

DÉFI ALSACE CONTRE LA FAIM




Alliance Fédérale

ONE COMPANY
GLOBAL COLLABORATION
INNOVATIVE IDEAS

Corporate Social Responsibility.
Communication 2025

Chairman & CEO Letter.

Dear L&L Colleagues,

At L&L Products, corporate social responsibility (CSR) is integral to how we operate, make decisions, and deliver value as a materials science company. Since we undertook our first EcoVadis assessment in 2017, our current score of 75/100 reflects steady progress and recognition of our ongoing efforts. We are committed to reconciling economic performance with a positive impact on the planet and people, embedding responsible practices into daily operations around the world.

Being a more responsible company means fostering the well-being and development of the people who drive our success. Our worldwide employee satisfaction survey demonstrates the progress we have made in supporting our teams. We also uphold ethical standards across our organization and prioritize strong partnerships, ensuring that our values are shared with those we work with.

Regulatory and societal challenges continue to shape our environment, and we constantly adapt to maintain progress, striving to remain “a good place for all who touch it, where the quality of work, products, and relationships is a priority.” Our ongoing dedication to the United Nations Global Compact’s Ten Principles in Human Rights, Labor, Environment, and Anti-Corruption underlines our commitment to meaningful, sustained action.



Looking at our organization and our people, I am very confident and enthusiastic about the future we are all building together for our Company — one that balances economic success with positive impact, responsible operations, and the well-being of our employees 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.

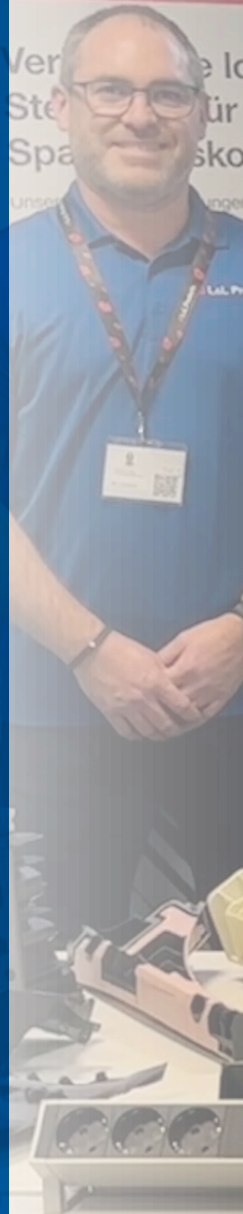
Sincerely,

Christophe Carré
Chairman & CEO



INNOVATING MATERIALS

L&L Products continues to advance as a global materials science company dedicated to improving performance, efficiency, and worker safety across industries. We take pride in the role our technologies play in enhancing operational efficiency and help enable more sustainable practices across the industries we serve. Our identity is rooted in innovation, technical excellence, and responsibility to the customers and communities we serve. We remain grounded in the values that define our culture—collaboration, integrity, environmental stewardship, and the pursuit of better solutions. These values guide both our day-to-day decisions and our long-term strategy, ensuring that our growth is aligned with responsible practices and meaningful sustainability outcomes.





Who We Are. ■

Who We Are.

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

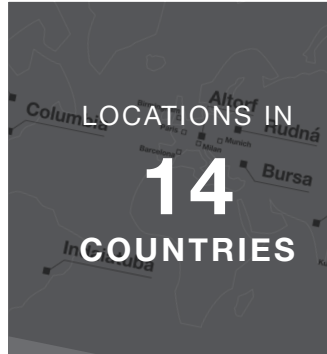
Expansion in other regions started in 1996 to support our traditional automotive customers globally.

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.

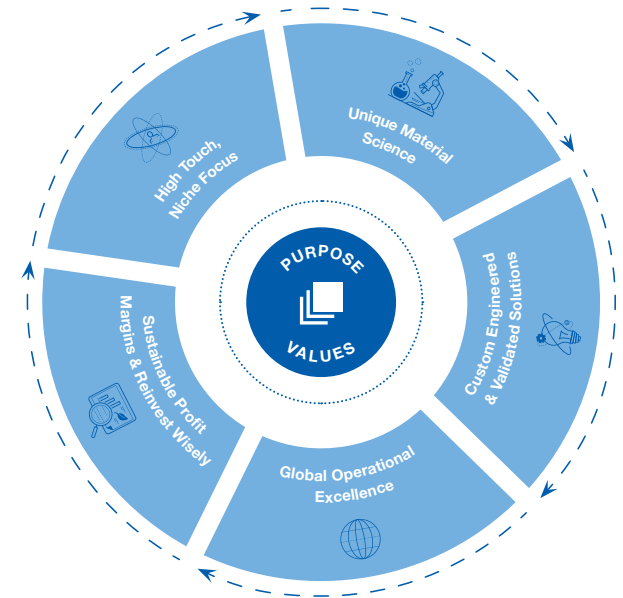


Company Vision.

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

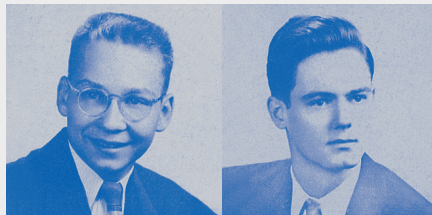
THE FLYWHEEL BUSINESS MODEL

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



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.

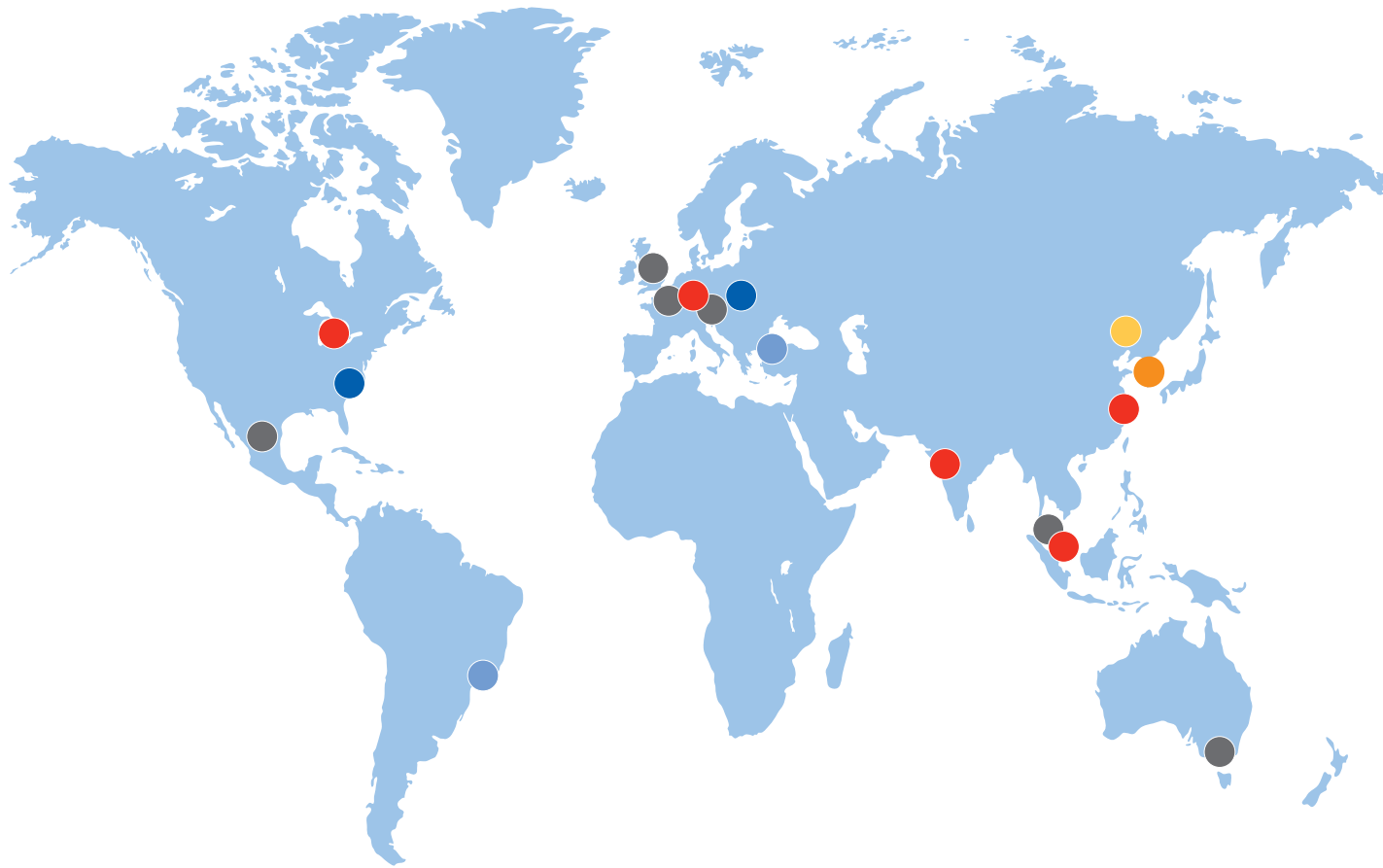
GENE LANE
Co-Founder



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

BOB LIGON
Co-Founder

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



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

Americas
Founded
1958

Europe
Founded
1996

APAC
Founded
1997

IMEA
Founded
2010

Leadership Team.

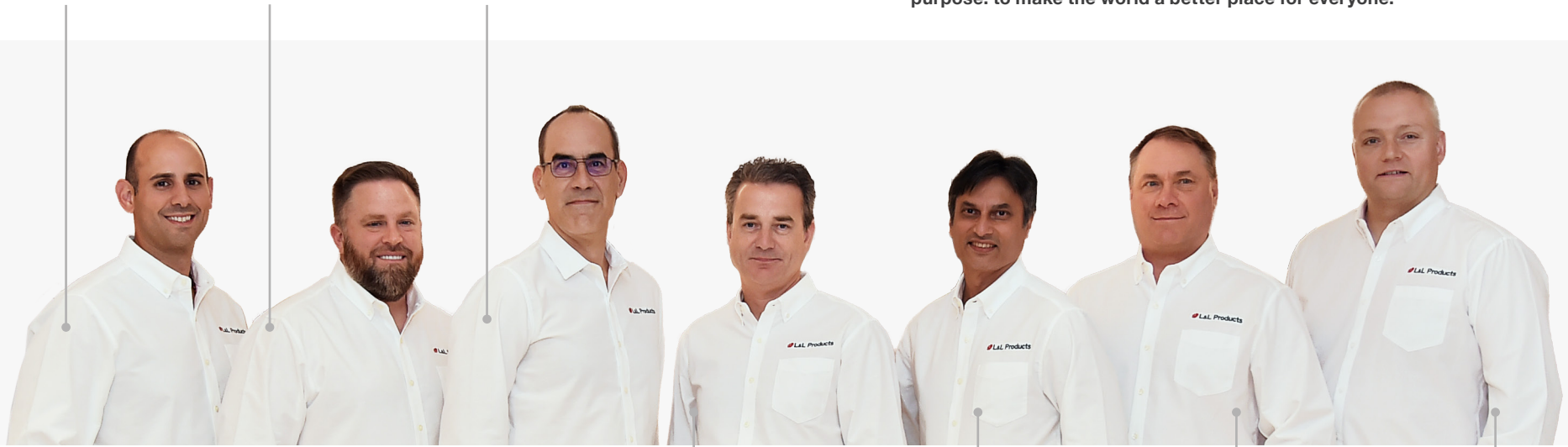
John Babi
 President
 L&L Products Americas,
 Romeo, Michigan, USA
JOINED L&L IN 2015

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

The LLET sets the tone for the organization’s commitment to ethical behavior, environmental sustainability, and social impact. They are responsible for ensuring that resources are available to be devoted to Corporate Social Responsibility (CSR) at the expected level.

“Our CSR efforts – towards our employees, our business partners, and the planet – ultimately serve one overarching purpose: to make the world a better place for everyone.”



Tony Buchan
 President of 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

DRIVING POSITIVE CHANGE TOGETHER

Corporate Social Responsibility (CSR) is a business approach that integrates social and environmental concerns into operations and stakeholder relationships. We are committed to ethical, responsible practices that benefit both society and the environment.

CSR reinforces resilience by integrating sustainable and ethical practices to anticipate and adapt to economic, social, and environmental challenges, thus achieving our long-term goals. This year's efforts emphasize steady, reliable progress and a long-term view of sustainability as an integrated effort across the business.



Corporate Social Responsibility

Corporate Social Responsibility.

CSR reinforces resilience by integrating sustainable and ethical practices to anticipate and adapt to economic social and environmental challenges, thus achieving our long-term goals. This year's efforts emphasize steady, reliable progress and a long-term view of sustainability as an integrated effort across the business.



CSR INTRANET PAGE LAUNCH

We have introduced a dedicated CSR intranet page to serve as the central hub for all Corporate Social Responsibility information internally. The site is designed to educate, engage, and empower employees by providing:

- Our CSR philosophy and its importance to our business
- Our Team and organizational structure to explain roles and responsibilities
- CSR pillars guiding our CSR strategy
- Our commitment to the United Nations Global Compact's Ten Principles
- CSR-related targets and performance

This platform ensures that employees have easy access to CSR-related knowledge, reinforcing our commitment to sustainability, ethics, and community engagement.

To succeed in embedding durability across the organization and ensure lasting positive change, CSR cannot be siloed within a single role. It must be embraced broadly by multiple leaders. Our CSR efforts are guided from the top: the Board ensures alignment with our Corporate Values, while the LLET makes strategic decisions and ensures the resources needed to advance long-term initiatives.

CSR Leads guide the organization toward lasting, responsible growth by defining strategy and recommendations, and other CSR contributors play a critical operational role, embedding CSR considerations throughout the organization at all levels.

In addition, a global network of contributors acts as key enablers, translating strategy into action and ensuring these principles are understood and applied consistently in all regions. This network includes specialists and teams supporting environmental, safety, human rights, compliance, and data management efforts, working together to drive measurable progress.

HEALTH & SAFETY | HUMAN RIGHTS AND LABOR

Our commitment to our people and communities continues to guide how we invest in employee well-being, development, and engagement.

In 2025, we strengthened the reliability and reach of our existing programs, ensuring employees have access to training, safe working conditions, and opportunities for growth. In our communities, we maintained support for local organizations and volunteer activities, focusing on consistent engagement and meaningful contributions.

We are proud to share that in our latest worldwide employee satisfaction survey, more than 75% of our team members expressed that they feel proud to be part of L&L and would recommend our company as a great place to work. This result reflects our ongoing commitment to fostering an inclusive, engaging, and rewarding workplace where every employee can thrive and contribute to our shared success.



ENVIRONMENT

Environmental responsibility remains a core element of our operations, and 2025 continues the momentum of improving resource efficiency and minimizing our footprint.

Our energy and emissions work focus on operational discipline, ongoing monitoring, and incremental reductions achieved through continuous improvement. Materials efficiency and waste reduction continue to play a major role in our manufacturing strategy, with established programs for recycling, reuse, and material optimization driving consistent results. The global energy management team meets quarterly to discuss energy reduction projects and we adhered to environmental regulations across all locations.

We use guarantees of origin to cover part of our electricity consumption. Globally, 34% of our electricity consumption is covered by renewable energy through this mechanism. In Brazil, France, and Türkiye, our operations achieve 100% renewable electricity coverage. Guarantees of origin support renewable electricity generation by certifying that a volume equivalent to the covered consumption is produced from renewable sources and injected into the grid, without implying that the electricity physically consumed is of renewable origin.

OPTIMIZATION IN ACTION - OUR RUDNA PLANT (CZECH REPUBLIC):

- Achieved an overall 10% reduction in energy consumption (gas and electricity) per unit produced
- Revised logistics routes to decrease frequency of shipments



BUSINESS ETHICS COMPLIANCE

Integrity remains the backbone of our sustainability strategy, ensuring that ethical decision-making and accountability guide every level of our organization. In 2025, we continued to refine our governance practices, enhancing documentation, strengthening policies, and reinforcing internal processes. Our Code of Conduct, compliance programs, and reporting systems remain firmly in place, and ongoing reviews ensure they evolve with regulatory standards and business expectations.

- The Legal Team continued to build the e-learning library and edited two modules focusing on whistleblowing procedure and anti-retaliation policy, and on conflicts of interest. While these two trainings were targeted to all employees worldwide, a more focused e-learning module was also created on fraud and targeted for teams more exposed to this type of risk.
- We also started a series of ethics audits in the main L&L Products entities to check that the policies and trainings were evenly rolled-out throughout the organization.

PROCUREMENT

Sustainable Purchasing is a key component to ensure cascade of our policies in the supply chain.

We remain committed to partnering with suppliers who share our dedication to responsible manufacturing. By maintaining and strengthening expectations around ethical behavior, quality, and environmental performance, our supplier standards and review processes ensure alignment throughout our supply base.

Ongoing communication and monitoring reinforce consistency, supporting reliability and responsible practices across our extended supply chain.



Percentage of Employees Covered by Certifications

88% ISO 45001

Employees are covered by certification (7 out of 10 manufacturing facilities)

97% ISO 14001

Employees are covered by certification (7 out of 10 manufacturing facilities)

81% TISAX

Employees are covered by certification (5 entities have been certified)



11

Accidents in 2025 with Lost Days

(Up from 4 in 2024)



37%

of Employees Attended a Training by an External Company



Fraud Training

90% of Targeted Population



Whistleblowing Procedure and Anti-Retaliation Policy Training

87% of All Employees



Living Our Values.

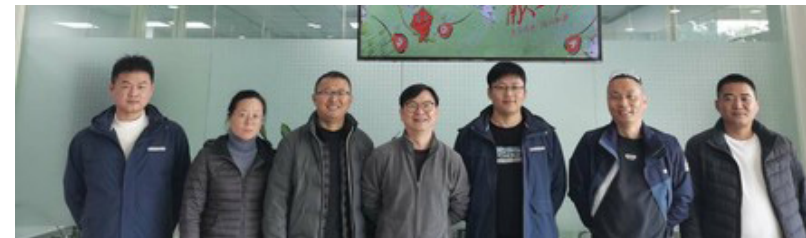
Supporting Dobromysl in Czech Republic

L&L Products is Living Our Values in Czech Republic. Our Rudna team proudly supported Dobromysl, a local charity dedicated to individuals on the autism spectrum and those with intellectual disabilities. Through generosity in a monetary donation, we demonstrated our commitment to making a meaningful difference in our communities. Thank you to everyone who contributed; together, we're living our values and creating positive impact where it matters most.



Season of Giving: Employee-Led Holiday Support

Throughout the year, L&L Products South Carolina employees come together to raise funds for an annual Christmas celebration for the children of the team. In the spirit of giving back, these efforts also support holiday gift donations for children in need across our community, in partnership with local children's shelters and families identified by L&L employees. This tradition reflects our commitment to caring for one another and the communities we serve.



Honored to Give: Annual Blood Donation in China

L&L Products China proudly hosted its annual blood donation drive, an honored tradition that reflects our commitment to community well-being. This initiative, highly valued in China, brings employees together to make a life-saving impact. Each donation helps hospitals provide critical care and supports those in need. Through this act of generosity, we strengthen our bond with the community and live our values of responsibility and compassion.

Living Our Values: Empowering the Next Generation

At L&L Products Romeo, we believe in the power of service, education, and community. In 2025, our team proudly participated in the Non-Profit Fair hosted by Ford Next Generation Learning, inspiring middle school students to give back. By sharing our passion for innovation and collaboration, we helped future changemakers learn to lead with purpose—because, as Gina Walker, Program Officer, says, 'We believe in inspiring the next generation to lead with purpose.'



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.



Driving Innovation: Formula Student Success

L&L Products Germany proudly supported Team Delft at Formula Student Germany by supplying material samples that helped support the construction of their car. Their passion and resilience earned them a podium finish. Watching these students unite as a high-performing team and achieve 3rd place overall was truly inspiring. We're honored to play a part in their success and celebrate innovation that drives the future. Here's to the next chapter—and to keeping Delft on the podium!

Celebrating Sustainability: Eco-Friendly Ganesha Workshop

L&L Products India celebrated sustainability and tradition with an Eco-Friendly Ganesha Idol Making Workshop. Employees from across departments came together to craft beautiful idols using natural, biodegradable materials. The event fostered creativity, team bonding, and environmental awareness, creating a joyful atmosphere of culture and camaraderie. This initiative reflects our commitment to responsible celebrations and living our values every day.



Running for a Cause: La Molshémienne

For the L&L Products Altorf team, La Molshémienne is more than a race—it's a tradition and a show of solidarity. In 2025, our team joined hundreds of participants to raise awareness and support for breast cancer. By moving together, we demonstrate that community action drives real change. We're proud to stand united for a cause that matters.



Living Our Values Through Renewable Energy

Redeeming approx. 2.4 MWh of renewable electricity via I-REC certificates demonstrates L&L Turkiye's commitment to sustainability and ethical business practices. By choosing zero-carbon hydroelectric power, we align with our values of innovation, integrity, and stewardship. It's a clear, measurable step toward living our values and driving a cleaner, more responsible future.



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.



AUTO PARTS INDUSTRY AWARDS - AWARD OF EXCELLENCE

On December 6, 2025, L&L China earned the prestigious Award of Excellence at the 2025 Auto Parts Industry Awards (Ling Xuan Award) in the Light-weighting and New Material category. This recognition celebrates our collaboration with Great Wall Motor on the innovative application of Next Generation CBS with CFRTP Composite Sheets, a breakthrough that advances lightweight automotive solutions and reinforces L&L's commitment to driving innovation and sustainability in the global mobility industry.

IAC - BEST PERFORMANCE IN PRODUCT DEVELOPMENT

In 2025, L&L was honored with the Best Performance in Product Development award from IAC (now LUMAX) for our innovative EFS-based Silent HVAC Air-Ducts developed for the Mahindra Thar ROXX SUV. This breakthrough replaces conventional injection and blow-molded ducts with advanced EFS technology, delivering improved acoustic performance with a 1.6 dB(A) reduction in sound pressure and a 9.1% improvement in articulation index. Deployed on Thar ROXX and XUV700 since Q3 2024, this achievement marks a major step forward in product innovation and strengthens our partnership with Mahindra as we explore future projects across their SUV and EV platforms.

GENERAL MOTORS - BEST SUPPLIER IN QUALITY EXCELLENCE

L&L Products Brazil has been honored with the Best Supplier in Quality Excellence award by General Motors Brazil—for the third consecutive year and the sixth time overall. This achievement reflects the team's unwavering commitment to quality, collaboration, and operational excellence. Special recognition goes to our Quality and Manufacturing teams, whose dedication was instrumental in earning this distinction. This continued success underscores the strength of our partnership with GM and the collective efforts of L&L Brazil in delivering superior performance year after year.

GREAT WALL MOTORS - TOP 20 SUPPLIER AWARD

L&L Products Brazil has been recognized by Great Wall Motors (GWM) as one of their top 20 local suppliers in Brazil, marking a significant milestone in our partnership. This award celebrates our role in supporting GWM's launch in Brazil and our first program and SOP with GWM in September 2025—also GWM's first SOP outside China. Congratulations to the Brazil team for building this new relationship and contributing to such an important step forward with a global OEM.

DETROIT FREE PRESS TOP WORKPLACES AWARD

L&L Products has been named a Top Workplace 2025 by the Detroit Free Press, marking our fourth consecutive year receiving this honor. Only 202 companies across Michigan earned a spot on this prestigious list, which is based solely on confidential employee feedback measuring themes such as respect, support, growth, and empowerment. This recognition reflects the strong culture we've built together and our commitment to being a workplace where people thrive. Thank you to every team member for making L&L a great place to work year after year.

TATA MOTORS QUEST FOR ZERO SUPPLIER QUALITY COMPETITION CERTIFICATE OF PARTICIPATION

L&L Products India achieved a significant quality milestone by earning recognition in Tata Motors' flagship Quest for Zero Supplier Competition, launched during World Quality Month. This achievement reflects our team's strong commitment to digital transformation and operational excellence, aligned with Tata Motors' vision of Zero Quality Issues at Zero Kilometer and from the Field. L&L Products India presented two improvement projects, both of which received awards for their meaningful impact. This recognition underscores the dedication of our India team and reinforces L&L's role as a trusted partner in quality-driven innovation.

ECOVADIS SILVER AWARD

L&L Products Brazil earned the General Motors (GM) Supplier L&L Products has achieved a significant milestone in corporate social responsibility with an improved EcoVadis rating, increasing our score from 71 to 74 out of 100 and placing us in the 92nd percentile of all companies assessed. This progress reflects the dedication of our teams and commitment to sustainability across climate action, human rights, ethics, and governance. As expectations from customers, employees, and stakeholders continue to rise, we remain focused on continuous improvement and transparency—building on this momentum to strengthen our CSR efforts and deliver meaningful impact globally.



FOCUSED ON LONG-TERM, STEADY PROGRESS

Our priorities for the years ahead remain clear: advance sustainability through consistent, responsible actions. Instead of expanding our commitments, we aim to deepen the work already underway and continue building the operational rigor that enables progress. This consistent approach lays the foundation for future advancements while keeping actions effective and aligned with expectations.

As we look back on 2025, we are proud of the progress made across our environmental, social, and governance priorities, and grateful for the partnership of our employees, customers, and communities. The steady work of this year reinforces our belief that meaningful impact is built over time through consistency, commitment, and shared purpose. We remain focused on these principles as we move forward and continue building a sustainable future for our business and stakeholders.