

2024

IAC

ESG

OVERVIEW



ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) OVERVIEW

As a world-class, leading Tier One automotive supplier, IAC has built a compelling reputation for outstanding customer service, product quality and shareholder value. Because we value our reputation as a dependable and preferred business partner, we actively engage in preserving IAC's reputation and protecting its market position by supporting standards for environmental, social, and corporate governance.

IAC's reputation and continued success depends on the commitment of all IAC employees to embrace corporate standards for social responsibility which support our societal duty to ensure that future generations receive help from the decisions we make today and add value to the company and its impact on the global community in which we operate. The senior management team develops IAC's corporate social responsibility program, to set up trust among its shareholders, employees, stakeholders, and customers, as well as improve our corporate brand. This sustainability report supplies an overview of the governance and management structure of our company, as well as our approach to sustainability. At IAC, we recognize that good governance and management are essential to achieving our sustainability goals and delivering value to our stakeholders.

This report covers company activities between 1 January 2023 and 31 December 2023 unless stated differently within the report.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) OVERVIEW

IAC's Board of Directors, the Corporate Responsibility Committee (CRC) and management team continue to focus on strong governance and risk management, defining and implementing IAC's strategies and tackling challenges. IAC's culture supports our focus on ethical behavior through training and open communication to supply value to all our stakeholders.

Beginning in 2019, IAC set strategic goals for carbon neutrality. Having comprehensive data and records for 2019, IAC can accurately assess its carbon footprint and other sustainability metrics, allowing IAC to set specific improvement goals and provides IAC a relevant reference point for tracking progress and evaluating the effectiveness of sustainability initiatives within the business. Furthermore, adhering to reporting requirements such as GRI demonstrates IAC's commitment to transparency and accountability in its sustainability reporting. Using 2019 as the baseline year ensures consistency with reporting guidelines.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) OVERVIEW

IN 2022, TO SUPPORT THE CONTINUAL IMPROVEMENT OF THE SUSTAINABILITY PROGRAM, IAC HAS TAKEN SIGNIFICANT STEPS TO MEET ITS COMMITMENT TO SOCIAL, ENVIRONMENTAL AND GOVERNANCE GOALS.

01

DIVERSITY AND INCLUSION

Established in 2021, IAC's Diversity and Inclusion Committee coordinates its efforts globally to end bias and foster inclusion and understanding.



02

COMMITMENT TO THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

IAC is committed to the Ten Principles of the United Nations Global Compact, integrating the principles into our strategy and day to day business to protect human rights, labor, environment and prevent corruption.



03

SUSTAINABILITY

The United States Department of Energy's Better Plants Program to minimize IAC's impact on the environment and validate our progress to carbon neutrality consistently and aligned with industry recognized methodology.

Additionally, IAC continues its partnership with Ecovadis* to evaluate our supplier's commitment to social, environmental and governance goals. * Ecovadis is one of the world's largest and most trusted providers of business sustainability ratings.

IAC was awarded gold status from Ecovadis October 2023. Ecovadis is an independent sustainability rating agency, whose method is built on international Corporate Social Responsibility (CSR) standards. Annually IAC takes part in the Climate Change and Supply Chain questionnaires (formerly known as the Carbon Disclosure Project) and Water Security questionnaire. This allows IAC to benchmark our sustainability efforts to our peers and confirm our progress to carbon neutrality.



04

DEVELOPMENT

IAC's Board of Directors and management team continue to focus on strong governance and risk management, defining and implementing IAC's strategies and tackling challenges. IAC's culture supports our focus on ethical behavior through training and open communication to provide value to all our stakeholders.



05

CARBON NEUTRALITY STRATEGY

In 2019, IAC set strategic goals for carbon neutrality in line with the Global Reporting Initiative (GRI) reporting requirements. Having comprehensive data and records for 2019, IAC can accurately assess their carbon footprint and other sustainability metrics, allowing IAC to set specific improvement goals. A recent year as the baseline also provides IAC a relevant reference point for tracking progress and evaluating the effectiveness of sustainability initiatives within the business. Furthermore, adhering to reporting requirements such as GRI demonstrates IAC's commitment to transparency and accountability in our sustainability reporting. Using 2019 as our baseline year ensures consistency with reporting guidelines. IAC has comprehensive data available for 2019 and towards aligning with industry standards to set specific improvement sustainability goals demonstrates IAC's commitment to addressing climate change and reducing our environmental impact.



A MESSAGE FROM KEVIN BAIRD



**WE ALL HAVE A
ROLE TO PLAY IN
CREATING A
SUSTAINABLE
FUTURE**

Dear IAC Colleagues,

As the CEO of IAC Group, I am proud to say that we are dedicated to building a sustainable business for a sustainable future for our employees and our local habitat. Sustainability is an essential aspect of our business strategy, and we recognize the critical role we play in protecting our environment.

Climate change is one of the most significant challenges we face today, and we must all take responsibility to reduce our carbon footprint. It is our collective responsibility to reduce greenhouse gas emissions and mitigate the effects of climate change.

We are committed to working together as a team to reduce our environmental impact. We are proud to have achieved a 25% reduction in energy intensity at our US-based operations in collaboration with the Better Plant's Program in 2023. We will continue to explore ways to improve our operational efficiency, reduce waste, and decrease our energy consumption.

We are also mindful of the materials we use in our products, packaging, and operations. We are committed to sourcing sustainable materials and reducing waste in our supply chain.

Furthermore, we recognize that our impact goes beyond our operations and extends to the communities where we operate. We are committed to being a responsible corporate citizen and contributing positively to the communities in which we operate.

We all have a role to play in creating a sustainable future, and I urge each one of you to make a conscious effort to reduce your environmental impact. Whether it is turning off your computer at the end of the day or using public transportation, small actions can make a significant difference.

Let us work together to create a better future for our planet and future generations. Thank you for your continued dedication to our company's sustainability goals.

Sincerely,

KEVIN BAIRD
IAC GROUP

IAC GROUP: AT A GLANCE

NORTH AMERICA

\$1.4 BILLION SALES
8468 EMPLOYEES
12 FACILITIES
**3 TECHNICAL/ENGINEERING &
COMMERCIAL CENTERS**

ASIA

2 IAC JOINT VENTURES



EUROPE/RSA

\$1 BILLION SALES
4,900 EMPLOYEES
9 FACILITIES
**2 TECHNICAL/ENGINEERING
& COMMERCIAL CENTERS**
GLOBAL HEADQUARTERS:
LUXEMBOURG

IAC GOVERNANCE AND MANAGEMENT APPROACH

Our company has a clear governance structure in place, with the senior management team that oversees the operational management and ensures that the company is run in an ethical and responsible manner. Our senior management team is composed of individuals with diverse backgrounds and abilities, who provide guidance and oversight to the business.

In addition to our senior management team, we have a sustainability committee that oversees the development and implementation of our sustainability strategy. This committee is composed of senior executives from various departments, including operations, health & safety, commercial, purchasing, legal, finance, and human resources, and is chaired by the CEO.

GLOBAL SUSTAINABILITY COMMITTEE	COMMITTEE FUNCTION	ROLES AND RESPONSIBILITIES
Chief Executive Officer (CEO)	Chairperson	<ul style="list-style-type: none"> - Senior responsible person for sustainability at IAC - Leader of the business - Business direction - Sustainability Policies - Board of directors
Chief Administration Officer (CAO)	Sustainability / Legal	<ul style="list-style-type: none"> - HSES policies and procedures for IAC Group - Environmental Social and Governance Lead
Chief Financial Officer (CFO)	Finance	<ul style="list-style-type: none"> - Business performance tracking
Chief Operations Officer (COO)	Operations	<ul style="list-style-type: none"> - Operational facilities sustainability performance - HSES policies and procedures for IAC Group
Executive Vice President Commercial	Customer Liaison	
Chief Human Resources Officer	Human Resources	<ul style="list-style-type: none"> - Working conditions - Job roles and responsibilities - HSES policies and procedures for IAC Group Works councils
Global Energy Manager	Data Analysis & Reporting, Energy & Efficiency	<ul style="list-style-type: none"> - Environmental Social and Governance - Collating company sustainability data - CDP annual report - ESG report - EcoVadis membership and assessment - Customer sustainability portals - Energy efficiency program - Carbon reduction strategy - Energy supply management
Manager Procurement, Business Processes and Procedures	Supply Chain Sustainability	<ul style="list-style-type: none"> - Managing supply chain assessments - Managing EcoVadis within the supply chain - Sustainability policies and procedures for supply chain compliance - Customer supply chain assessment requests
Regional Senior HSES Managers	Health, Safety & Environmental	<ul style="list-style-type: none"> - Sustainability assessments (customer requirements) - HSES policies and procedures for IAC Group - CDP annual report - EcoVadis membership and assessment - ISO14001 & ISO45001 certification - HSE audit program

IAC GOVERNANCE AND MANAGEMENT APPROACH

POLICIES AND COMMITMENTS

We have a range of policies and commitments in place to ensure that we work in a sustainable and responsible manner. These include:

Code of Conduct

Our business code of conduct, outlines our commitment to ethical business practices, including fair treatment of employees, respect for human rights, and compliance with laws and regulations.

Environmental & Sustainability Policy

Our policy outlines our commitment to reducing our environmental footprint, including our carbon emissions, water use, and waste generation and handling.

Laws and Regulations

Our policy identifies those responsible for legal compliance and additionally all IAC operational locations will maintain a register of legal and other requirements, to meet the local certification compliance of ISO14001, ISO45001 and ISO50001.

Diversity and Inclusion Policy

We are committed to creating a diverse and inclusive workplace and have a policy in place that outlines our approach to achieving this goal.

Health and Safety Policy

We value the health and safety of our employees and live by our commitment that 'Working Safely is the Most Important Thing We Do.' We have a policy in place that outlines our approach to managing health and safety risks in the workplace.

MANAGEMENT SYSTEMS

To ensure that we are effectively managing sustainability risks and opportunities, we have several management systems in place, including:

Environmental Management System

We have implemented an environmental management system that is certified to the ISO 14001 standard, which helps us to identify and manage our environmental impacts.

Health and Safety Management System

We have a health and safety management system in place that is designed to identify and manage health and safety risks in the workplace.

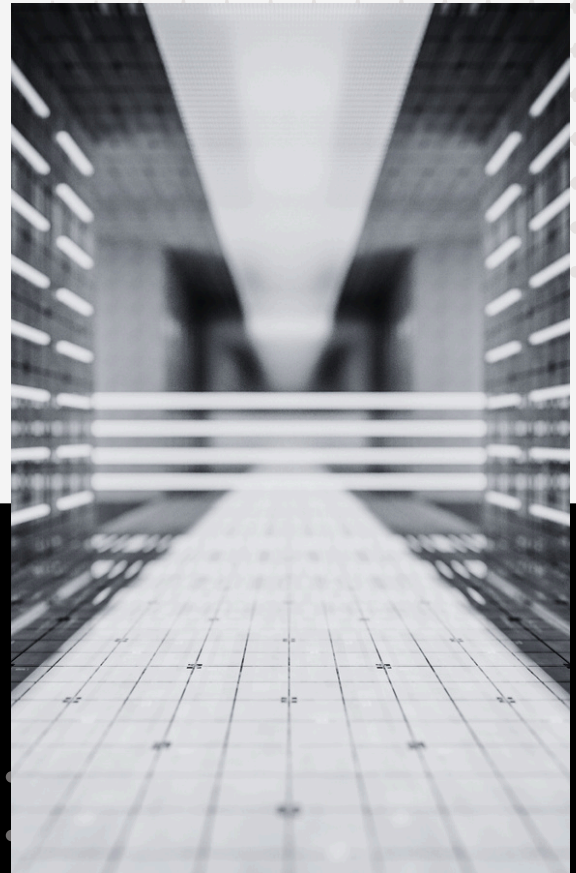
Quality Management System

We have a quality management system in place that is certified to the IATF16949 automotive standard, which helps us to ensure that our products and services meet the needs of our customers.

Energy Management System (Germany)

We have an energy management system in place that is certified to the ISO-50001. Energy efficiency and reduction is integrated into our climate goals to reduce Scope 1 & 2 CO₂e emissions.

Our governance and management approach are designed to ensure that we operate in a sustainable and responsible manner, whilst delivering value to our stakeholders. We have clear policies and commitments in place, and a robust governance and management structure that ensures accountability and transparency. We will continue to refine our approach to governance and management, to meet the evolving needs and expectations of our stakeholders and to achieve our sustainability goals.



OUR APPROACH TO MATERIALITY

The CRC regularly performs materiality assessments to define the ESG topics that are most pertinent to IAC's business and stakeholders. The CRC performs a comprehensive assessment of all material topics and seeks feedback from all stakeholders. An initial review of publicly available material topics, including industry reporting protocols, guidelines and third-party sustainability reports provided the pool of focus areas to approach our company specific assessment. We then refined our list of potential material topics by engaging with our stakeholders, including our board of directors, management, employees, investors, customers, and suppliers. The topics were ranked in accordance with their potential impact on the business, our reputation, our brand, our customer satisfaction and safety and regulatory impacts, as well as broader social impacts. We then aligned the results of our company assessment with the external review results and determined our material focus areas.

Our material topics for 2023 were supply chain management, health, safety and environment, employment practices, energy and meeting the needs of our customers. We are committed to reviewing our material assessment process and results on a regular basis to be sure we are addressing the topics most relevant to our business as well as the matters most relevant to our stakeholders.

IAC EMPLOYEES

OUR PEOPLE ARE A KEY SUCCESS FACTOR AT IAC

Employees include the following groups (IAC employees, contract workers and agency workers). In this report, they will be referred to as 'employees,' as IAC does not discriminate and treats all employees equally. Primarily, our commitment to safety is engrained in all we do. Our model for operational excellence requires business professionals with core values in company-employee relationships to foster leadership capable of managing people, resources, and results to find growth opportunities for the organization and the team. Sustainability is an essential topic at IAC; it is a core component of responsible and ethical business practices. Sustainability at IAC encompasses various aspects, including economic, social, and environmental factors. IAC understands that employees play a crucial role in supporting sustainability efforts, particularly in addressing social issues.

Social issues can affect our employee's well-being and their ability to lead fulfilling lives. Social issues can include poverty, inequality, discrimination, lack of access to healthcare, education, and other basic needs. IAC recognizes they have a responsibility to contribute to addressing them. IAC is working with our employees to focus on sustainability efforts that address social issues.

Employees are a critical stakeholder in our business and are essential to supporting sustainability and social issues, and their participation in sustainability initiatives can have a significant impact.

HOW IAC EMPLOYEES MAKE AN IMPACT:

FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING

All workers have the right to form and join trade unions of their own choosing, to bargain collectively and to engage in peaceful assembly. IAC Group respects the right of workers to refrain from such activities and respects their freedom of opinion and expression. Additionally, workers and/or their representatives communicate and share ideas and concerns with management regarding working conditions and management practices, both without fear of discrimination, reprisal, intimidation, or harassment. IAC operates a speak up hotline, which also supports our employees, to ensure they can confidentially report any concerns without fear of any reprisals. All reports to the hotline are managed by the conduct committee and independently investigated.

AMBASSADORS FOR OUR COMPANY'S VALUES

Our employees are the face of IAC and interact with our customers, suppliers, and other stakeholders. With the participation of employees in our sustainability efforts, they become ambassadors for IAC's values. This will help build IAC's reputation as a socially responsible business and can contribute to attracting and retaining customers and employees who share those values.

BRING DIVERSE PERSPECTIVES AND EXPERTISE

Sustainability issues are complex and require input from various stakeholders with different perspectives and expertise. IAC employees bring a unique perspective to the table, given their experience working at IAC and their knowledge of the automotive industry. They provide valuable insights into how IAC can operate more sustainably and address social issues effectively.



IAC EMPLOYEES



DRIVE INNOVATION AND CHANGE

Our employees are often the ones who identify inefficiencies, waste, and identify other areas where IAC can improve. Participation in sustainability initiatives, drive innovation and change at IAC. This has led to cost savings, increased efficiency, and improved environmental and social outcomes.

ENGAGED AND MOTIVATED

Our employees drive the sustainability program, they are contributing to a larger purpose. They participate in sustainability initiatives that address social issues, they are making a difference and contributing to something meaningful. IAC believes this can lead to increased job satisfaction, employee retention, and improved productivity.

BUILD A CULTURE OF SUSTAINABILITY

Where our employees participate in sustainability initiatives, they build the culture of sustainability within IAC. This mindset shifts where sustainability becomes a core component of how IAC operates. We want to foster collaboration and teamwork amongst our employees to work towards a common goal. Our employees play a crucial role in supporting sustainability and addressing social issues. IAC's engagement with sustainability initiatives are focused on providing all employees with the necessary training and resources to make a meaningful contribution. By doing so, IAC can build a culture of sustainability and contribute to creating a more equitable and sustainable future for all.

IAC is committed to developing competitive teams to drive innovation and intelligent connectivity to support our position as a leading supplier of automotive interiors.

We at IAC believe that a diverse and inclusive environment is critical to our success. Our teams throughout the world work to increase our positive impact in communities we live and work by contributing to solving social issues.

IAC will provide occupational health, safety, environmental and sustainability provision to all persons employed on IAC premises (this does not include contractors, who are managed by a separate policy).

OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENT AT IAC

The IAC Occupational Health, Safety and Environmental program is driven to succeed for our employees. IAC believes no one should get hurt while working for IAC. Our commitment to safety is ingrained into our company philosophy: 'Working Safely is the Most Important Thing We Do'. We strive to promote a positive culture across the business through effective management of health, safety & environmental concerns, control of risks and continuous improvement of work processes and systems. IAC has appointed qualified competent occupational health, safety, and environmental professionals to support and guide the management team with the implementation of the program. To strengthen our operational ownership commitment, we restructured the HSES organization to report into Operations within the regions. We continuously evaluate our safety program to improve the safety and well being of our IAC family, and to meet our internal safety targets.

Occupational health & safety is an integral part of the overall business plan, where safety controls are designed into every aspect of our business. IAC global safety policies are integrated in all that we do. We strive to improve our safety culture, and sustain a year-on-year reduction in workplace injuries and illnesses.

How do we manage this? At IAC we have an integrated Global Documentation System (GDS) which is the home of our management systems, for quality, occupational health, safety, environment, and sustainability. The GDS is arranged to cover global and regional requirements, the system is certified to IATF16949 (quality management), ISO14001 (environmental management), ISO45001 (occupational health and safety management) and ISO50001 (energy management). The GDS management system covers all IAC locations, business activities, employees, contractors, and visitors. IAC uses a third-party reporting system, to record and track workplace accidents, monthly reports are created and shared with key stakeholders.

IAC is Committed to Safety.



OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENT AT IAC

HAZARD IDENTIFICATION



One of the key benefits of hazard identification is it allows IAC to proactively identify potential incidents and take steps to mitigate them before they cause harm. We use an array of tools to do this, to begin with a global policy for accident and incident reporting (compliance is audited annually), a standardized process for all IAC employees. We conduct regular inspections and monthly SAFE audits of the workplace (IAC Global Safety Standards), as well as providing training and education to employees on how to identify and report hazards. IAC focuses on elimination and reduction of hazards; any concern can be reported to the safety team or supervisors. Within the plants, we implemented a Stop/Call/Resolve process using mobile devices to allow easy reporting and prompt correction of hazards. In some plants, this is used to also highlight safe work behaviors and recognize employee participation in identifying safe or unsafe conditions. IAC operates a speak up hotline, which also supports our employees, to ensure they can confidentially report any safety or other concerns without fear of any reprisals. All reports to the hotline are managed by the conduct committee and independently investigated.

RISK ASSESSMENT



The IAC risk assessment program is an essential component of hazard identification and allows IAC to evaluate the likelihood and severity of potential hazards and prioritize our efforts to mitigate them. The IAC global Risk Assessment Policy identifies the requirements for conducting routine and non-routine risk assessments, and involves assessing the likelihood of the hazard occurring, as well as the potential consequences for employees, customers, and the environment.

A team of personnel conducts risk assessments, with key stakeholders for specific tasks. Risk assessors are trained competent employees, training is recorded on local training matrixes and part of the internal audit program. Each hazard on the risk assessment is scored on likelihood 1-4 vs severity 1-4 (LxS) = risk rating, and then given an overall risk rating L/M/H for cumulative hazards identified. Action to reduce the risk rating is mandatory for any hazards scored between 8-16. The risk and control measures are communicated to our employees through briefings and Standard Operating Instructions / Procedures (SOI / SOP).

The risk assessments are a live document and are subject to regular review when incidents occur, or there is a notable change in the workplace risk. Risk assessments are included in the monthly and annual audit program.

INCIDENT INVESTIGATION



Global Policy for accident / incident investigations, identifies how IAC manages the incident. Each time we investigate it is important to identify the root cause, which facilitates an opportunity to prevent a reoccurrence. Global investigation packs are available via the GDS. For recordable incidents and significant near misses, a Plan-Do-Check-Act (PDCA) escalation investigation is required, and is reviewed during the escalation call. Investigations will be conducted for all incidents; the depth of the investigation will depend on the type of incident. Incident investigations are an essential component to support our health and safety management system, it is an opportunity for IAC to learn from the incidents and take steps to prevent them from happening again in the future.

Overall, hazard identification, risk assessment, and incident investigation are critical components of the IAC health and safety management system. By proactively identifying and mitigating potential hazards, evaluating risks, and investigating incidents, IAC can create a safer and healthier workplace for our employees and customers, while reducing the risk of accidents and incidents

OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENT AT IAC

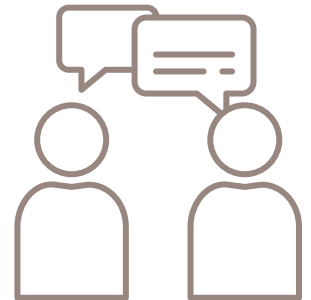
COMMUNICATION AND CONSULTATION

Occupational Health and Safety (OHS) is a crucial aspect of IAC's business. Ensuring a safe working environment is not only essential for the well-being of our employees, but it also contributes to increased productivity and lower insurance premiums. At IAC worker participation, consultation, and communication are essential elements in effectively delivering our policies and procedures.

EMPLOYEE COMMUNICATION

IAC uses several types of media to communicate occupational health, safety, environmental and sustainability (OHSES) topics. All employees joining IAC will receive an OHSES introduction which provides an overview of how IAC manages this program and their responsibility as an employee. IAC has its own internal internet (iNet), with regular posts about the company. Each month a different OHSES topic will be posted, called the monthly HSES good behaviors. This is used to communicate a different topic each month (theme of the month). The iNet also provides employees access to all IAC policies and procedures.

Safety and sustainability committees are held at local level, with employee representatives (union and or non-union members) invited. Effective communication is crucial at IAC in ensuring that OHSES policies and procedures are understood and followed by all employees. IAC provides clear lines of communication between management and employees to ensure that information is shared effectively. This is a critical partnership to help reduce workplace accidents and injuries.



EMPLOYEE PARTICIPATION & CONSULTATION

IAC employees and their representatives participate in local committees and works councils to support the delivery of IAC OHSES policies and procedures, which has helped make the workplace safe for all. IAC appreciates the challenging work and commitment of the committees and councils that have helped improve the health and welfare for all. IAC values these partnerships, which have been critical to the success our safety program, bridging that connection to the shop floor. Additionally, our employee participation and consultation has been critical to help identify potential shop floor hazards, as our employees have a better understanding of the day-to-day operations, and the risks associated with them.

OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENT AT IAC

WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

Effective occupational health and safety training plays a critical role in mitigating workplace hazards, ensuring the well-being of all those employed on our premises. Occupational health and safety training at IAC is conducted for all employees, contract worker and agency workers. HSES induction training is provided when joining IAC, as well as specific work-related hazards, hazardous activities, or hazardous situations. IAC demonstrates its commitment to promoting a safe and healthy work environment for all individuals under our control. IAC recognizes the importance of providing relevant and targeted training programs to equip individuals with the knowledge and skills necessary to identify and address potential risks.

IAC has implemented training programs designed to educate all workers about fundamental occupational health and safety principles. These programs cover a wide range of topics, including, but not limited to:

- Introduction to occupational health and safety regulations and policies
- Hazard identification and risk assessment methodologies
- Emergency response procedures
- Safe work practices and procedures
- Proper use of personal protective equipment (PPE)
- Ergonomics and workplace ergonomics awareness
- Incident reporting and investigation protocols



SPECIFIC HAZARD-RELATED TRAINING

To address work-related hazards, hazardous activities, or hazardous situations, IAC provides specific training programs. These programs are tailored to the specific requirements of the IAC Global Safety Standards, some examples include:

- Hazardous substance handling and storage
- Machinery and equipment safety
- Powered Industrial Vehicles
- Electrical safety
- Working at heights
- Confined space entry and rescue
- Fire safety and evacuation procedures
- Chemical spill response and clean-up
- Manual handling techniques



TRAINING DELIVERY METHODS

IAC employs a variety of training delivery methods to ensure effective knowledge transfer and engagement. These methods include:

- Classroom-style training sessions led by competent trainers
- Online training modules accessible through a Learning Management System (LMS)
- Practical demonstrations and hands-on exercises
- Job-specific training delivered by subject matter experts
- Toolbox talks and safety meetings
- Posters, visual aids, and informational materials displayed in common areas & iNet (intranet)



EVALUATION AND CONTINUOUS IMPROVEMENT

To gauge the effectiveness of the training programs, IAC conducts regular evaluations and collects feedback from participants. This feedback helps identify areas for improvement and allows for continuous enhancement of training initiatives.



OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENT AT IAC

PROMOTION OF WORKER HEALTH

01

LEADERSHIP COMMITMENT

Leadership at all levels is a primary characteristic of IAC employees and drives the plan to perform all operations in a manner that is safe for employees and the public, by prioritizing safety as a core value, with our company safety message, Working Safely in the Most Important Thing we do! our leadership team send a clear message that the well-being of employees is paramount.

02

ACCOUNTABILITY

The executive leadership team is committed to sustaining a compliant, safety conscious work environment. At every level of the company, managers are responsible for driving the company toward zero injuries, meeting the requirements of the Global Policy for HSES Roles and Responsibilities, which is included in the job descriptions and included in the H&S introduction for all employees to IAC.

03

RESOURCE ALLOCATION

IAC ensures that adequate resources are allocated to worker health and safety initiatives. This will include providing necessary training, safety equipment, and tools to perform tasks safely.

04

COMMUNICATION AND ENGAGEMENT

The IAC Leadership Team is committed to improving the health safety & welfare for all of its employees. The focus of our communications, for all our employees to raise their knowledge and understanding with specific topics on health, safety, environmental and sustainability issues, we will not accept poor behaviors. As part of the leadership commitment to improve the safety & wellbeing of our employees, the IAC Leadership Team set an improvement goal to strengthen health and safety leadership.

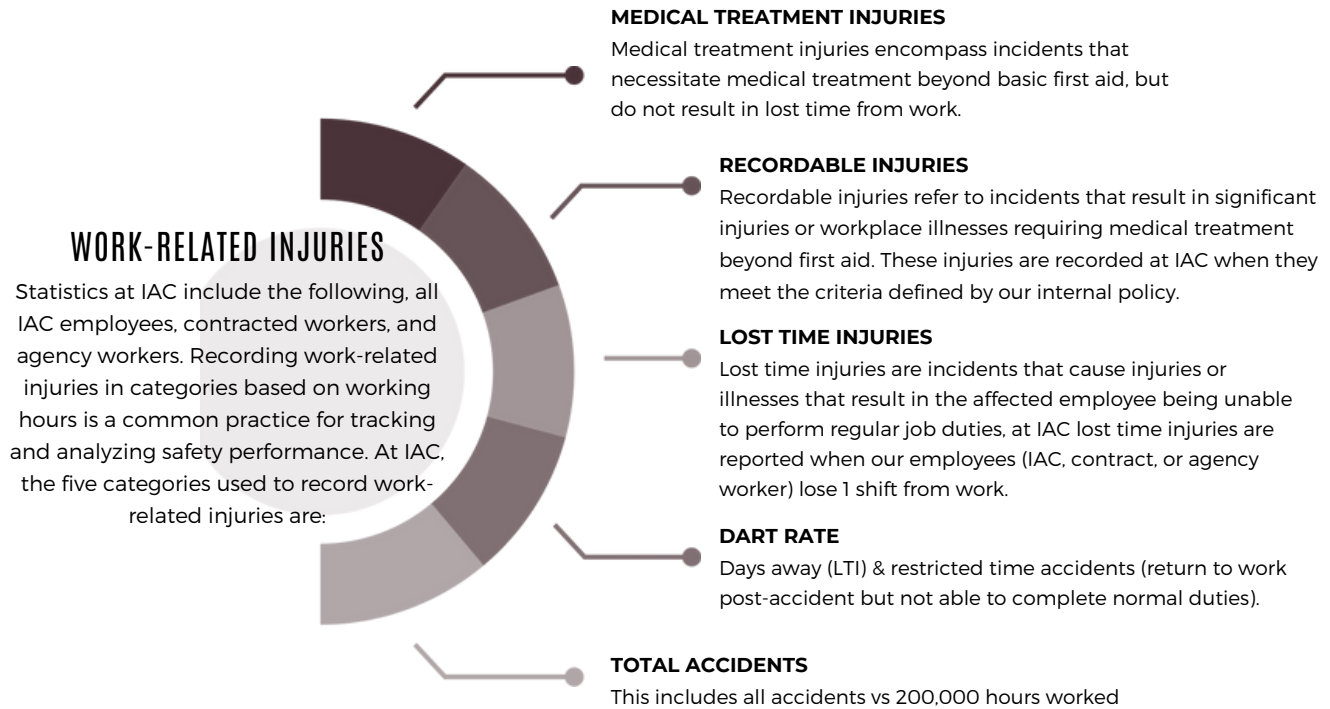
05

CONTINUOUS IMPROVEMENT

IAC regularly evaluates its safety performance, analyzing incidents, and implementing corrective measures, IAC drives ongoing improvements in worker health and safety. This commitment to learning and adapting ensures that IAC evolves to meet evolving safety standards and challenges.

OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENT AT IAC

PROMOTION OF EMPLOYEE HEALTH



HEALTH & SAFETY INDICATORS	2019	2020	2021	2022	2023	UNIT
Employees covered by a HS management procedure that is internally audited	100	100	100	100	100	%
Average hours of annual occupational H&S training per employee	2	2	3	4	4	%
Employee fatalities	0	0	0	0	0	No
Total Accidents (200,000 hours works)	4.78	2.94	2.45	2.22	1.98	No
	Baseline	-38.49	-16.66	-9.38	-2.41	% +/-
Recordable Accidents	231	158	124	117	144	No
Recordable Accidents (200,000 hours works)	1.05	0.96	0.65	0.54	0.64	FR
	Baseline	-8.57	-32.29	-16.92	15.62	% +/-
Lost Time Accidents (200,000 hours works)	1.77	1.64	1.15	1.18	1.37	FR
	Baseline	-7.34	-29.88	2.61	16.10	% +/-
Lost Time Days (200,000 hours works)	0.052	0.045	0.036	0.020	0.025	FR
	Baseline	-13.46	-20	-44.44	-0.25	% +/-
DART Rate (200,000 hours works)	0.52	0.58	0.29	0.29	0.44	FR
	Baseline	11.54	-50	0	51.7	% +/-
Total Hours Worked	44,183,664	32,958,365	38,314,640	43,084,162	46,465,706	No

ACHIEVING RESULTS

In 2023, IAC's Global Recordable Injury & Illness Incidence Rate was 0.64 - significantly lower than the comparable US industry rate (US BLS).

OCCUPATIONAL HEALTH, SAFETY AND ENVIRONMENT AT IAC

PROMOTION OF EMPLOYEE HEALTH

WORK-RELATED ILL HEALTH

Work-related ill health is an important aspect of IAC's ESG (Environmental, Social, and Governance) performance. This section of the annual report aims to provide an overview of our efforts and initiatives to address work-related ill health within our facilities.



OCCUPATIONAL HEALTH AND SAFETY PROGRAMS

We prioritize the establishment and maintenance of a safe and healthy work environment across all our operations. Our occupational health and safety programs are designed to identify, mitigate, and control hazards that may contribute to work-related injuries or ill health. We conduct regular risk assessments, monitor exposure levels, and implement appropriate control measures to reduce potential health risks.



HEALTH PROMOTION AND AWARENESS

We believe that promoting a culture of well-being and raising awareness about work-related health issues is crucial. We actively encourage employees to prioritize their health and take proactive steps to prevent work-related ill health. Throughout the year, we organize various awareness campaigns, training sessions, and workshops to educate our workforce about the importance of maintaining good health practices and recognizing early warning signs.



EMPLOYEE ASSISTANCE PROGRAMS (EAP)

We understand that work-related ill health can have a significant impact on employees' mental and emotional well-being. To support our employees, we offer confidential counselling services, access to mental health resources, and employee assistance programs. These initiatives are designed to provide a supportive environment and ensure that employees have the necessary resources to address their health concerns.

ERGONOMICS AND WORKPLACE DESIGN

To minimize the risk of work-related musculoskeletal disorders and other physical health issues, we prioritize ergonomic principles in our workplace design. We conduct ergonomic assessments and promote ergonomic best practices to create a comfortable and safe working environment.

OCCUPATIONAL HEALTH SURVEILLANCE

We recognize the importance of ongoing monitoring and surveillance to identify and address work-related ill health effectively. Our occupational health surveillance program includes regular health check-ups, medical examinations, and early intervention measures. This proactive approach allows us to identify potential health issues at an early stage and provide timely support and interventions.

COLLABORATION AND REPORTING

We actively collaborate with external stakeholders, industry organizations, and regulatory bodies to share best practices and stay up to date with the latest developments in work-related health management. Additionally, we adhere to reporting requirements and communicate our work-related ill health performance transparently through various channels, including this annual report, to keep stakeholders informed about our progress and initiatives.



At IAC Group, we are committed to creating a safe and healthy work environment where our employees can thrive. By prioritizing the prevention and management of work-related ill health, we aim to protect the well-being of our employees while promoting a sustainable and resilient organization. Through ongoing collaboration, monitoring, and improvement, we will continue to drive positive change and ensure the well-being of our workforce remains a top priority.

“ **Working Safely is the Most Important Thing We Do** ”

ETHICS

At IAC, we recognize that integrity, ethics, and ethical conduct are fundamental pillars that drive both our short-term activities and long-term sustainability. Ethics serve as a reflection of our core values, providing guidance for the behavior of our company and our employees. We believe that integrity is rooted in respecting individual rights and establishing processes that enable our organization and employees to exercise those rights freely. By fostering credibility and reliability through ethical conduct, we reinforce our commitment to continuously improving the non-economic aspects of our business.

Our Senior Leadership team, in collaboration with the Board of Directors, plays a vital role in creating a framework that promotes a culture of ethical behavior. They provide guidance and support to ensure that ethical practices are ingrained in our organizational DNA.

IMPROVING ETHICS AND INTEGRITY AT IAC

To further strengthen our commitment to ethics and integrity, we have the following initiatives:

EMPLOYEE CODE OF CONDUCT

IAC has built a powerful reputation for outstanding customer service, product quality and shareholder value. Because we value our reputation as a dependable and preferred business partner, our employees are actively engaged in preserving IAC's reputation and protecting its market position by supporting the highest standards of ethical behavior. Our reputation and continued success depend on the commitment of all IAC employees to adhere to the principles and guidelines in the IAC Code of Business Conduct and Ethics. The Code addresses principals of conduct including:

- Compliance with all laws and regulations including anti-corruption and antitrust laws.
- Conducting business fairly and ethically
- Environmental health and safety
- Ensuring respect for human rights
- Conflicts of interest
- Prohibiting insider trading
- Integrity of financial information
- Prohibition of child labor
- Protecting confidential information
- Proper communication
- Reporting of alleged violations
- Prohibiting retaliation of those making reports in good faith

The Code is also supported by supplemental policies relating to anti-bribery, anti-trust, export and import compliance, anti-money laundering, conflicts of interest, harassment and discrimination and data privacy. The Code in addition to the supplemental policies are reviewed annually and any changes are approved by the Board of Directors. All policies are communicated to employees and kept on the company intranet. Our salaried employees across the globe take part in an annual code of conduct training and certification program, ensuring understanding of our ethical expectations and certifying there is all potential violations of policies are reported.



Antitrust, Competition Laws, and Anti-Corruption

International Automotive Components is committed to conducting business fairly, honorably, and with integrity. Bribes and corrupt payments are prohibited by the company. Tailored training is performed regularly to remind our employees of their individual obligation to prevent unfair business practices and report potential violations.



Ethics and Compliance Steering Committee

The Ethics and Compliance Steering Committee helps management to enable the company to run according to the highest ethical standards and in accordance with applicable law. The committee is formed of members of senior leadership, internal audit, legal and human resources. The committee helps the development, implementation and operation of the ethics and compliance program, as well as resolve issues about the interpretation of the program.



Speak Up Hotline

The Speak Up Hotline is a third party managed anonymous whistle-blower hotline which is monitored by our Compliance Department. The Hotline is available to all employees, where local regulations permit, and is available in various local languages. All complaints are reviewed by our Compliance department to decide if an investigation is warranted and completed. Investigations are conducted by Internal Audit, Legal, Compliance, Human Resources and other departments if considered necessary. On a quarterly basis, the complaints are reviewed with the Ethics and Compliance Steering Committee. Annually, the Compliance Department reviews the complaints with the Audit Committee.



Cybersecurity

Cybersecurity is the practice of protecting networks, systems, hardware, and data from digital attacks. IAC considers that a robust cybersecurity program is essential to maintain the integrity of our business. IAC continues to assess cybersecurity risks and invest in improvements to support our data privacy and system integrity. A number of new developments were implemented including a standardized Risk Management framework, data classification, improvements to physical security, enhanced HR and training processes, supply-chain security, and project management.



Transactions with Related Parties

IAC keeps a policy for transactions with Related Parties. The policy is intended to show and check transactions between the company and other parties who may have a personal or professional in the business. Directors and officers are distributed a questionnaire requesting disclosure of Related Party Transactions (RPT). The company also distributes a quarterly report of all known Related Party Transactions to executive officers and other employees who would, during their employment, be aware of these transactions.



Continuous Improvement

We understand that ethical practices evolve, and we are committed to staying up to date with the latest developments. We regularly review our policies and practices to ensure they align with industry best practices and reflect the evolving ethical landscape. By prioritizing ethics and integrity, we create an environment where employees are empowered to make principled decisions, fostering trust and collaboration among team members. Together, we strive to uphold the highest standards of ethical conduct, promoting the long-term success and sustainability of IAC.

ETHICS

OUR APPROACH TO TAX

IAC's global tax strategy is in line with their Code of Business Conduct and Ethics, the foundation of which is compliance with all laws and regulations.

Our strategy focuses on:

- Ensuring there are appropriate levels of governance, risk management and accountability.
- Complying with tax laws in a responsible manner
- Having open and constructive conversations with stakeholders, including governments and tax authorities



TAX POLICY

IAC believes it is our responsibility, as a corporate citizen, to pay our fair share of taxes, including corporate income taxes, employment taxes, social contributions, property taxes, import & custom duties, and indirect taxes. The tax we pay is an integral part of our positive economic and social impact and supports the advancement of the countries in which we operate.

RELATIONSHIP WITH TAX AUTHORITIES

IAC is committed to the principles of openness and transparency with tax authorities and engages with tax authorities in all countries in which we operate with honesty and integrity and in a professional and collaborative manner, regarding all tax matters. We work constructively with tax authorities to attempt to resolve all issues in a timely fashion through appropriate methods of dispute resolution.

RISK MANAGEMENT, COMPLIANCE AND GOVERNANCE

We comply with tax requirements in every jurisdiction in which we operate. IAC maintains internal policies and procedures to support its tax control framework and employs professionals that are experienced in the identification and management of tax risk, with appropriate support provided by external advisors as needed. Across our businesses, we ensure oversight and governance of tax matters through internal review and approval procedures by appropriate members of Tax, Legal, Treasury, and Accounting and Finance, including our CFO. Senior Tax leadership participates in and provides regular report outs to IAC's Audit Committee and to its Board of Directors on all critical aspects of tax risk, planning and tax controversy to ensure timely feedback from the company's key stakeholders.

When tax incentives offered by government authorities are claimed, IAC seeks to be transparent and consistent with statutory and regulatory frameworks.

TAX PLANNING AND RISK

IAC's global tax organization partners with business leaders in each region to provide tax planning that aligns with our business operations, enhances value, and manages tax risk. We are committed to the arm's length standard in transfer pricing and OECD guidelines for international tax matters. We have a low tolerance for tax risk and avoid tax planning opportunities that are not in line with our values. Where we believe uncertainty exists, we seek clarification from high quality external advisors.



ENHANCING

DIVERSITY & INCLUSION

IAC is dedicated to fostering diversity and inclusion within its workforce and actively opposes any efforts to limit the potential of individuals. Our commitment to equal employment opportunity places a responsibility on both IAC as an organization and every employee, regardless of their position or level. We are devoted to creating a professional work environment that is free from all forms of illegal discrimination and harassment. This ongoing commitment builds upon IAC's longstanding policy to provide fair and equal employment opportunities to individuals of all backgrounds, including, but not limited to race, color, religion, sex, national origin, age, physical or mental disability, sexual orientation, genetic information, status as a covered veteran, or any other legally protected status.

We respect and value the diversity represented in our employees' various backgrounds, experiences, and ideas. Together, we cultivate an inclusive work environment that promotes respect for all our colleagues, customers, and business partners. Our workplace seeks to mirror the diversity found in the communities where we operate.

We have provided comprehensive training to our team, with a focus on mitigating bias and fostering understanding among individuals, emphasizing our shared qualities while celebrating our diverse perspectives.



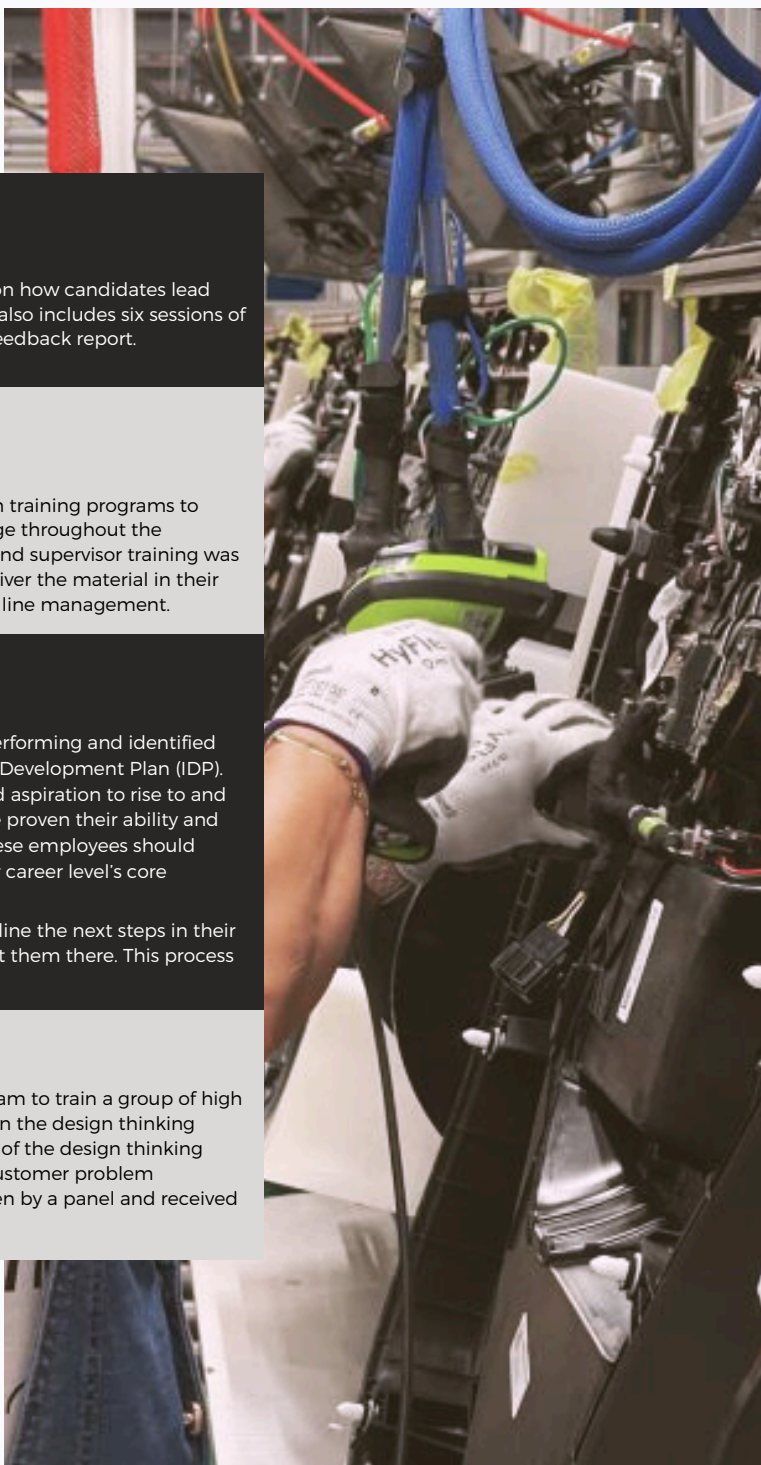
LEARNING DEVELOPMENT & WELL-BEING

IAC supports their employees in their professional development and career goals. To achieve this goal, we offer a variety of training classes through the Learning Academy, as well as encourage employees to acquire professional certification through continuing education.

In the fall of 2020 and 2021, the European Learning Academy (ELA) and the North American Learning Academy (NALA) were launched. This online platform allows employees to access training, HSE information, self-learning, on-boarding, quality information, and other applicable information for all levels of employees. In 2022 the academies were merged into 1 global platform to standardize globally training delivered by IAC.

The Learning Academy also encourages employees to think about their own mental health and wellbeing. Employees have access to internal training and other content, external podcasts, articles, self-care exercises and is piloting the IAC Wellbeing Ambassadors (trained IAC volunteers who provide a support network to their colleagues in Europe).

Investment in our people is especially important to IAC. Our approach is to dedicate time and budget for learning and development opportunities. By offering various training solutions it allows our employees to complete the skills they need to do their job and grow and develop their talents to become the leaders of tomorrow. We have various programs currently being rolled out these include:



01 LEADERSHIP LEARNING PROGRAM

A 12-month development program concentrating on how candidates lead themselves, others, and the business. The program also includes six sessions of coaching with an external coach and 360-degree feedback report.

02 TEAM LEADER & SUPERVISOR PROGRAM

IAC also takes a train the trainer approach to certain training programs to ensure our employees are spreading their knowledge throughout the company. A Train the Trainer pilot for team leader and supervisor training was delivered in various countries so our leads could deliver the material in their language. This training was created to train our first line management.

03 INDIVIDUAL DEVELOPMENT PLANS

As a result of an Annual Leadership Review, high performing and identified successors to leadership roles receive an Individual Development Plan (IDP). These employees have the ability, engagement, and aspiration to rise to and succeed in more senior, critical positions. They have proven their ability and want to go beyond their essential job functions. These employees should display IAC's core attributes, as well as excel in their career level's core competencies.

The purpose of the IDP is to help the employee outline the next steps in their career by identifying what initiatives would help get them there. This process is employee led and management supported.

04 DESIGN THINKING

IAC launched a pilot design thinking training program to train a group of high potential employees across regions and functions on the design thinking method. Cross-regional teams use their knowledge of the design thinking method to create prototypes of solutions to IAC's customer problem statements. The best project (or projects) was chosen by a panel and received funding to continue the innovation process.

EMPLOYEE PRIVACY

IAC respects the privacy and safeguards the security of the personal information we collect. We are committed to promoting a work environment and running our businesses in a manner that fosters confidence and trust. To accomplish this goal, we responsibly manage the personal data provided to us by our colleagues, customers, suppliers, and others. We monitor data protection laws in countries where we operate and establish protocols to ensure IAC follows those laws.

TRAINING, SKILLS AND DEVELOPMENT

	2019	2020	2021	2022	2023	UNIT
Employees have access to training	100	100	100	100	100	%
Employees that receive skills development training	100	100	100	100	100	%
Employees receiving regular performance and career development	100	100	100	100	100	%
Average training hours per employee	4	4	4	6	4	Hours
Fulltime employees				99	99	%
Part-time employees				1	1	%



ENVIRONMENTAL RESPONSIBILITY

IAC is committed to creating sustainable opportunities in every aspect of our global operations. Our commitment is an integral aspect of product design, our manufacturing processes, and the services we provide to the customer. We are committed to maintaining our obligations with all applicable health, safety, environmental management, and environmental stewardship standards wherever we operate. IAC has maintained its focus on corporate social responsibility and has achieved a gold rating from EcoVadis in 2022 and 2023.



IAC is aligning operations with environmental initiatives. We see this as a crucial step towards promoting sustainability and reducing our ecological footprint. We are focusing on energy efficiency, to reduce wastage and the associated CO2 emissions, and to increase our portfolio of environmentally friendly products. IAC is demonstrating a commitment to be environmentally responsible.

Consumer demand for enhanced interior content from renewable resources is a positive trend that reflects growing awareness and concern for sustainable practices. By incorporating renewable materials into our products, IAC is focused to reduce reliance on non-renewable resources and minimize our environmental impact while meeting the needs of our customers.

Our global focus on energy efficiency is an essential part to help reduce the impact on the climate, reduce greenhouse gas emissions from our operations and reduce costs. By prioritizing energy efficiency in our facilities, IAC can help mitigate the environmental impact from our operations.

Furthermore, the growing interest in green vehicles, such as electric and hybrid products, presents opportunities for IAC to develop more innovative solutions. By offering components and systems that support these alternative technologies, IAC can play a vital role in driving the adoption of cleaner and more sustainable products.

Overall, by providing more environmentally friendly components that support our efforts to reduce our carbon footprint, IAC is a valuable partner for our customers, who share the commitment to environmental responsibility. This approach not only benefits the environment but supports IAC's focus to build a sustainable business for a sustainable future.



ENVIRONMENTAL RESPONSIBILITY

IAC'S COMMITMENT TO SUSTAINABILITY DRIVES POSITIVE ENVIRONMENTAL IMPACT

As part of IAC's ambitious goal to reduce Scope 1 and 2 CO2 intensity by 50% by 2030, the Senior Management Team recognized the need for improvement and set initial goals for 2023, focusing on energy efficiency improvements. To achieve these objectives, IAC implemented operational sustainability projects, embracing small incremental changes to continuously enhance sustainable practices. In 2023 alone, IAC successfully conducted 146 energy efficiency projects globally.

ENHANCED ENVIRONMENTAL KNOWLEDGE AND UNDERSTANDING

The implementation of sustainability kaizens has significantly contributed to an improved understanding of environmental impacts within IAC. Through these initiatives, employees have gained valuable knowledge, fostering awareness of sustainability issues and their implications. This newfound knowledge has empowered IAC to address waste handling and recycling, energy efficiency, and carbon emissions (CO2e). By leveraging this enhanced awareness, IAC has taken proactive steps to minimize its environmental footprint.

REDUCED ENVIRONMENTAL IMPACT

The multifaceted impact of continuous improvement has played a pivotal role in reducing IAC's environmental impact. By focusing on waste handling and recycling, IAC has adopted more efficient practices, leading to reduced waste generation and improved resource management. Additionally, heightened energy awareness has resulted in the implementation of energy-saving measures, directly impacting CO2 emissions. These efforts have not only helped safeguard the environment but have also led to tangible cost savings and increased operational efficiency.

INTEGRATION OF SUSTAINABILITY VALUES

IAC's commitment to sustainability goes beyond individual initiatives. By embedding sustainability values into the company's culture and operations, IAC has created a transformative shift towards a more sustainable future. Employees at all levels have become more conscious of sustainability issues, fostering a culture of accountability, and driving sustainable practices throughout the organization. This holistic approach has ensured that sustainability is an integral part of IAC's decision-making processes and daily operations.

LOCAL COMMUNITIES

IAC works to improve the communities in which we work and live across the globe, aligning our goals with the 17 Global Goals of the United Nations Global Compact. From funding local educational programs in India to direct aid to communities impacted by disasters, IAC and the IAC team believe it is our responsibility to be an active corporate citizen in the community.

MEETING THE GLOBAL CONSCIOUSNESS

The importance of environmental concerns cannot be overstated in today's world. With sustainability becoming a pressing global issue, IAC's proactive efforts to reduce its environmental impact will assist in regional and global goals. By prioritizing sustainability, IAC has positioned itself as a responsible corporate citizen, aligning its operations with the growing global consciousness towards environmental preservation.

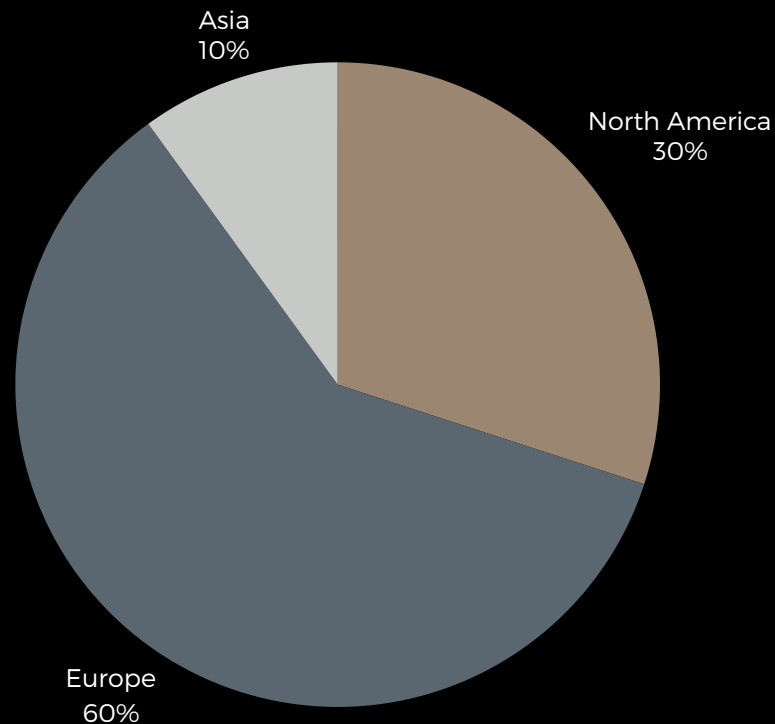


ENVIRONMENTAL RESPONSIBILITY

*BUILDING A SUSTAINABLE BUSINESS FOR A
SUSTAINABLE FUTURE*

Through the implementation of the sustainability projects and a dedicated focus on continuous improvement, IAC has made remarkable strides in sustainability. The company's commitment to reducing Scope 1 and 2 CO2 intensity by 50% by 2030 has paved the way for significant positive impacts. By enhancing environmental knowledge, reducing waste, improving energy efficiency, and integrating sustainability values into its culture and operations, IAC has established itself as a leader in sustainable practices. As the world increasingly emphasizes the need for environmental stewardship, IAC's dedication to sustainability serves as a leader to other organizations seeking to make a positive difference, especially those within its business.

SUSTAINABILITY PROJECTS BY REGION



OPERATIONAL PERFORMANCE

IAC's operational environmental protection program is designed to continuously improve its environmental commitments in waste management, pollution control, and energy efficiency. IAC recognizes that environmental protection is a critical component of sustainable business practices and has set ambitious targets to reduce its carbon impact.

IAC set progressive targets to reduce its carbon impact, with a commitment to reducing its carbon emissions by 50% using global carbon intensity versus sales for Scope 1 & Scope 2 by 2030, compared to its baseline in 2019. By 2050, IAC aims to achieve net-zero emissions for all its operating activities and throughout its entire supply chain worldwide. IAC's strategy to achieve these objectives includes increasing renewable energy use, improving energy efficiency at all its locations, expanding engineering efforts for vehicle electrification and lighter weight products, and heightening sustainability requirements for its suppliers.

The US-based operations participate in the United States Department of Energy's Better Plants Program which has set a target of 25% reduction in energy intensity in 10 years. As of the end of 2023, IAC US-based sites have achieved this goal in only 5 years.

EFFECTIVE ENVIRONMENTAL MANAGEMENT SYSTEMS

IAC places great emphasis on the implementation of robust environmental management systems across all its manufacturing locations. By adhering to the international ISO 14001 environmental management performance standard, IAC aims to optimize resource utilization, minimize waste generation, gain a competitive advantage, and foster trust with stakeholders. This commitment to effective management systems underscores IAC's dedication to sustainable practices and responsible business operations.

ISO 14001 CERTIFICATION

All IAC manufacturing locations have achieved certification to the internationally recognized ISO 14001 environmental management performance standard. This certification signifies IAC's adherence to a systematic approach in managing environmental aspects and impacts associated with its operations. By meeting the requirements of ISO 14001, IAC ensures that environmental considerations are an integral part of its management systems, enabling the company to drive continuous improvement in resource efficiency and waste reduction.

ENHANCED PERFORMANCE AND EFFICIENCY

ISO 14001 certification empowers IAC to improve performance by adopting more efficient resource utilization practices. Through comprehensive environmental management systems, IAC identifies areas for optimization and implements measures to minimize the consumption of resources such as energy, water, and raw materials. This increased efficiency not only reduces environmental impacts but also enhances operational effectiveness.

STAKEHOLDER TRUST

By adopting ISO 14001 as the foundation of its environmental management systems, IAC demonstrates the company's commitment to sustainability and responsible business practices, providing a compelling differentiator to customers, partners, and stakeholders. The ISO 14001 standard is widely recognized and trusted, instilling confidence in IAC's ability to minimize environmental risks, comply with regulations, and continually improve its environmental performance.

CONTINUOUS IMPROVEMENT

IAC's dedication to effective management systems extends beyond initial certification. By embracing the principles of ISO 14001, IAC commits to a culture of continuous improvement. The company regularly assesses its environmental management practices, identifies areas for enhancement, and implements necessary changes to align with evolving industry standards and best practices. Through continuous improvement and adaptability, IAC ensures that its management systems remain aligned with the highest environmental standards.

LEGAL AND OTHER REQUIREMENTS

To ensure adherence to this policy, we have designated individuals who are responsible for overseeing legal compliance within our organization. Additionally, we have implemented a register of legal and other requirements at all our IAC operational locations. For the certified locations, this register serves the purpose of meeting the local certification compliance requirements of ISO14001, ISO45001, and ISO50001.

By maintaining a register of legal and other requirements, we ensure that we stay informed about the applicable laws, regulations, and other obligations related to these areas. This enables us to effectively manage our environmental impact, prioritize the health and safety of our employees, and optimize energy consumption.

ENERGY CONSUMPTION

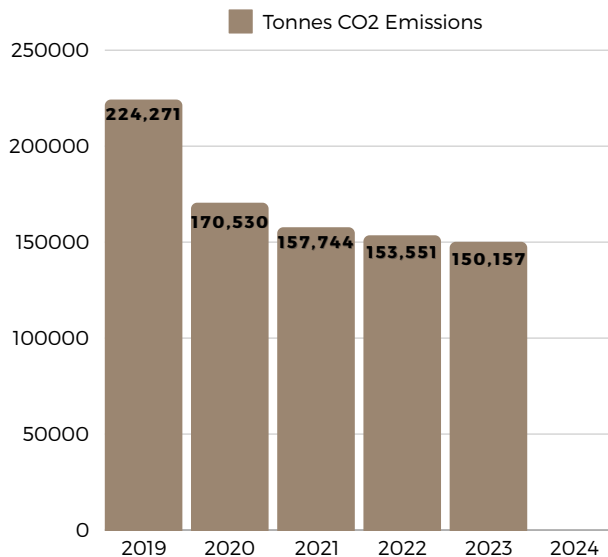
ENERGY MANAGEMENT

IAC has committed to a strategy of continuous improvement to use energy efficiently which reduces our energy consumption and greenhouse gas emissions. The principal aspects of our program include energy awareness driven by management; providing all necessary resources for the achievement of energy management objectives; the regular evaluation of processes with respect to energy efficiency, and the procurement of energy-efficient products and services. IAC also procured renewable energy for operations based in the UK and Sweden for all or part of 2023. IAC evaluates procurement of renewable energy on a case-by-case basis with a strong focus on energy efficiency improvement as a source of carbon reduction.

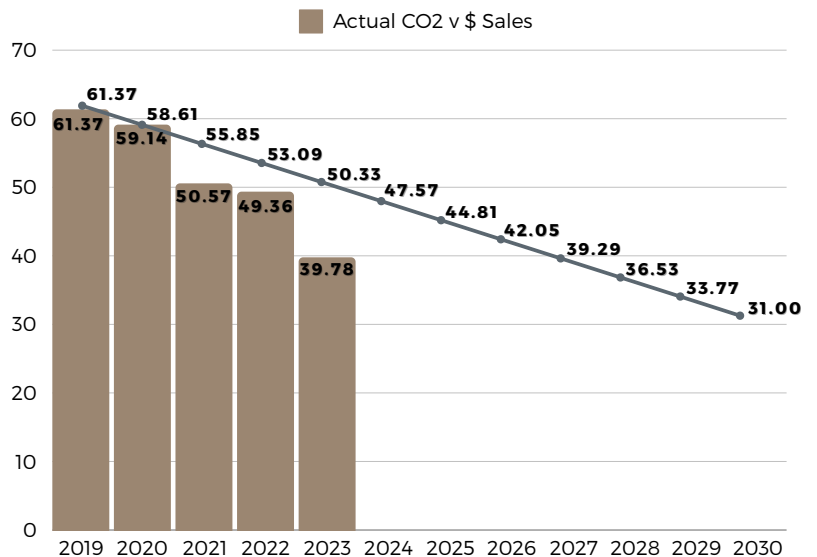
In addition to energy conservation programs, a concerted effort was initiated to evaluate feasibility of on-site solar generation in European operations. Through this effort, a list of viable projects was developed, and 2 projects were approved in Spain and Sweden. Our Mexico operations are also evaluating the use of solar energy.

Climate related issues are incorporated into our business objectives to satisfy the requirements of interested parties and to support sustainability. In addition to completing the Ecovadis assessment, IAC participates in the Carbon Disclosure Project. As part of our commitment and focus on energy management, IAC has aligned its new global energy policy to ISO50001 energy management standard. We see energy management as a critical part of our sustainability journey 'Building a Sustainable Business for a Sustainable Future.' All IAC manufacturing locations target year-over-year energy consumption reduction through investment, including replacing older inefficient equipment and machinery with new energy efficient machines and lighting upgrades as well as energy hunts and audits at all our locations.

Global Scope 1 & 2 CO2 Emissions



Global Scope 1 & 2 CO2 Actual Intensity g/\$



COMMITTED TO IMPROVING:

IAC joined the U.S. Department of Energy Better Plants Program by committing to reduce our energy intensity, in U.S. facilities, by 25% within 10 years. At end of 2023, IAC has achieved this goal. Energy intensity reduction continues to be ahead of projected path to achieve the 2030 Target.

THE BENEFITS OF JOINING THE BETTER PLANTS PROGRAM:

IAC's commitment to the Better Plants Program is a significant step toward improving its energy efficiency and reducing its carbon footprint. By participating in this program, IAC can access valuable resources and expertise from the Department of Energy and other industry leaders to identify and implement best practices for energy efficiency. Additionally, IAC's involvement in the program can enhance our reputation as a socially responsible and sustainable company, working on our partnerships with our customers, investors, and other stakeholders.

IAC'S STRATEGY FOR ACHIEVING THE 25% ENERGY INTENSITY REDUCTION GOAL:

While committing to reduce energy intensity by 25% within ten years was an ambitious goal, IAC achieved it by implementing energy-efficient technologies, such as LED lighting, HVAC upgrades, and process improvements. A robust energy management program was implemented to reduce energy waste, monitor and control our energy consumption. Additionally, IAC engaged and will continue to do so with our employees and suppliers to boost our energy-saving efforts and incentivize them to adopt sustainable practices.

IMPACT OF IAC'S COMMITMENT ON THE ENVIRONMENT AND SOCIETY:

IAC's commitment to reducing our energy intensity has far-reaching implications for the environment and society. By lowering our energy consumption, IAC will reduce greenhouse gas emissions, air pollution, and other environmental impacts associated with energy production and consumption. This, in turn, can help mitigate the effects of climate change and improve public health. Furthermore, IAC's commitment can inspire other companies to follow suit and adopt similar sustainability goals, which can accelerate the transition to a low-carbon economy.

SHARE PROGRESS AND RESULTS:

To demonstrate our commitment to the Better Plants Program and energy efficiency, IAC regularly shares progress reports and results on its energy-saving efforts. This will include metrics such as energy intensity reduction, cost savings, and emission reductions. The sharing of this information will help IAC hold itself accountable to our sustainability goals, promoting our achievements to our stakeholders, and help identify areas for improvement.

EXPAND THE SCOPE OF SUSTAINABILITY EFFORTS:

While reducing our energy intensity, an essential component of reducing our carbon impact, IAC is looking to expand our improvement efforts to other areas, such as water conservation, waste reduction, and sustainable sourcing. By adopting a holistic approach to sustainability, IAC can reduce its overall environmental impact and improve its social and economic performance. Additionally, IAC can engage with its suppliers and customers to promote sustainable practices throughout its value chain, which can have a significant impact on sustainability outcomes.

ENERGY CONSUMPTION

SUSTAINABLE WATER MANAGEMENT AND RESOURCE CONSERVATION

Water resources management and conservation are integral aspects of IAC's sustainability focus. While water stress is not currently identified as a material operational risk due to low water consumption in our processes, IAC recognizes the importance of proactively tracking water consumption and collaborating with water suppliers. Moreover, IAC encourages its sites to engage in local initiatives aimed at sustaining clean water resources. By setting 2019 as the baseline year and implementing an intensity matrix across all locations, IAC aims to improve water resources management and establish reduction targets. In alignment with the ongoing sustainability focus for 2024, IAC locations will continue to conduct sustainability-focused kaizens, focusing on prevention and resource reduction.

TRACKING WATER CONSUMPTION AND SUPPLIER ASSESSMENTS:

IAC understands the significance of monitoring water consumption despite its limited impact on operational risks. As part of responsible corporate stewardship, the company actively tracks water usage at its industrial sites. Regular assessments with water suppliers are conducted to ensure responsible sourcing and enhance transparency in the water supply chain. These efforts contribute to maintaining a sustainable water footprint and fostering responsible water resource management practices.

INTENSITY MATRIX AND REDUCTION TARGETS:

To drive continuous improvement in water resources management, IAC established a baseline year of 2019, and has had an ongoing strategy to reduce water consumption in operations. By implementing an intensity matrix across all locations, the company can track water consumption relative to revenue. This matrix serves as a valuable tool to evaluate and benchmark water usage efficiency across various operations. By analyzing the intensity matrix data, IAC can identify areas of improvement and set reduction targets, further driving the company's commitment to responsible water consumption practices.

COLLABORATION AND LOCAL EFFORTS:

IAC recognizes the importance of collaborative efforts to sustain a sufficient supply of clean water resources. The company actively encourages its sites to engage in local initiatives and participate in community activities that promote water conservation and responsible water resource management. By joining forces with local organizations, IAC contributes to the broader goal of ensuring the availability of clean water for future generations.

While water stress may not pose a material operational risk for IAC, the company remains dedicated to responsible water resources management and conservation. By tracking water consumption, conducting supplier assessments, implementing an intensity matrix, and setting reduction targets, IAC actively promotes efficient water usage across its global operations. Through sustainability-focused kaizens and collaboration with local efforts, IAC strives to make a positive impact on water conservation and contribute to the sustainable management of this vital resource. By integrating responsible water practices into its overall sustainability focus, IAC reinforces its commitment to environmental stewardship and supports a more sustainable future.

SUSTAINABILITY-FOCUSED KAIZENS FOR WATER CONSERVATION:

As part of IAC's broader sustainability focus for 2023, the company's locations conducted sustainability-focused continuous improvement projects specifically targeting water conservation. These projects aim to prevent excessive water consumption and reduce overall resource usage. By fostering a culture of continuous improvement, IAC encourages its employees to identify and implement innovative solutions to minimize water usage and promote sustainable practices within their respective operations.

RESOURCE CONSUMPTION

Water Consumption Intensity (Lt per \$ revenue) -+ Performance vs baseline

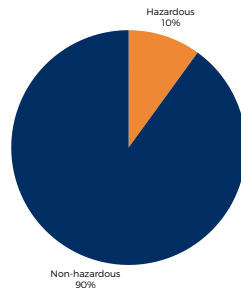
	2019	2020	2021	2022	2023	UNIT
Water Consumption	529,765	426,107	437,196	454,040	540,040	m3
Intensity (Lt per \$ revenue) -+	0.144	0.147	0.14	0.145	0.143	Litres - \$
Performance vs baseline	Baseline	1.93	-3.31	0.69	0.1	%

WASTE MANAGEMENT

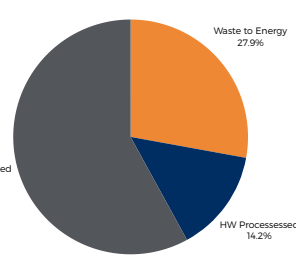
IAC and its customers recognize the value and importance of being responsible managers of natural resources. Our social responsibility program includes waste management to assure continued availability of resources needed to make our products and to capture the market of customers that value sustainability. The elimination of waste and recycling the by-products from our production processes are key performance indicators used to check efficiencies and measure our progress toward achieving corporate sustainability targets. With IAC's average waste recycling rate over 64%, IAC locations have been tasked with reducing the amount of waste created. IAC has set a continuous improvement plan for 2023 with a 5% reduction target for total waste created. IAC will focus on the reduction of hazardous material, sourcing less harmful alternatives, protecting our employees and the environment.

IAC waste is reported in metric tons (Tn), any waste intensity metrics are reported as grams per dollar sales.

Waste by Category



Waste Averted from Landfill



GLOBAL WASTE GENERATION 2023:

IAC generated 47,321 tons of waste: Industrial waste materials, includes mixed municipal, plastic, foam, oil, foil, wood, paper, lubricants (oils, grease), metals, waste electronic equipment and other wastes from our operational activities.

CATEGORIES OF WASTE:

For business reporting, IAC collates all waste into 2 categories, non-hazardous and hazardous. In 2023, waste created from IAC operations, non-hazardous 42,783 tons and hazardous 4,548 tons.

METHODS OF WASTE DISPOSAL:

At IAC, the first focus is to reduce the waste of resources with efficiency improvements and manage the waste streams from our facilities. Waste streams are created at IAC to identify how each location manages their waste. Where practical excess material from processes will be reused / recycled. Where this is not possible, the disposal of waste material will be managed by a competent third-party agent, this waste will be handled according to local norms. The waste from IAC will be sorted into different streams, reuse, recycle, waste to energy and landfill.

WASTE TO ENERGY:

During 2023, IAC sent 8,946 tons of waste to energy, this means that instead of being disposed of in landfills, this waste was used as a fuel source to generate energy.

While IAC aims to reduce the amount of waste sent to energy, it is recognized that waste-to-energy offers a more environmentally friendly alternative to landfilling. Each waste management option will be assessed based on its specific impact, evaluating our business needs. By adopting a circular economy approach, IAC can focus on waste reduction, recycling, and other sustainable practices to further minimize the generation of waste in the first place.

IAC will continually evaluate and explore additional waste management strategies to align with our sustainability goals and contribute to a more sustainable future.

WASTE AVERTED FROM LANDFILL:

IAC was able to prevent 32,109 tons of material from ending up in landfills in 2023. This approach aligns with the principles of a circular economy, where resources are used efficiently, and waste is minimized.

Reusing materials helps extend their lifespan and reduces the need for new production. Recycling allows for the recovery and transformation of materials into new products, reducing the demand for virgin resources. Waste-to-energy, as mentioned earlier, provides an alternative to landfilling by converting waste into energy. IAC engages in sustainable waste management practices. IAC not only avoids the negative environmental impacts associated with landfilling but also contributes to resource conservation and energy generation. IAC sees this as a positive step towards a more sustainable and responsible approach to waste management.

WASTE TO LANDFILL:

17,942 tons of waste material was landfilled.

HAZARDOUS WASTE:

Waste from our processes that is identified as hazardous for disposal, is managed by licensed third party waste carriers, duty of care (DOC) audits is conducted on these waste carriers. 1,820 tons of hazardous waste was processed and averted from landfill, this was conducted with a combination of recycling and waste to energy. Each location will hold legal and other requirements register, which is audited by the internal audit program.

By reporting on these aspects of our waste generation, IAC can demonstrate their commitment to sustainability and responsible waste management. IAC will continue to identify areas for improvement and make informed decisions about waste management practices.

Scope 3 emissions from waste: IAC has calculated its waste emissions from its waste utilizing recognized standards. The emissions from waste are 10,298 metric tons CO2e.

WASTE	2019	2020	2021	2022	2023	UNIT
Hazardous Material	3,531	3,096	3,953	4,460	4,548	Tons
Hazardous Material - processed	1,542	1,479	1,682	1,726	1,820	Tons
Hazardous Material - % processed	43.68	47.78	42.54	38.71	40	%
Non-Hazardous Material	40,297	32,543	35,035	36,698	42,783	Tons
Non-Hazardous Material recycled	17,013	12,104	13,311	16,186	18,615	Tons
Non-Hazardous Material % recycled	42.22	37.2	37.99	44.11	43.5	%
Non-Hazardous Material - energy	10,315	8,365	7,731	6,884	8,946	Tons
Electricity Generated (waste to energy)	5,673	4,600	4,242	3,786	4,920	mWh
Non-Hazardous Material - % processed	67.82	62.92	60.06	62.32	64.42	%



PRODUCTS (DESIGN ENGINEERING)

IAC's product strategy is focused on resource conservation, reduction of carbon emissions and the circular economy while delivering mobile environments that are elegantly designed, precisely executed and inspiringly different. IAC advance development team focuses on lightweight products, sustainable materials and technologies and recyclability. Our teams evaluate new products from cradle to grave, confirming that we deliver best in class products through the entire life cycle to our customers.

ADVANCED DEVELOPMENT PROJECTS

We are actively engaged in over 20 advanced development projects worldwide, with a strong focus on enhancing product sustainability and recyclability.

EXTENSIVE SUSTAINABILITY OPTIONS

We have already developed more than 50 sustainability options for various product commodities such as door panels, instrument panels, and overhead systems. Step by step we will be implementing them in current and future products in close cooperation with our customers. These options have been designed to promote lightweight products, reduce the use of fossil-based raw materials, replace fossil-based feedstock, and prioritize circularity through design for recyclability.

CONTINUOUS DIALOGUE AND BENCHMARKING

We maintain an ongoing dialogue with our customers and supply chain partners to benchmark and gather feedback on our sustainability efforts. This allows us to identify new sustainability requirements, explore additional options, and implement effective measures across our operations.

INCREASING RECYCLING CONTENT

We are committed to continually increasing the amount of recycling content in the material compositions used for our products. This is achieved through the integration of recycling materials sourced from both post-industrial waste and post-consumer waste streams. By prioritizing the utilization of recycled materials, we contribute to the circular economy and reduce our environmental footprint.

ONE-MATERIAL CONCEPTS

Our dedication to sustainability extends to the development of one-material concepts for our core products. These concepts ensure that our products feature high recycling content right from the beginning and are designed for complete recyclability at the end of their life cycle. By adopting one-material concepts, we enhance the overall recyclability and reduce waste generation.

EXPLORING RECYCLING OPTIONS

We are continually involved in the development and evaluation of new recycling options for multi-material products. This includes exploring mechanical recycling, physical recycling, and chemical recycling techniques. By exploring diverse recycling methods, we aim to find innovative solutions that maximize the recyclability of our products and minimize waste generation.

COOPERATIVE RECYCLING EFFORTS

In collaboration with our customers, IAC has successfully incorporated recycling content into our products. By consistently expanding our development projects, engaging in continuous dialogue, and embracing innovative recycling methods, we strive to lead the way in sustainable product development and foster a more environmentally conscious future.



IAC SUSTAINABLE PRODUCT CATEGORIES

IAC is dedicated to developing a family of interior products that prioritize the use of renewable up-cycled, recycled, and re-purposed materials. By incorporating these sustainable materials into our manufacturing processes, we aim to minimize our reliance on petroleum-based products and create lightweight solutions that contribute to a greener future. Our sustainable products are grouped in the following families:

Our sustainable products are grouped in the following families:

PRODUCT STEWARDSHIP
IAC and its supply chain follow the Registration, Authorization, and Restriction of Chemicals (REACH) directive and the International Material Data System (IMDS) program which enhance the safety and recyclability of our products and supports our continuous improve of our product stewardship program.



EcoMat® is IAC's family of interior products manufactured with renewable, up cycled and recycled, and re-purposed materials. This green solution minimizes petroleum-based products and can offer lightweight potentials.



LiteTec® is IAC's family of technologies that specifically are geared towards reducing mass in a vehicle. These materials and processes supply equivalent or better characteristics, which reduce vehicle mass. In concert with EcoMat®, reducing the number of materials into the value stream is the first step in sustainability. Examples include FiberFrame® used as light weight headliner reinforcement frames. Weight savings are up to 70% versus standards construction as well as having approx. 70% renewable eco-friendly materials.

HybridFleece Molding™ A unique process for combining the pressing of a thermoplastic-mixed fiber fleece of natural fiber, glass or, recycled carbon fiber with the molding of stiffening ribs and clips into a one-step process in the same molding tool with no need for added welding or gluing. The technology can be used to produce a variety of lightweight structural and visible (A-surface) interior components and is designed to reduce process complexity.



Safe-TEC™ is IAC's family of technologies geared towards occupant safety and comfort, including a 100% recyclable injection molded safety crash countermeasure and in addition active or passive solutions that address interior cleanliness, and anti-microbial efficacy. IAC is leading the way to lighter, renewable use of foam in interior products. Co-developing with suppliers, we now provide a polyurethane foam with renewable content which can be used in thinner layers while still giving a soft feel to components. The renewable content is from the non-food sourced, renewable castor bean and can replace 40-50% of the polyol part in the urethane foam. Thin foam can reduce the weight of the foam by 30-50% compared to current foam thickness use, thus making the vehicle lighter weight and sustainable.

In addition to their environmental benefits, recycled, and re-purposed materials offers potential lightweight advantages. Many of these materials are inherently lighter than their petroleum-based counterparts, contributing to overall weight reduction in our products. This weight reduction can lead to improved fuel efficiency in automotive applications and reduced energy consumption in other industries, further enhancing the sustainability of our solutions.

SUPPLY CHAIN MANAGEMENT

The efficient management of the supply chain is critical to the success of the company. Our Supplier Network must consider environmental stewardship, labor and human rights, and sustainability of the supply chain through controls incorporating ethical values in our business transactions. To ensure our suppliers are committed to our collective environmental, social, and ethical goals, IAC has engaged with EcoVadis to assess our supply base.

ENVIRONMENTAL STEWARDSHIP

All IAC Group suppliers are expected to collaborate proactively with us to reduce the environmental footprint of our products. All materials supplied to IAC must satisfy current governmental and safety constraints on restricted, toxic, and hazardous materials as well as environmental, electrical, and electromagnetic considerations applicable to the country of manufacture and sale. All suppliers must implement the international ISO 14001 Environmental management systems standard.

ENERGY MANAGEMENT

IAC is committed to a strategy that enables more efficient energy usage throughout our end-to-end supply chain. We expect our suppliers to take part by implementing programs to increase energy awareness, allocating resources to improve energy efficiency, and purchasing energy efficient products when feasible.

CONFLICT & EXTENDED MINERALS

IAC is committed to responsible corporate citizenship and is opposed to all human rights abuses. As part of that commitment, we look to source products, components and materials known as Conflict Minerals from companies that share our values on human rights, ethics, and environmental responsibility. IAC works in partnership with a third-party compliance vendor to complete CMRT and EMRT assessments within the IAC supply chain.

DIVERSITY

Diversity. IAC Group is committed to supplying opportunities for certified minority and women owned businesses to become suppliers of our goods and services. When setting up this policy, IAC recognizes its responsibility to the communities it serves and the society in which it conducts business. The use of certified minority and women owned business enterprises is a key function of our sourcing strategy.

LABOR

Suppliers to IAC shall not use forced or involuntary labor, regardless of its form, (ii) employ any child, except as part of a government approved job training, apprenticeship, or similar program, or (iii) engage in abusive employment or corrupt business practices.

CODE OF CONDUCT

Suppliers to IAC must adopt and enforce a code of conduct for business practices with principles, policies, and procedures consistent with IAC's principles, policies, and procedures. IAC conducts audits of the supply chain to ensure our codes are communicated and understood by our suppliers.

RELATED PARTY TRANSACTIONS

All suppliers are required to provide IAC with written notice immediately upon becoming aware that any of its directors, officers or employees is also a director, officer, employee, or immediate family member of IAC, if the supplier is substantively involved in the supplier's business relationship with IAC or receives any direct or indirect compensation or benefit based on this business relationship.

SUPPLY CHAIN ASSESSMENTS

Any new suppliers to IAC must complete a supplier audit questionnaire, which incorporates minimum requirement to meet internationally recognized standards for quality management (IATF 16949) and environmental management (ISO 14001). In addition, IAC has partnered with one of the leading sustainability rating services, EcoVadis, to aid us in assessing and improving the overall ESG performance of our supply base. IAC's strategic sourcing process will reward those suppliers that are aligned with our corporate ESG objectives.

01 ENVIRONMENTAL

This pillar focuses on ensuring that the supply chain operates in an environmentally responsible manner. IAC uses the EcoVadis assessment to evaluate and monitor energy consumption, water conservation, biodiversity, material usage, and chemical controls. IAC's goal is to meet recognized standards and promote sustainable practices throughout our supply chain.

03 ETHICS

To achieve and keep standards to prevent corruption, anticompetitive practices and ensure responsible information management. IAC requires it suppliers to set and maintain international standards to prevent corruption, anticompetitive practices, and other unethical behaviors. We also require our suppliers to maintain information management practices to protect sensitive data and ensure data privacy.

02 LABOR AND HUMAN RIGHTS

This pillar emphasizes the importance of upholding labor and human rights standards within our supply chain. IAC uses the EcoVadis assessment for assessing and addressing issues related to health and safety, working conditions, social aspects, career management, and training opportunities for workers, with aims to eliminate practices such as child labor, forced labor, and human trafficking. IAC requires recognized standards for health and safety, working conditions, social, career management and training. To prevent child labor, forced labor and human trafficking.

04 SUSTAINABLE PROCUREMENT

The sustainable procurement pillar aims to establish and maintain standards that promote sustainability in the whole supply chain. To consider the environmental and social impacts of procurement decisions and working with their suppliers to adhere to similar principles. Through the EcoVadis assessment we review our suppliers focus on their practices that protect the environment and society throughout their own supply chains.

IAC'S LONG TERM STRATEGIC GOALS

Our goal is to incorporate all existing and new strategic suppliers into the EcoVadis assessment program. We will work diligently with EcoVadis to establish an effective governance approach to enable improvement in the sustainability performance of our overall supply chain.

4 PILLARS OF THE SUPPLY CHAIN ASSESSMENT

These four pillars utilized through the EcoVadis assessment, provide IAC a comprehensive framework for assessing and improving the overall sustainability and responsibility of our supply chain. By addressing environmental, labor, and human rights, ethics, and sustainable procurement issues, IAC can work towards creating a more sustainable and responsible supply chain.

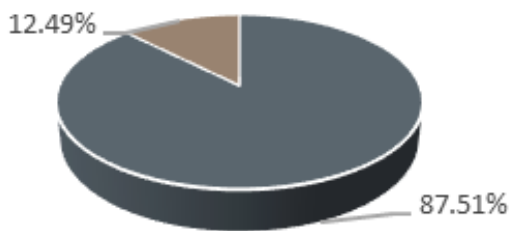
SUPPLY CHAIN MANAGEMENT

PROCUREMENT PRACTICES

In order to minimize the impact of IAC's supply chain on the environment, IAC endeavors to source local suppliers. IAC tracks the Divisional local spend for direct suppliers encompassing all the IAC plants and operations within the division. The Divisions are split into North America, Europe, and China. Non-Divisional spend is a supplier that delivers from outside the division, e.g. a supplier supplying an IAC EU plant from Japan.

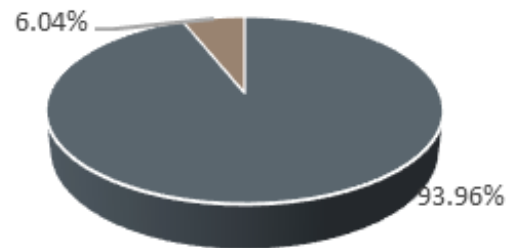
The spend is determined upon actual product piece price x actual predicted product volume and based upon the Direct Controlled spend PLUS Directed Sourced (DSS) spend (suppliers nominated by IAC's customers but contracted by IAC).

EU Locality spend



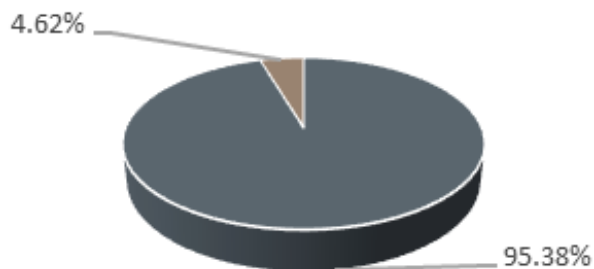
Local Spend Non Local Spend

North America Locality Spend



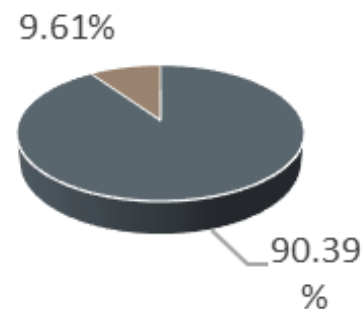
Local Spend Non Local Spend

China Locality Spend



Local Spend Non Local Spend

Global Combined Locality Spend



Local Spend Non Local Spend

A supplier classed as "Local" is in line with the IAC global reporting divisions, Europe, North America & China and that they supply the IAC plants from within the division.

Each OF IAC'S global manufacturing plants within the divisions are classed as significant locations of operation totalling 40 locations globally which the suppliers deliver to.

Supplier Environmental Social & Governance Assessment

It is mandatory for IAC suppliers to take part in IAC's Sustainability activities, to work together to protect our planet, minimize our collective environmental impacts, and support IAC and our customers sustainability goals.

EcoVadis monitors and scores the IAC supply base with their leading CSR and Sustainability reporting requirements. All new IAC direct suppliers must be registered with EcoVadis for assessment. To date, 527 direct and indirect suppliers have been assessed and have Scorecards, with 132 additional suppliers in process.

IAC also uses a VDA6.3 self-assessment Supplier Audit questionnaire to evaluate a potential new supplier as part of the due diligence and risk assessment requirements for CSR and Sustainability before the development of a relationship with a new supplier. All potential new suppliers must complete the self-assessment Supplier Audit questionnaire. The CSR questions cover CSR Monitoring, Company Management, Working Conditions and Human Rights, Child Labor, Modern Slavery, Health & Safety, Business Ethics, Energy Management, Environment, Responsible Sourcing of Raw Materials, and Supplier Management.

Suppliers that decline to participate in IAC's Sustainability activities may be placed on New Business Hold where no request for quotes will be sent for new business and no awards of new business.

SUPPLY CHAIN MANAGEMENT

<p>THE VDA6.3 SELF-ASSESSMENT QUESTIONNAIRE CSR AND SUSTAINABILITY QUESTIONS COVER :</p>	<p>CSR MONITORING</p> <p>Has the company signed up to the EcoVadis CSR / sustainability rating portal which is a pre-requisite for IAC nomination?</p>	<p>COMPANY MANAGEMENT</p> <p>Does the company have a person being responsible for topic "Sustainability," announcing this topic in the different working levels & areas, and is this person taking care for compliance in the day-to-day activities?</p>
<p>WORKING CONDITIONS AND HUMAN RIGHTS</p> <p>Does the company support and respect the protection of the internationally recognized human rights and labor standards, as decent & productive work, data protection, privacy, with freedom of association (including collective bargaining), fair wages, benefits and flexible working hours, equity, security, respect, and dignity, without harassment or non-discrimination?</p>	<p>CHILD LABOR</p> <p>Does the company ensure, that all employees in all subsidiaries worldwide have at least the minimum age, required by concerning local country law, and is this regularly monitored by e.g., internal or external audits?</p>	<p>MODERN SLAVERY</p> <p>Does the company ensure that there is no slavery, forced labor, compulsory labor or human trafficking, within its operations and supply chain?</p>
<p>HEALTH AND SAFETY</p> <p>Does the company have a health & safety policy, with a separate qualified staff member to assess, monitor and report any risks of day-to-day activities, and is this additionally supported by appropriate instructions & information for staff?</p>	<p>BUSINESS ETHICS</p> <p>Does the company follow a "zero tolerance policy" towards corruption, extortion, bribery, anti-trust, and disclose any situation resulting in a conflict of interest?</p>	<p>ENERGY MANAGEMENT</p> <p>Does an Energy Policy exist and is an Energy Management Process implemented? Do you monitor GHG emissions and carry out continuous improvement, with regard to energy efficiency & renewable resources? If not, does a plan exist to implement an Energy Management Process?</p>
<p>ENVIRONMENT</p> <p>Is there a commitment for Environmental protection, reflected by concerning policies & management systems, as well a monitoring & reducing of negative impacts on the Environment? (Management of chemical & hazardous material, pre-treatment of discharge prior to disposal; air quality; reduction of emissions, water usage and conservation)</p>	<p>RESPONSIBLE SOURCING OF NEW MATERIALS</p> <p>Is there a method to avoid providing products made of raw materials contributing human rights abuses, bribery and ethics violations, or having negative impact on the environments? This extends to conflict minerals due diligence, on the source of Tantalum, Tin, Tungsten, and Gold.</p>	<p>SUPPLIER MANAGEMENT</p> <p>Does the company have measures in place to ensure the social, environmental, and business conduct (fair competition) and compliance of their suppliers?</p>

This assessment is part of the due diligence IAC carries with respect to new suppliers, along with the supplier's financial stability through the 3rd party company Rapid Ratings. Additionally, as part of the nomination process, the Ecovadis scoring which is based upon a fuller more in-depth questionnaire is considered and added into the Sourcing Rational. This is part of the procurement nomination procedures as a pre-requisite for sourcing and covers the main building blocks of environment, labor and human rights, ethics and sustainable procurement. The Sourcing Rational document incorporates the Ecovadis CSR and Environmental score translated into IAC scoring in line with the IAC scorecard.

For a current existing IAC supplier(s) to be awarded a new nomination, IAC Procurement uses the Supplier Scorecard that shows the status of the supplier including the Ecovadis scoring if/when available. If a supplier does not have an Ecovadis score they need to register with Ecovadis before nomination as a start of the process to achieve a scorecard scoring. A supplier can be nominated whilst initially going through the Ecovadis scoring process for the first time.

The scoring below shows the Sustainability scoring and details in section 4. This is added to the IAC Scorecard and Sourcing Rational:

COMPETITIVENESS CATEGORIES			
SAVINGS			DETAILS
1	- Achieve savings goal on current business	50 Points	50 Percentage of goal met is percentage of points
COMPETITIVENESS			
2	- Agree to IAC Group Payment Terms	10 Points	15 Goal must be met for full points. No = 0 Points / Yes = 10 Points Supplier must be market competitive. Goal must be met for full points. No = 0 Points / Yes = 5 Points
	- Future business competitive	5 Points	
COMPLIANCE			
3	- Agreement to IAC Group Terms and Conditions	10 Points	18 Goal must be met for full points. No = 0 Points / Yes = 10 Points Goal must be met for full points. No = 0 Points / Yes = 3 Points Goal must be met for full point. No = 0 Points / Yes = 2 Points (Score is automatically populated based on quality cert report) Goal must be met for full points. No = 0 Points / Yes = 3 Points (Score is automatically populated based on Master Global RR file)
	- Overall responsiveness to initiatives and requirements	3 Points	
	- All required certifications up to date and uploaded	2 Points	
	- Compliance with IAC Group Financial Risk Management data system	3 Points	
SUSTAINABILITY			
4	- EcoVadis Registered	5 Points	7 Goal must be met for full points. No = 0 Points / Yes = 5 Points (Score is automatically populated based on EcoVadis report) Goal must be met for full points. No = 0 Points / Yes = 2 Points (Score is automatically populated based on Assent's Not Submitted report)
	- Compliance to Conflict Minerals reporting requirements	2 Points	
CONTINUOUS IMPROVEMENT			
5	- Does the supplier participate (submit and implement ideas)?	10 Points	10 Supplier must submit savings ideas/projects or participate in on site CI projects with IAC. None = 0 Points / Submission = 3 Points or Implementation = 10 Points
TOTAL POINTS			100

If one of IAC suppliers has declined to participate in the IAC request for Ecovadis involvement, in line with the prerequisite that all suppliers must participate, the Commodity Manager will put the supplier on New Business Hold, meaning that any IAC buyer Globally, is unable to nominate or amend PO's on a supplier. This is done using the supplier add/change process to change the supplier status.

NEGATIVE ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN

EcoVadis highlights any suppliers with a low score (high risk suppliers >30) in the IAC Supplier Dashboard within the EcoVadis portal. Currently all IAC scored suppliers have an overall score above 30 points, and only one supplier has a low environmental theme score.

Any significant actual and potential negative environmental impacts identified within the supply chain are highlighted as part of the Ecovadis audit. There are also daily 360-degree watch findings identifying issues within the supply chain when a supplier is highlighted in the news by media, governments, trade unions, NGOs, and other business networks. This will be considered when the suppliers scoring is re-validated by Ecovadis to determine whether the issue affects the suppliers score in a negative way. The Ecovadis portal gives the suppliers corrective actions and improvement areas which can be monitored as KPI's moving forward.

IAC has not terminated its relationship with any supplier because of being identified as having significant and potential negative social and environmental impacts after assessment.

CORPORATE & SOCIAL RESPONSIBILITY - SCORING MATRIX - GP-SPR-10.3

Short Term (1 year) end 2022 New requirement for suppliers, Ecovadis registration and scoring to be established. Top spend and Strategic suppliers to be engaged. Suppliers can still be nominated whilst going through this process but must be registered in Ecovadis portal and if not, sourcing not permitted unless approved by Senior Procurement team via Lotus Notes Sourcing rational approval.

Medium Term (3 years) end 2024 Suppliers must have a minimum score of 25 and carbon scoring to be included. All strategic suppliers must have been registered and evaluated by Ecovadis in 2022. Suppliers not showing improvement after 2 re-evaluations will have the plan / threat of business termination.

Long Term (5 years) end 2026 onwards All suppliers fully engaged, no nomination to suppliers scoring under 25 and target of 45 minimum should be applied. Regular monitoring of supply base. Suppliers not showing improvement after 2 re-evaluations will have the plan / threat of business termination.

HUMAN RESOURCES/HUMAN CAPITAL

EMPLOYABILITY	2019	2020	2021	2022	2023	UNIT
Total Number of Employees	17,790	18,328	17,402	17,543	17,154	No.
Gender: Men						No.
Gender: Women						No.
Europe/RSA Headcount				7,657	7,923	No.
Gender: Men						No.
Gender: Women						No.
Asia Headcount				996	465	No.
Gender: Men						No.
Gender: Women						No.
North America Headcount				8,886	8,766	No.
Gender: Men						No.
Gender: Women						No.
Board of Director Percentage of Women	14	14	14	14	14	%
Globally: Men	63	64	65	60	58	%
Globally: Women	37	36	35	40	42	%
Workforce average age	42.1	42	41	40.7	41	No.
Workforce average seniority	9	9	6	8	8	No.
Technology Employment (R&D, Skilled Trades, Engineering)	1246	1352	1865	1220		No.
RESOURCE DEVELOPMENT						
Completed Performance Reviews	97.5	95	93	92	91	%
LABOR RELATIONS						
Collective Contracts and Agreements	37	37	32	31	31	No.
EMPLOYEE HEALTH, WELLNESS AND SAFETY						
Employees Covered by medical care/medical insurance programs	100	100	100	100	100	%
Employees taking part in company sponsored health and wellness programs	13,300	11,650	11,920	12,700	11,500	No.
Global Recordable Injury Rate per 100 employees	1.32	1	0.63	0.53	0.64	No.
Locations Certified to ISO45001 Safety Standard	40	40	40	40		%
Site Safety Committees (management-worker)				100		%
Appointed Union Safety Representatives				65		%
Appointed Non-Union Safety Representatives				35		%
Health and Safety Risk Assessment Program % of sites compliant with requirements				100		%
Sites audited to meet H&S Risk Assessment requirements				100		%

ENERGY SUPPLY MANAGEMENT

DIVERSITY/ENERGY MANAGEMENT	2019	2020	2021	2022	2023	UNIT
Energy Spend	\$53 MILLION	\$48 MILLION	\$53 MILLION	\$73 MILLION	\$63 MILLION	USD
Green energy % (total kWh electricity used)	BASELINE	12.5	16.9	18.5	18	%

A close-up photograph of a car's interior, focusing on the center console. The console features a digital display with the word "Controls" at the top and several touch-sensitive buttons below, including one labeled "Change Driver". The surrounding area is upholstered in dark leather with white stitching. The image is overlaid with a semi-transparent dark blue and grey geometric pattern.

Environments
THAT MOVE YOU.