co-Founder



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

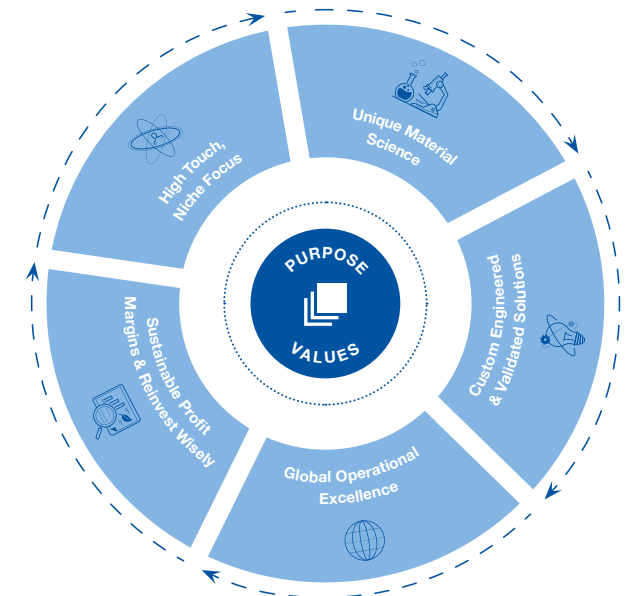
**BOB LIGON**  
Co-Founder

## Company Vision.

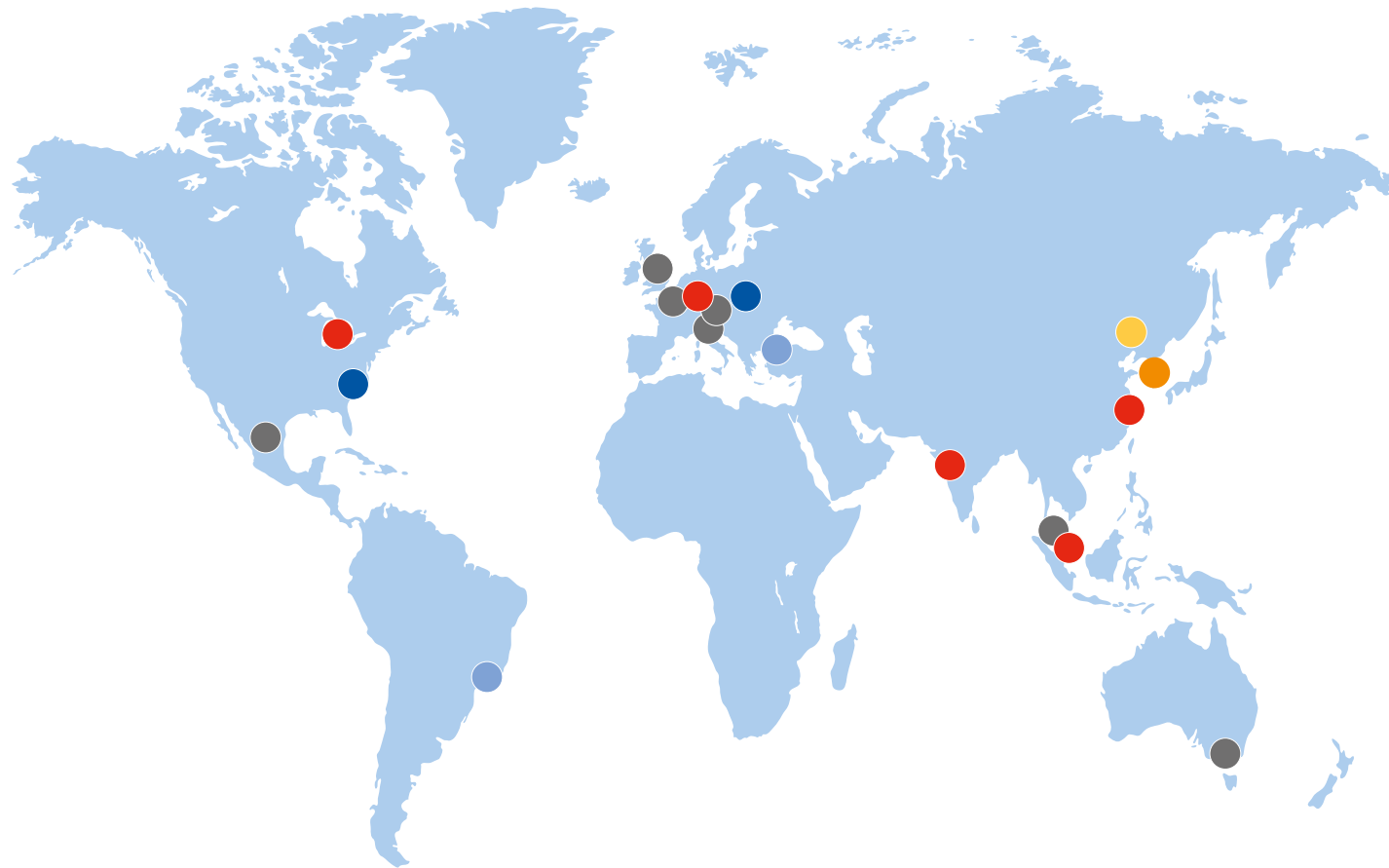
As a global technology-based company, we will continue to base our success on innovation, operational excellence, and market diversification while living our values.

### 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

● L&L Production Facility

● L&L Office & Production Facility

● L&L Office, Production Facility, & Technical Service Centers

● L&L Office & Technical Service Center

**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



**TÜRKIYE**  
Bursa



**INDIA**  
Pune



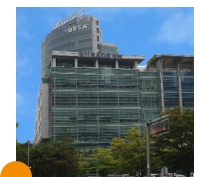
**SINGAPORE**  
Singapore



**CHINA**  
Shanghai



**CHINA**  
Shenyang



**SOUTH KOREA**  
Gyeonggi-do



## Leadership Team.

### Tom Kleino

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

### John Babi

Vice President  
L&L Products Americas,  
Romeo, Michigan, USA  
**JOINED L&L IN 2015**

### Steve Ryan

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

### Christophe Carré

Chairman & CEO  
L&L Products,  
Altorf, France  
**JOINED L&L IN 1998**



### Tony Buchan

Global VP - Marketing &  
Corporate Development  
L&L Products,  
Leicester, UK  
**JOINED L&L IN 2012**

### Nitin Mehta

President  
L&L Products APAC & IMEA,  
Singapore, Singapore  
**JOINED L&L IN 2011**

### Mike Czaplicki

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

### Jean-Michel Hollaender

President  
L&L Products Europe,  
Altorf, France  
**JOINED L&L IN 2001**

# A positive and proactive culture of sustainability





# Corporate Social Responsibility



# Corporate Social Responsibility.

We are committed to driving positive action through best practices, ethical operations, and meaningful community engagement. Our teams are dedicated to exploring new ways to create practical solutions that deliver lasting impact.

Our comprehensive CSR report will be released in the spring of 2025.



## HUMAN RIGHTS AND LABOR

### Key Objective: Ensure Our People Feel L&L is the Best Place to Work.

We value the unique contributions of every individual and strive to create a safe, healthy, and inclusive environment that attracts and retains talent. At L&L Products, we are committed to our employees' well-being and growth, prioritizing work-life balance, mental health, and professional development.

**2024 Employee Code of Ethics Training:** We all share the same world but navigate it with unique routines and values. Every day, we make ethical choices—often small but essential in shaping who we are as individuals and as an organization. This training ensures we are aligned on what it means to “act with integrity.”

## HEALTH & SAFETY

### Key Objective: Zero Workplace Accidents.

Ensuring the health and safety of our employees, contractors, and visitors is a top priority at L&L Products, across all global locations.

**Global Machine Audit:** A global machine audit has been conducted across all sites, using a standardized approach. This comprehensive review covered 400 cells and production lines. As a result, targeted actions have been implemented to mitigate health and safety risks effectively. Furthermore, a standardized capital launch process has been adopted across all sites. This process ensures that all health and safety verifications are completed before introducing new cells or lines into production.

**Global Certification:** 90% of our employees are covered by ISO 45001 with Brazil expecting certification in 2026.

**France:** Safety Week in Altorf in September with EHS escape game, VR awareness, and extinguisher training for all.

**US:** Romeo led a cross functional team to standardize a risk assessment tool to help identify, eliminate hazards, and reduce risks. The cross functional team consisted of EHS, R&D, and engineers from Compounding, Injection Molding, and Automation. This will be used for new equipment, processes, chemistry, and more.

**China:** Our annual firefighting and evacuation drill in China ensures all employees are prepared and protected.

## PROCUREMENT

### Key Objective: Supplier Commitment to CSR Improvements.

We have observed significant progress in supplier engagement with CSR, with many pursuing EcoVadis certification and achieving passing ratings. Notably, there are no red-rated suppliers globally, demonstrating CSR's growing integration into daily operations. We have streamlined supplier CSR surveys with an efficient electronic method, simplifying responses and evaluations. In 2024 100% of our Purchasing buyers completed a global training program, a total of 34 people worldwide.

**1300+** Total Employees (on 31 December 2024)

**51%**  
Americas

**31%**  
Europe

**12%**  
APAC

**6%**  
IMEA

**19%**  
Age < 31

**29%**  
Age 31 - 40

**29%**  
Age 41 - 51

**23%**  
Age > 51

**13%**  
Women in  
Executive Positions  
**32%**  
Women in Total  
Workforce





## ENVIRONMENT

### Key Objective: Zero Waste & Carbon Neutrality.

#### Carbon Neutrality

We are actively committed to reducing our greenhouse gas (GHG) emissions, with a roadmap that follows the SBT (Science Based Target) recommendations. Ambitious targets have been set for 2030 with a 24% reduction on Scope 3 emissions, and a 42% reduction on Scopes 1&2\*.

Over the past five years, best practices such as energy monitoring, weekend energy reduction, LED implementation, building insulation, and the adoption of energy-efficient equipment, have yielded impressive results, such as a 40% reduction in KWh energy consumption per unit produced since 2018. Our investment in green energy will enable us to reach 30% green electricity by 2025 on our production sites, including two sites with 100% green energy. This is well in line with our objectives of reaching 70% green electricity by 2030.

Over the past two years, we have increased our capacity to carry out life cycle analysis of our products. In 2025 we are launching an eco-design initiative with the help of the French environmental agency, ADEME, for one of our latest technologies, InsituCore™.

**US:** As of 2024 year-to-date, Romeo has successfully recycled 140 tons of cardboard, 20 tons of plastic, and 76 tons of nylon regrind.

*\*Please see the Corporate Social Responsibility for reference to Scopes 1, 2, & 3.*

#### Zero Waste

We have achieved the ability to reuse 100% of the scrap in certain sticky processes. We continue to implement polyamide recycling of our injection molded parts scrap with some partners to achieve 100% of recycling ratio on some sites. The objective is to have all nylon recycled from scrap.

We also want to be part of a more circular economy. Today, 23% of our plastics come from recycled sources, and we aim to increase this ratio.

## BUSINESS ETHICS COMPLIANCE

### Key Objective: Zero Violations of Anti-Corruption and Antitrust Laws.

In 2024, we released two worldwide e-learning modules on anticorruption and prevention of unfair competition. These trainings have been shared with the departments most exposed to these risks, including sales, purchasing, and management teams.

We also continuously encourage our people to reach out to the management or legal teams with questions and concerns with the SpeakUp Line, but we notice that employees tend to report concerns through management. We have had no reports of confirmed corruption or antitrust cases in 2024. We also have not received any allegation of violation of anticorruption or antitrust laws.

## INFORMATION TECHNOLOGY

### Key Objective: Strengthen IT Security and Data Privacy.

In 2024 we were able to achieve TISAX certification at our China, France, Germany and United States locations. Our Brazil location is currently going through system assessment and expected to receive certification in the first quarter of 2025.

TISAX (Trusted Information Security Assessment Exchange) is a standardized assessment and certification process designed specifically for the automotive industry to ensure high-level information security and data protection throughout the supply chain. Achieving the TISAX certification demonstrates robust information security practices, giving our customers confidence that sensitive information is well-protected. This compliance reduces the risk of data breaches, strengthens supply chain relationships, meets contractual and regulatory requirements, and enhances the company's reputation as a secure partner.



#### Percentage of Employees Covered by Certifications

**89%** ISO 45001

7 out of 10 manufacturing facilities are certified

**97%** ISO 14001

7 out of 10 manufacturing facilities are certified

**80%** Temporary TISAX

4 of the 10 production sites and our Munich office are certified or in the process of certification



**4**

Accidents in 2024  
with Lost Days

(Down from  
14 in 2023)



**32%**

of Employees  
Attended a Training  
by an External  
Company



Employee Code of  
Ethics Version 3

**98%**  
of All Employees  
Worldwide



Anticorruption  
Training

**95%**  
of Targeted  
Population



Prevention of Unfair  
Competition

**96%**  
of Targeted  
Population



## Living Our Values.

### L&L Products Romeo Brings Innovation and Inclusion to the Community

L&L Products is Living Our Values in **Romeo**. The L&L Educational Foundation, alongside Ron Bogert, Ron Yurenka, Steve Porter, and Chris Dukarski, visited the Lapeer ISD STRIVE program, which supports special needs adults aged 18-26, for a 3D printer demonstration.

Students engaged in hands-on activities, assembling pre-printed keychains donated to the program. Over 200 items were contributed to STRIVE's reward store and fundraising efforts. Steve Porter also donated 3D magnetic learning tools to aid in teaching math and money concepts.

This initiative showcased our company value of being "Good Citizens in our Community," highlighting the power of collaboration and community support.



### L&L Products India Powers Sustainability

This year, L&L Products **India** achieved a significant milestone by partnering with GrEL to enhance sustainable transportation for our associates. Through this collaboration, the team integrated electric rides into our operations, underscoring the commitment to environmental responsibility.

The team, including Sandeep Tholath and Moreshwari Patil, had the pleasure of welcoming GrEL's Co-Founder, Mayank Gupta, who signed the agreement during his visit. Together, they engaged in fruitful discussions on how this partnership will drive sustainability while enhancing the commuting experience for L&L employees.

This collaboration highlights our efforts to innovate and contribute to a greener future, marking a proud moment for the L&L India team this year.

### L&L Products France Celebrates One Year of Workplace Safety Excellence

L&L Products is Living Our Values in **France**. One of the key achievements this year has been reaching the remarkable milestone of 365 days without a workplace accident. This accomplishment reflects years of dedicated effort, vigilance, and the unwavering commitment of every team member to maintaining a safe work environment.

The team is incredibly proud of this success, which highlights the collective focus on safety as a core value. As we look ahead, the team remains steadfast in the pursuit of a zero-accident goal, building on 2024's achievement.



## 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.





### L&L Products India Launches the Green Belt Development Initiative

L&L Products **India** launched a significant CSR initiative focused on the Green Belt development of Shiv Parvati Hill in Nighoje Village, near our Pune facility. In collaboration with the Gram Panchayat Nighoje, the program includes planting 3,000 trees, creating a children's play area, establishing a new drinking water facility, and providing two waste trolleys to support village sanitation.

This initiative reflects our commitment to sustainability and community well-being, marking a meaningful step in strengthening our ties with the local community while fostering environmental stewardship.



### L&L Products Türkiye and Rudna Celebrate Milestone Anniversaries

*Pride in Belonging* is one of L&L's eight core values. This year, L&L Products proudly celebrated two significant anniversaries—15 years of operations in **Bursa, Türkiye** and 10 years in **Rudna, Czech Republic**. These milestones reflect the growth and success driven by the dedication of our teams across both locations.

These anniversaries highlight our commitment to employee engagement and the strong relationships we've built within our global communities. We are grateful to all our employees for their continued contributions in making these milestones possible, and we look forward to many more years of shared success.



### L&L Products China Celebrates Children's Day Connecting with Special Needs Children

L&L Products **China** made a meaningful impact by connecting with special needs students from a local school. To celebrate Children's Day, the team organized activities, games, and shared desserts with the students, creating joyful memories and fostering a spirit of inclusion.

This initiative highlights our ongoing commitment to making a positive difference in the communities where we live and work, reflecting the dedication to building connections and spreading kindness.



**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.



### DETROIT FREE PRESS TOP WORKPLACES AWARD

Detroit Free Press Top Workplaces have awarded L&L Products North America, for the third year in a row, a Top Workplaces 2024 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.

### ECOVADIS SILVER ACHIEVEMENT

L&L Products has rated in the 94th percentile by EcoVadis in 2024, earning the company a silver rating. This award recognizes L&L's ongoing commitment to sustainability in the areas of environment, human rights & labor, ethics, and sustainable purchasing.

### NISSAN 2024 REGIONAL SUPPLIER QUALITY MASTER CERTIFICATE

L&L Products was awarded the 2024 Regional Supplier Quality Master Certificate from Nissan North America. This recognition is a testament to Nissan's commitment to quality and excellence in its products and services.

### GM SQA AWARD BRAZIL

L&L Products Brazil earned the General Motors (GM) Supplier Quality Excellence Award for the fifth year, showcasing its commitment to excellence. GM's strict criteria included 100% on-time delivery, zero defects, flawless safety, and strong cross-functional support. This milestone reinforces L&L Products Brazil's dedication to superior quality, reliability, and meeting GM's high standards.

### ASHOK LEYLAND QUALITY AWARD

L&L Products India received a Platinum Award from Ashok Leyland Ltd. for excellence in quality performance. The award recognizes consistency and outstanding quality with zero defects per million parts.

### HWASHIN SUPPLIER OF THE YEAR AWARD

L&L Products Brazil received the HWASHIN 1st Place Supplier of the Year Award in 2024 for excellence in quality and delivery. This achievement highlights L&L Products Brazil's commitment to exceptional quality, dependability, and consistently upholding HWASHIN's standards.

### MACOMB BUSINESS AWARD

L&L Products received the Hometown Hero award at the 12th annual Macomb Business Awards breakfast in Macomb County, Michigan, where it has been a proud community member for nearly 70 years. The award honors businesses benefiting the local community, with L&L chosen from 14 nominees for its commitment to involvement. The event, recognizing organizations for workforce growth, market expansion, and neighborly contributions, featured 135 nominations across seven categories.

### INDIA QUALITY CIRCLE AWARD

L&L Products proudly announced that its case study presentation at the 39th Annual Convention of the Quality Circle Forum of India (QCFI), Pune Chapter – CCQC 2024, was honored with two Gold Awards and one Silver Award. This recognition highlighted the team's tireless efforts in analyzing and presenting impactful insights. L&L Products extended its gratitude to all collaborators and participants for their support and engagement throughout this achievement.



