2020 Corporate Sustainability Report

The Fiber of our Future

AURIA

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**Heath, Safety & Environmental data for 2020 is primarily North America and Europe focused, as RSA manufacturing facilities are in the process of coming online.

Published April 2021

1. Letter from the CEO

Welcome to Auria's inaugural Corporate Sustainability Report (CSR), which outlines our approach and 2020 global performance in the areas of sustainability, environmental health and safety, social responsibility and ethical compliance.

As one of the world's largest suppliers of automotive flooring, acoustic and fiber-based solutions, Auria is committed to serving and improving the communities around the globe in which our 5,100 employees live and work. We strive to achieve this through sustainable practices. This report serves as a framework for increasing and improving our connection and commitment to our key stakeholders, partners, customers, suppliers and employees.

We are proud that our innovative products help reduce overall vehicle weight for improved fuel economy and extended electric vehicle range, and we take equal pride in the great strides we have made over the past decades to exceed customer expectations for the amount of natural and recyclable materials used in our products. At work and at home, we strive to conserve, recycle and reuse our resources efficiently. We are part of the fiber of our many communities, and we contribute our time, talent and support to help make our world a better place. This is who we are and what we do.

We pledge to uphold the highest ethical standards, meet all legal obligations globally, and require each employee's commitment and dedication to do the same. Our business is guided by our values and principles, which in turn strengthen our company and help us better serve both our immediate communities, and the global community. We recognize that sustainability and social responsibility are the cornerstones to a foundation for a better future with respect to the people we encounter, the products we develop, and the planet that must sustain future generations to come.
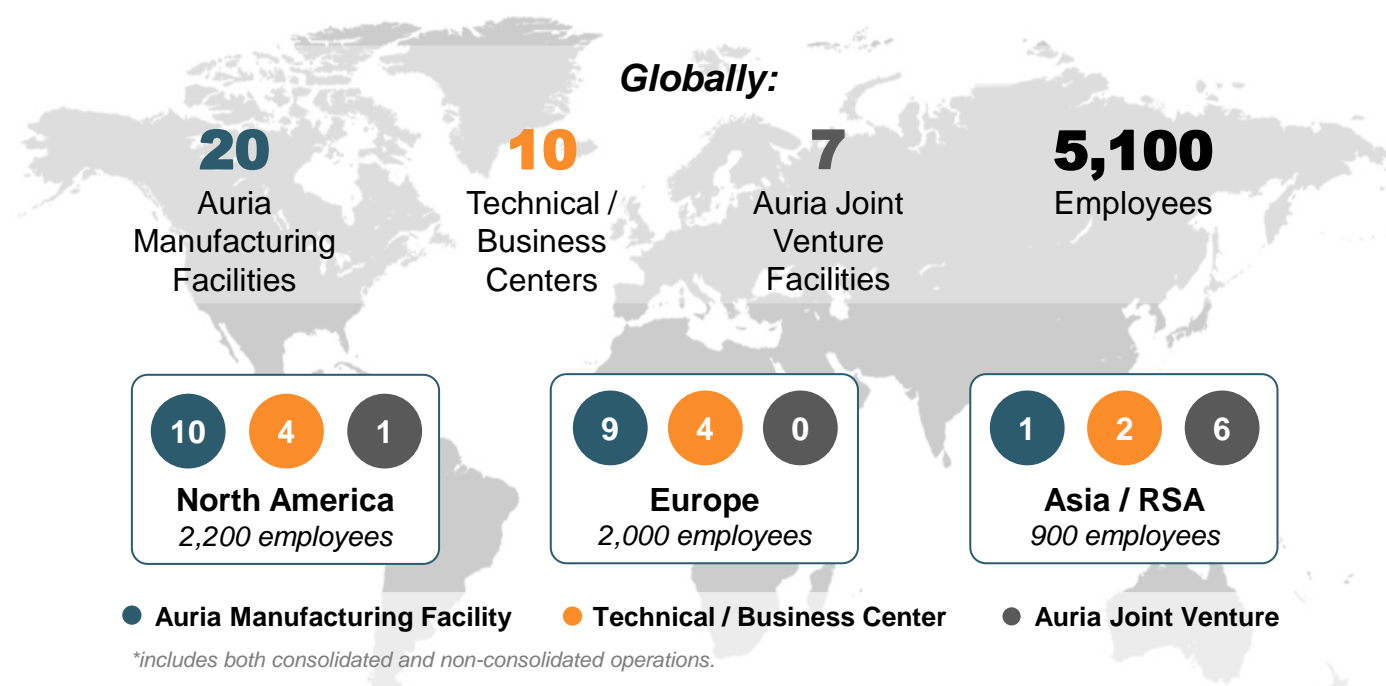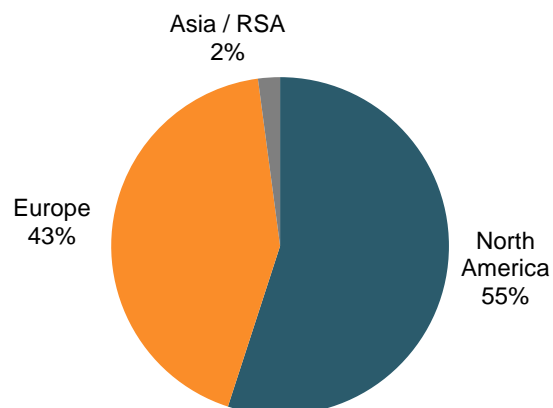
Sincerely,

Brian Pour
President & CEO
Auria

2. Company Overview

Formed in 2017, Auria is built on more than a century of automotive transportation heritage. Auria is a leading global supplier of automotive flooring, acoustic and fiber-based solutions. Globally, Auria operates 20 manufacturing facilities, 10 commercial, engineering, testing and tooling facilities, and three joint ventures.

Globally:

20
Auria Manufacturing Facilities

10
Technical / Business Centers

7
Auria Joint Venture Facilities

5,100
Employees

| 10 | 4 | 1 |
North America
2,200 employees

| 9 | 4 | 0 |
Europe
2,000 employees

| 1 | 2 | 6 |
Asia / RSA
900 employees

● Auria Manufacturing Facility ● Technical / Business Center ● Auria Joint Venture

includes both consolidated and non-consolidated operations.

2020 Revenue by Geography

Asia / RSA 2%
Europe 43%
North America 55%

revenue includes consolidated business only

2020 Revenue by Customer

Other / 8%
Toyota / 1%
Nissan / 2%
Stellantis / 4 %
Honda / 5%
JLR / 8%
VW / 9%
BMW / 12%
Ford / 14%
Daimler / 16%
GM / 21%
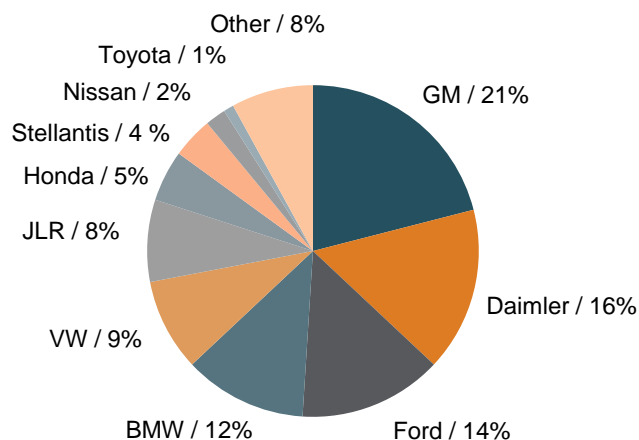
2. Company Overview *(cont.)*

2.1 Product Areas

Flooring

The flooring system plays a significant role in all vehicles as the major trim feature for interior styling and appearance and it is the carrier for a significant portion of the vehicle's acoustical insulation. From luxury textile surfaces to durable rubber and TPO industrial, off-road and commercial vehicles, Auria has the right OEM and aftermarket flooring solution for all types of vehicles and uses.

Acoustic Systems

Auria's automotive acoustic systems block and absorb road and structural noise and reduce engine noise in the vehicle's interior. Our unique NVH testing and development facilities around the world enable us to create the right interior noise solution for our customers. Looking to the future, our products and expertise are ideal for the move toward electric vehicles (EV). While EVs provide a quieter engine, it often comes at the expense of undesirable noises previously masked by the combustion engine. Auria's proprietary electric vehicle acoustic systems are designed to alleviate this problem. Auria's vehicle acoustic systems include dash insulators and absorbers, airlay and densified fiber, vertical lapped fiber, mass back extrusion, foam in place and custom sheeting.

Fiber-based Solutions

Auria's fiber-based solutions provide comfort, style, safety and functionality for the interior of the vehicle. Our complete line of solutions include trunk trim, package trays, wheel arch liners, load space sides, and under hood insulators.

Within Auria's fiber-based solutions, our trunk and cargo management systems provide consumers flexible positioning devices that adapt to various items being secured within the vehicle's storage compartment. Through our partnership with Stayhold Ltd., we are developing unique cargo management products for consumer retail, dealer aftermarket and integrated OEM solutions.

3. Sustainability Strategy

Sustainability: The Fiber of our Future

Auria's corporate sustainability mission is derived directly from the company's guiding principles and corresponds with the Sustainable Development Goals established by the United Nations. Our guiding principles were established in conjunction with the formation of Auria in September 2017 and serve as the basis for how Auria conducts business.

Our mission statement and guiding principles focus on four critical aspects of our business: Our Customers, Our People, Our Products and Our Shareholders.

3. Sustainability Strategy (cont.)

Our Customers
We will earn and keep our customers' confidence through a measurable commitment to quality, delivery and an attitude of service and collaboration.

Our People
We will foster a positive working environment in which we engage our employees so they are inspired to achieve career goals and be empowered to advance the company's goals.

Our Products
We will distinguish ourselves from the competition through our extensive, combined product and process knowhow, coupled with a commitment to innovate the next generation of acoustic and textile-based solutions for our customers.

Our Shareholders
We will deliver on our commitments, creating shareholder value and ensuring continued investments, growth and longevity for our company.

4. Governance

4.1 Core Team

Auria has assembled a multidisciplinary Sustainability Core Team to ensure continuous enhancement of the company's sustainability mindset, globally. This team is responsible for updating and publishing the annual Corporate Sustainability Report (CSR). This process includes quarterly reviews and tracking of KPI progress, support and guidance in case of an implementation risk, providing regular status updates to the organization and Board of Directors, working with all company functions/departments to prepare the annual KPI report, presenting the annual report to the CSR Steering Committee, and, finally publishing the CSR.

4.2 Steering Committee

The CSR Steering Committee meets bi-annually, in September and March. The September meeting focuses on reviewing the findings of the Sustainability Core Team, reviewing the status of KPIs and overall progress, adjusting targets and KPIs if required, establishing additional activities and required investments, and implementing the outcomes in the annual budget process.
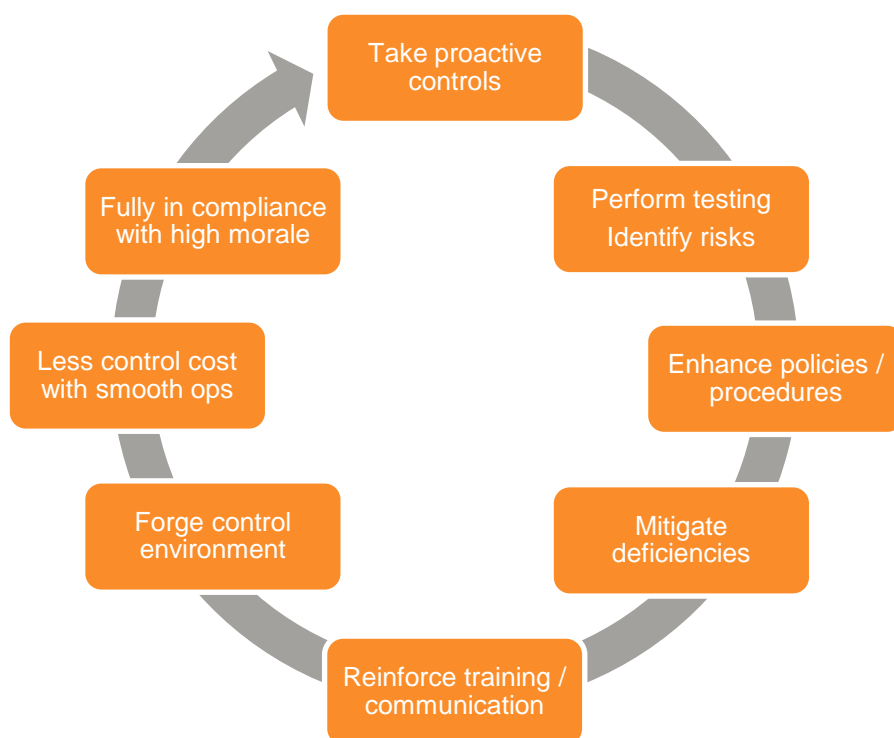
The March meeting focuses on reviewing the finalized and adjusted CSR, prior to publication.

5. Compliance Commitment

Compliance Commitment

Auria's success depends largely on following proper operating procedures in the 10 countries and four continents where we have corporate and manufacturing facilities. We must be in compliance with each country's laws and regulations; failure to achieve compliance can result in financial penalties and wasted resources. Additionally, Auria's management team, as well as employees at all levels, are encouraged to follow the "Virtuous Circle" approach. This mindset focuses on putting the right controls in place from the start and being proactive rather than reactive, resulting in smoother processes and increased efficiency.

Take proactive controls

Perform testing Identify risks

Fully in compliance with high morale

Enhance policies / procedures

Less control cost with smooth ops

Mitigate deficiencies

Forge control environment

Reinforce training / communication

Since its inception, Auria has embedded the company's core values, operational responsibilities, and social responsibilities into our daily operations, aiming for healthy and sustainable development. Strong compliance management is the basis for Auria's global operations, and we are committed to integrity, compliance, and strong business ethics. Auria's Internal Control and Internal Audit Team proactively identifies risks and makes iterative improvements to the company's control framework to ensure we are up to date with the ever-changing external environment.

6. Mission Statement

Mission Statement

Auria is committed to the process of adapting to change in a balanced environment, in which the exploitation of resources, the direction of investments, the orientation of technological development and institutional change work harmoniously to enhance our ability to meet the needs of customers, employees and shareholders.

6.1 Our Customers

We will earn and keep our customers' confidence through a measurable commitment to quality, delivery and an attitude of service and collaboration.

Auria is committed to providing the highest level of service to our customers, globally. We are committed to continuous innovation that offers our customers a competitive advantage, while helping them achieve their mobility goals using natural and light-weight materials for improved efficiency and environmental harmony. We will continue practicing responsible consumption through aggressive steps that have included massive investments ranging from updated, high-efficiency manufacturing equipment on the plant floors to low-energy lighting in all Auria facilities globally. We will continue improving the recyclability of our product and material waste streams in manufacturing toward a goal of zero landfill. Finally, we will continue working across all aspects of our business in partnership with our customers and our supply base toward common goals for a reduced carbon footprint.

Auria develops and produces multifunctional and lightweight components and systems for optimal comfort, styling, functionality and acoustical performance throughout the vehicle interior. For more than a half century, Auria and the legacy companies who preceded it, have been at the forefront of the automotive industry in developing and introducing environmentally compatible materials and processes used in the production of its products.

6.1.1 Innovations

Autonomous driving, electric vehicles, digital services and mobility platforms: The auto industry has a history of innovation and turbulence, but it's never been quite like this. High product quality and brand reputation still matter but have lost their luster as selling points. Attributes like technological innovation and transparent cost of ownership are rapidly moving to the top of what customers want from a car.

To maintain a leadership position in the automotive market and survive for the long haul, companies will have to virtually reinvent themselves—and quickly. Auria has made great strides in developing new and valuable solutions that will help OEMs meet these rapidly changing consumer demands. Examples include:

- **Armorlite™** is a complete replacement flooring system for Jeep JK, JL and JT models. Armorlite provides maximum durability, easy cleanability, optimal traction, scratch & mar resistance, and cabin heat management. The flooring also features a proprietary built-in water channeling and drainage system. Armorlite was introduced in the aftermarket and is targeted for the ride sharing and new mobility markets.

Armorlite

- Auria developed a unique and customizable acoustic solution that isolates and silences undesirable noises emanating from the electric powertrain using **EV Encapsulations** with a hydrophobic and absorptive Polyurethane foam system. This component-level solution offers many mounting methods and acts in concert with the EV's system acoustics to eliminate noises unique to the electric propulsion system thereby ensuring a quiet and comfortable driving experience.
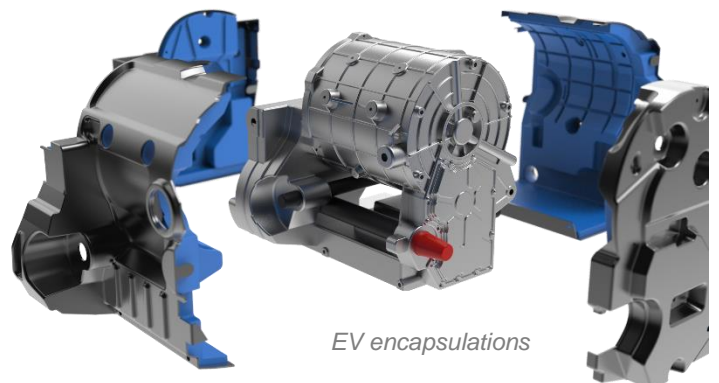

EV encapsulations

6. Mission Statement (cont.)

6.1.1 Innovations (cont.)

- **Refined Resilience™** is a nonwoven material with a unique fiber cross-section that provides improved appearance and durability and can be made with 100% postconsumer recycled materials.

- **Alour™** is a single layer nonwoven trunk system with enhanced face to create an improved appearance without additional process steps.

- TPO/felt solution as an alternative offer: vacuum-press molding process offers in-mold graining features combines with design variability and abrasion resistance of industry known TPO-films as well as variable stiffness and rigidity according to the felt construction, also in trunk compartment, e.g. side trim panels.

- **Material and Process simulation** improvements result in foam flow simulations that enhance material consumption, part quality and tool design, supporting light weight solutions, while offering a unique selling proposition to OEM customers.

- Flooring systems made from **Recycled Fiber**:
    - Tufted Carpet with 50% PCR and 50% PIR yarn
    - Tufted Substrate with up to 75% PIR
    - Nonwovens with up to 100% PCR
    - Heavy Layer with up to 50% PIR
    - Maslite™ Flooring with up to 50% PIR
    - **Fiber Insulators** with up to 75% PCR/PIR

Traditional solution

Refined Resilience
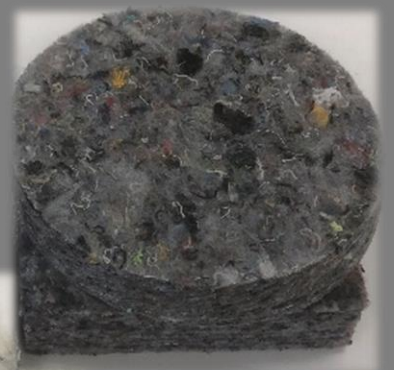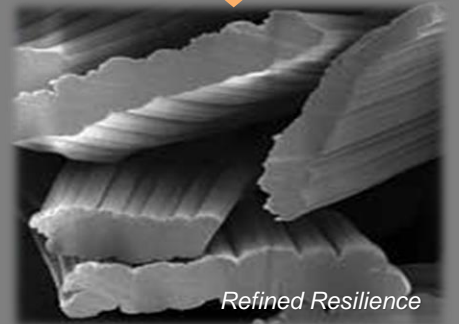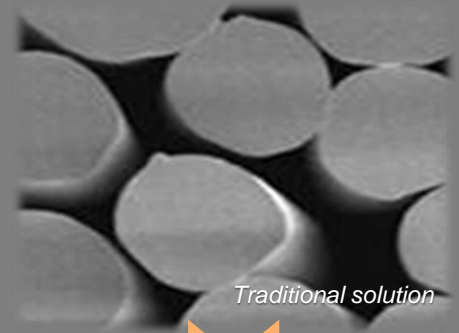
Recycled materials

6.1.2 Lightweight Solutions

When every kilogram counts, we continue to innovate lighter weight solutions that add up to significant weight reduction for a single vehicle, and we do it without comprising the integrity or performance of our products. These light-weighting efforts extend across every product we produce resulting in improved fuel efficiency for combustion engine vehicles (reduced CO_2), or longer range per charge for vehicles propelled by electric motor drives. These weight offsets also provide OEMs with the ability to introduce new technology like 10 speed transmissions for better fuel efficiency. Some of Auria's light-weight product offerings include:

- Dash Insulator Options:
    - Constructions that reduce vehicle weight up to 6 kg over traditional mass base solutions:
    - ABF
    - ABA
    - Injection molded with Foam
    - Spray PU with Foam
    - Two-layer Fiber System

- Light Weight Flooring Options:
    - Industry standard for Tufted face weights are
    - 320 to 400 grams per square meter (gsm)
    - Tufted face weights as low as 270 gsm
    - Nonwoven face weights as low as 300 gsm
    - Film and felt flooring solutions as low as 800 gsm

- Exterior Wheel Arch Liners:
    - Industry standard is 1200 to 1400 gsm
    - Single layer solutions as low as 900 gsm
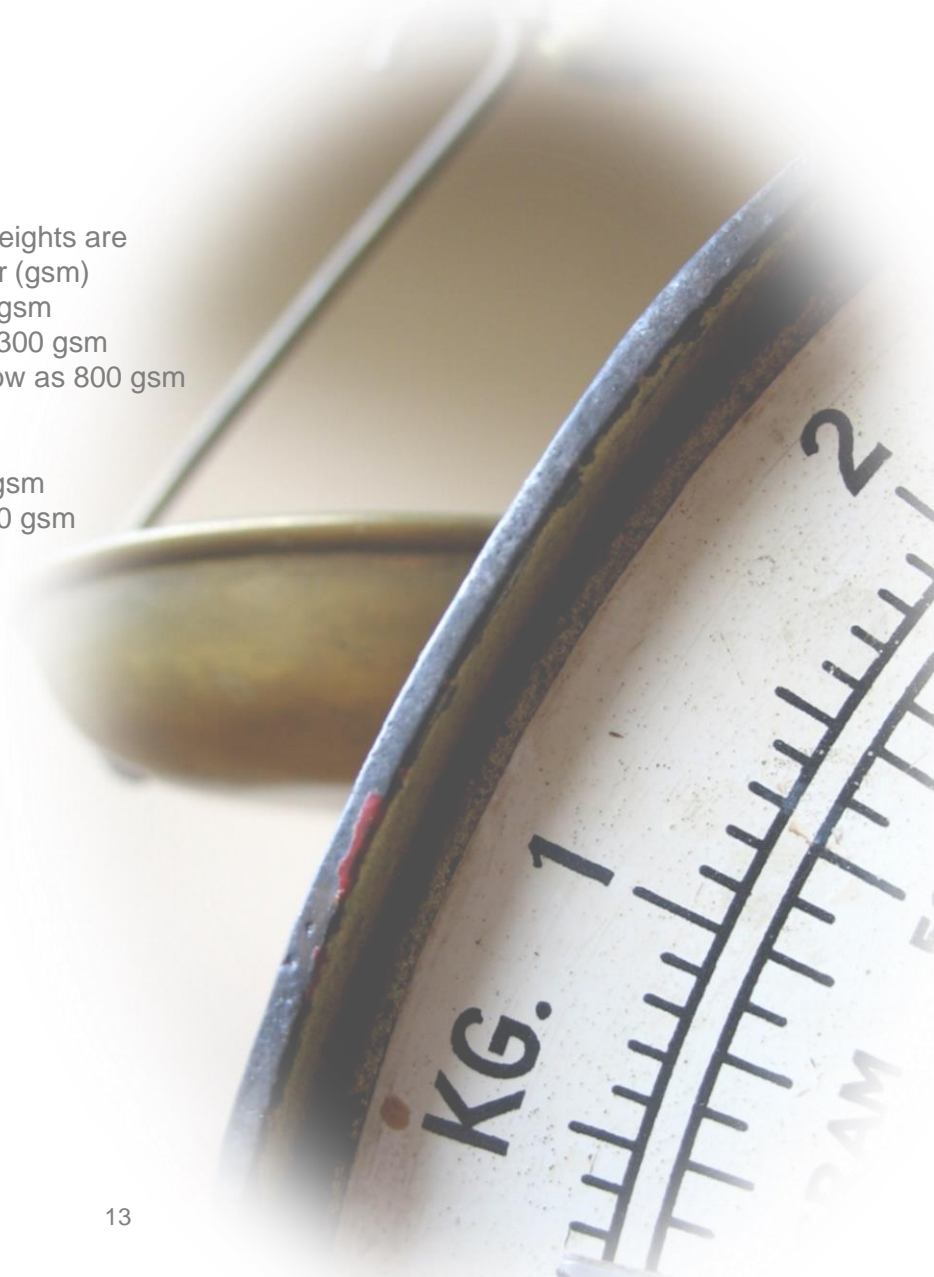
6.1.3 Management System Standards

The Auria Global Management System (GDS) was launched in 2018 to implement consistent standards in Quality, Environmental and Occupational Health & Safety at all Auria locations to continuously improve our performance.

The Management System for Quality has been certified according to ISO TS16949, in Europe and North America since 2010. The transition to IATF16949 was successfully passed in 2017 by all locations with the exception of the North American plants in Albemarle and Troy which have held the ISO 9001 certificate since 2008.

IATF16949 specifies the quality system requirements for the design/ development, production, installation and servicing of automotive-related products. The aim of IATF16949 is the development of a quality management system that provides for continual improvement, emphasizing defect prevention and the reduction of variation and waste in the automotive supply chain. IATF16949 is based on ISO9001.

All locations in Europe as well as in North America have been certified to Environmental Management Standard ISO14001 since at least 2010. Further, all European plants have been certified to Occupational Health and Safety Management Standard OHSAS 18001 since at least 2010. The Transition audits to ISO45001 OH&S were successfully passed in June 2020.

The next milestones are to gain ISO45001 certification for the locations in Old Fort, North Carolina and Spartanburg, South Carolina in Q4/2021. For our location in East London (RSA) the IATF 16949 certification is planned to take place in Autumn 2022, followed by ISO14001 and ISO45001 certification audits in Spring 2023.

In addition, since 2014 Auria German locations have certified Energy Management System according to ISO 50001 standard.

Please find a detailed overview of our certifications in the Appendix on page 43.

6. Mission Statement (cont.)

6.2 Our People

We will foster a positive working environment in which we engage our employees so they are inspired to achieve career goals and be empowered to advance the company's goals.

At Auria, our people are our greatest advantage, and we take many steps to cultivate the best possible working environment. We continue to institute employee programs and benefits that foster the physical, emotional and financial wellbeing of our employees. In the spirit of continuous improvement, we prioritize and facilitate educational and training opportunities for all employees for personal and professional growth. We foster an atmosphere of gender equality where advancement and compensation in the company are determined solely on the merit of one's work. Our employees are our most valuable asset, and as such, we provide fair and competitive compensation and invest in clean, safe and modern facilities and equipment that foster a positive work environment. Our diversity is our strength and as such we embrace age, ethnicity and gender differences to ensure equal opportunity employment and advancement across the organization, and in every region where we operate.

Like our competitors, Auria's ability to sustain and grow its business requires it to attract, retain and develop a highly skilled and diverse management team and workforce. Failure to ensure that Auria has the leadership capacity with the necessary skill set and experience could impede the company's ability to deliver on its commitments and execute the company's strategy. The following sections summarize the material aspects of Auria's policies relating to social and employee matters.

6.2.1 Human Rights

Auria respects and values the diversity reflected in our various backgrounds, experience and ideas. Together, we provide an inclusive work environment that fosters respect for all of our coworkers, customers and business partners. Our workplace reflects the diversity of the communities in which we do business. We are committed to protecting our employees from unlawful discrimination, physical, verbal or sexual harassment or personal behaviors not conducive to a productive work environment. If an employee knows or suspects that unlawful discrimination or harassment has occurred, employees are required to report the situation immediately. Additionally, we prohibit the use of any type of forced labor or child labor, or engaging in any abusive business practices.

It is our commitment to provide equal opportunity to every person regardless of race, sex, color, veteran status, national origin, religion, physical or mental disability, age, sexual orientation or any other protected characteristic. However, there is also an obligation for each employee, regardless of their position in the organization, to ensure that: (1) all decisions related to our business are made on the basis of merit and the facts that are available, and not on discriminatory factors; and (2) Auria treats each employee with courtesy and dignity. In addition, it is the policy of Auria to comply with national, state and local laws governing non-discrimination in employment at each Auria location.

We make every effort to provide employees, regardless of their place of work in the world, age, gender or position, with access, throughout their career with the Company, with the necessary training to enable them to carry out their job responsibilities and to forge a desirable career path. Our policy is not to interfere with employees' rights to freedom of association. Employees have the right to choose (or not) to affiliate with legally sanctioned organizations without unlawful interference. Where trade unions are present, it is our policy to deal with them fairly and conduct negotiations in a purposeful and non-adversarial manner.

6. Mission Statement (cont.)

6.2.2 Ethics & Integrity

At Auria, the Code of Conduct serves as the company's ethics handbook. This document governs how our employees and management operate and achieve the goals of the company through gaining and keeping the trust of its customers, suppliers and communities. Demonstrating strong integrity is essential at all levels of Auria, and the Code of Conduct applies to everyone at the company - the Board of Directors, officers, employees, agents and contract workers. Auria's Code of Conduct is publicly available on our website.

KPI: Code of Conduct cases initiated

In 2018, there were a total of 3 Code of Conduct Cases initiated:
- 100% of those cases were fully investigated and resolved
- 33% of those cases were identified as non-code violations

In 2019, there were a total of 2 Code of Conduct Cases initiated:
- 100% of those cases were fully investigated and resolved
- 100% of those cases were identified as non-code violations

In 2020, there were a total of 5 Code of Conduct Cases initiated:
- 100% of those cases have been fully investigated and resolved
- 40% of those cases were identified as non-code violations

6. Mission Statement (cont.)

6.2.3 Employee Training & Development

Training is critical to everything we do at to Auria and is planned annually in each facility. Each location is responsible for ensuring that its employees are receiving necessary training as it relates to their position and any location specific and/or company required training.

Topics include:
- Quality, Safety, Environmental and Energy standards, including
  - IATF 16949
  - ISO 14001
  - ISO 45001
  - ISO 50001
- Safety related procedures, such as
  - Compliance with Safety Rules and Procedures
  - Hazard Communication
  - Control of Hazardous Energy
  - Personal Protective Equipment
- Position specific training on standard work instructions and/or job specific responsibilities.
- Continuous improvement methodologies
- Internal audits
- CSOX compliance
- Code of Conduct awareness and compliance
- Employment policies, such as
  - Harassment awareness
  - Violence prevention and Response
  - Performance Management
  - Awareness of Benefit and EAP Plans

If a location is unable to achieve its targeted monthly training, the deficiency is identified and an action plan for resolution is agreed upon. We take all steps necessary to ensure that all our employees can attend all required training sessions each month. These steps may include having the employees come in prior to the start of their shift and/or stay after the end of their shift to attend the training session.

6. Mission Statement (cont.)

6.2.3 Employee Training & Development (cont.)

Auria began tracking the following KPIs in 2020.

KPI: Salaried Turnover

The turnover rates for 2020 are as follows:

North America	Europe	Asia / RSA
▪ 2020 = 11% (voluntary turnover)	▪ 2020 = 10% (voluntary turnover)	▪ 2020 = 8% (voluntary turnover)

KPI: Career Development & Talent Management

The average % of 1:1 meetings completed each quarter in 2020 was as follows:

North America	Europe	Asia / RSA
▪ 91%	▪ 63%	▪ 100%

The average % of Individual Development Plans (IDP's) in place in 2020 was as follows:

North America	Europe	Asia / RSA
▪ 8% of the salaried employees are engaged in an IDP and meetings are to take place at a minimum of once per quarter	▪ 14% of the salaried employees are engaged in an IDP and meetings are to take place at a minimum of once per quarter	▪ 16% of the salaried employees are engaged in an IDP and meetings are to take place at a minimum of once per quarter

The average % of internal promotions vs. external hires in 2020 was as follows:

North America	Europe	Asia/RSA
▪ 35% internal promotions ▪ 65% external hires	▪ 20% internal promotions ▪ 80% external hires	▪ 0% internal promotions ▪ 100% external hires

6. Mission Statement (cont.)

6.2.4 Health, Safety and Environmental

Auria's culture and values are represented in an environment that encourages creativity, promotes efficiency, and drives continuous improvement. Learn more here: www.auriasolutions.com/about/

We strive to provide a safe and healthy work environment by maintaining best in class workplaces, and by following all health and safety rules and regulations. Our safety program drives improvements by proactively identifying opportunities through our risk assessment and evaluation process. This process allows us to identify and measure risk proactively, as well as validate proposed solutions as effective. We also address unsafe conditions or environmental concerns by reporting incidents, injuries, unsafe equipment or unsafe practices according to our Occupational Health and Safety, Environmental and Quality procedures.. Countermeasures are set up accordingly and follow the PDCA process to completion.

All plant representatives and employees at our locations declare their adherence to safety and environmental rules, policies and procedures by following the established Auria Safety and Environmental Procedures, which includes our *Compliance with Safety Policies, Rules and Procedures* acknowledgment document.

KPI: SIP Audit target 85% on level 3

SIP audit results (Systematic Improvement Plan audit)

EU Plant	Last Audit	Result [%]	Trend	Previous Audit	Result [%]
B - Grobbendonk	March 2019	86	▲	Dec 2016	80
CZ - Zakupy	Nov 2019	80	►	Oct 2018	82
D - Celle	Jan 2021	95	▲	June 2019	94
D - Celle SG&A	Sept 2019	86	▲	March 2016	82
D - Hamburg	Dec 2020	86	▲	March 2019	82
D - Straubing	Feb 2019	94	▲	May 2016	88
E - Vitoria	July 2018	87	▲	Feb 2016	84
GB - Coleshill	Dec 2019	85	►	March 2017	87
NA Plant	**Last Audit**	**Result [%]**	**Trend**	**Previous Audit**	**Result [%]**
MX - Puebla	Nov 2020	97	▲	Oct 2019	92
MX - Queretaro - El Marques	Oct 2020	96	▲	Oct 2019	93
US - Albemarle, NC	April 2019	100	~	April 2018	100
US - Fremont, OH	Nov 2019	89	▲	Nov 2018	81
US - Holmesville, OH	Dec 2019	90	►	Dec 2018	91
US - Old Fort, NC	Feb 2021	94	►	March 2020	96
US - Saint Clair, MI	Dec 2019	77	▼	March 2018	96
US - Sidney, OH	May 2019	84	►	April 2018	85
US - Spartanburg, SC	Feb 2021	97	▲	April 2019	92
US - Troy, NC	April 2019	99	►	May 2018	100

6. Mission Statement (cont.)

6.2.4 Health, Safety and Environmental (cont.)

The Auria approach to continuous improvement includes tools such as, internal and external audits and regular SIP audits (Systematic Improvement Plan audit) based on our Auria Global Safety Standards. Our internal SIP audits and the annual improvements are integrated in our Operational Excellence Strategy. Furthermore, the SIP audit results are tracked globally as a KPI to emphasize the importance of health and safety in our culture.

Incidents and injuries are reported in our global fast response system. The corresponding KPIs are monitored and checked against targets in our global Auria Manufacturing Operation System (AMOS). Incidents are investigated by plant teams, including root cause analysis and then reviewed in escalation calls with the plant team and senior management; corrective actions and preventive actions are agreed and implemented. Continuous improvement and lessons learned are shared utilizing our safety alerts including best practice to give transparency among our facilities and assure a deeper understanding.

DART rate is calculated as follows: each lost time incident (LTA) or restricted activity incident (RTA) x (200000 working hours) / total number of hours worked.

KPI: DART Rate

DART Rate (Days Away Restricted or Transferred)					
	EU			**NA**	
	Result	Target		Result	Target
2018	1.24	1.22		1.17	1.10
2019	2.09	1.22		2.66	0.94
2020	1.32	1.22		2.26	2.13

The target setting in the past was individually discussed and agreed by the regions. In 2021 we will start an integrated target setting for EU and NA for next target cycle. All activities and improvement plans show our commitment to Health, Safety and Environment. It's an integral aspect of our product design, our processes and services.

6. Mission Statement (cont.)

6.2.5 Employee Engagement

Auria is committed to employee engagement, which we use as a critical tool in promoting two-way dialogue and learning what motivates and excites our employees at work. To promote engagement, we employ multiple feedback and communication programs, including Town Hall meetings, quarterly All Plant meetings, employee focus groups, employee surveys, employee suggestions boxes, skip level and one-on-one meetings between employees and management. At our plants, we provide electronic communications updates in the breakrooms and conduct weekly shift meetings. These different communication media ensure employees at all levels of the organization can voice their concerns, ensuring effective dialogue between employees and their managers.

Additionally, we offer many employee assistance resources, which encourage our employees to pay attention to emotional and mental health; stay physically active and healthy; be vigilant about healthy lifestyles including regular physical check-ups; and, to take advantage of our basic financial planning assistance. When the COVID-19 pandemic hit, we increased our employee communications regarding these aspects, and focused on areas reported to be of the greatest concern. Auria also created a "COVID" tab on its external website, with resources for all global locations to use for real time communication with employees, including training information, broadcast emails, plant meetings, return-to-work protocols, and updates on government regulations.

When new Auria employees join the company, they are given a comprehensive New Hire Orientation to become acquainted with Auria. This orientation includes topics such as policy reviews, a company and business overview, facility specific information and safety training.

In the event an employee decides to leave Auria, we conduct exit interviews to solicit information including what he or she liked/didn't like about working for Auria, and gather information on any other issues that might have caused the end of the employment relationship. We feel it is important to understand why an employee is choosing to leave his or her position at Auria, so we can identify any deficiencies and improve upon them to assist in employee retention and positive engagement.

Auria is committed to giving back to the communities in which we do business, and we utilize community outreach programs globally to foster teamwork and to interact with each other outside the work/office environment. Section 6.2.6 will discuss this further.

6. Mission Statement (cont.)

6.2.6 Community Outreach

Auria is committed to serving the people and communities in which we live and work, across the globe. We work to build lasting relationships in those communities, and we encourage our employees to carry out this work. In some regions, we encourage employees to do community volunteer work during paid company work hours.

Each year, Auria employees support nearly 100 company-sponsored community outreach initiatives globally, with financial commitments of nearly $50,000, as well as donations to organizations of food, school supplies, and toys for children's charities.

Charitable organizations supported by Auria and its employees: the Susan G. Komen Breast Cancer Foundation, Toys for Tots, The Humane Society, Relay for Life, The Salvation Army, and the Scleroderma Foundation of Michigan and numerous local hospitals and hospice centers located in proximity to our operations in North America and Europe.

Auria is committed to further increasing our community outreach efforts in all regions in which the company operates and will continue to encourage our employees to engage in their local communities as ambassadors of Auria. The company's goal is to increase our community presence and solidify our reputation as a community leader and supporter.

6.3 Our Products

We will distinguish ourselves from the competition through our extensive, combined product and process knowhow, coupled with a commitment to innovate the next generation of acoustic and textile-based solutions for our customers.

At Auria, we are committed to aggressively investing in the upgrading of our manufacturing plants with high efficiency equipment and technology used in the production of our products. Our advanced development initiatives will draw on our extensive materials expertise to introduce increased use of natural material blends in the products we manufacture, and through our process and material knowhow, we will continually seek to achieve lighter weight products that serve our customer's goals for improved fuel efficiency and CO_2 emissions. Additionally, we are committed to reducing our waste streams from manufacturing by capturing, regrinding and reusing as much scrap material as possible to move closer to our goal of zero landfill across all operations. Finally, we will continue to work in partnership with our OEM customers and our supply base to optimize our manufacturing footprint to be in close proximity to our customers' plants.

6.3.1 Materials

From scorching deserts to the frozen tundra, vehicles - and the materials they are made of - are subjected to the harshest environments and expected to stand up to those conditions for years of service without fading, cracking, splitting, or degrading in any way. The automotive industry is known for having the highest standards for material performance and companies, like Auria, are held to those standards every day.

At Auria, our material expertise is our strongest competitive advantage. Dating back as far as the Ford Model T, Auria has developed products for flooring, acoustical and other fiber-based applications in automotive as well as other industries.

For Auria, its materials capability and knowhow come with the responsibility to always seek material improvements that are most compatible with the environment, whether through increased use of renewable/natural materials, or by increasing the amount of recycled material used in our products. The company has made great strides to improve its carbon footprint.

In line with our customers' goals to achieve a smaller carbon footprint through sustainable and recyclable materials, Auria has been working with natural fibers, such as jute, cotton and wool, blended with recycled fibers and used today in series production for various vehicle interior applications. Also, Auria's current Advanced Development activities include work with natural materials, such as cork, to be used as a sustainable flooring system replacing conventional resin-based materials.

6. Mission Statement (cont.)

6.3.1 Materials (cont.)

KPI:
% Disposal cost/material cost
% Recycle content (average top 10 programs)

% Disposal Cost / Material Cost & % Recycle Content			
North America	2018	2019	2020
Disposal (Tons)	43,000	34,800	26,200
Disposal Cost ($)	$3,000,000	$2,000,000	$1,800,000
%(Disposal Cost/Material Cost)	1.0%	0.8%	1.0%
% Recycle Content (Avg. Top Ten Programs)	25%	34%	38%
Europe	2018	2019	2020
Disposal (Tons)	26,000	22,600	16,100
Disposal Cost ($)	$2,400,000	$2,500,000	$1,900,000
%(Disposal Cost/Material Cost)	1.1%	1.4%	1.5%
% Recycle Content (Avg. Top Ten Programs)	21%	23%	16%

6. Mission Statement (cont.)

6.3.2 Production Processes

Auria's core manufacturing expertise in flooring, acoustics and other fiber-based and interior products can be traced all the way back to the very first Daimler Benz vehicles, the Ford Model T and even the first Japanese vehicles to reach American shores in the 1970s. For more than a century Auria's legacy companies evolved and improved the company's manufacturing process knowhow by embracing technology and advancing material sciences. Built on the shoulders of its automotive forefathers, like Lear, Collins & Aikman, United Technologies, Masland and Stankiewicz, Auria will continue to foster a culture that embraces technology in manufacturing. This includes Industry 4.0, or the "fourth Industrial Revolution," which represents a radical change in manufacturing processes intended to increase productivity, improve efficiencies and harness new technologies and concepts, such as collaborative robotics and the internet. Auria has already identified and implemented aspects of Industry 4.0 at plants in North America, Europe and Asia. Industry 4.0 represents another step toward enhancing Auria's expertise across a wide range of manufacturing processes that include:

- Tufted roll goods
- Nonwoven roll goods
- Latex coating
- PE extrusion
    - PE powder coat
    - EVA extrusion

- Thermal bonding
- Air lay
- Vertical lap fiber
- 3D blown fiber
- Thermal forming
- Compression molding

- Vacuum forming
- Foam-in-place
- Spray PU
- Injection molding
- PUR honeycomb

6.3.2 Production Processes (cont.)

Through the sustainable use of natural resources, Auria has been on a path to reduce its carbon footprint, while also benefiting from reduced costs in operating expenses. For this reason, the Company has defined ambitious regional and global reduction targets related to waste, energy, water and emissions.

KPI: Energy Consumption + Greenhouse Gas Emissions

Global Energy Consumption, Greenhouse Gas Emissions & Water Consumption			
Annual Energy Consumption	**2018**	**2019**	**2020**
North America Total (KWH)	133,000,000	117,200,000	99,800,000
Per Employee	48,300	46,800	44,700
Per Sq. Meter of Floor Space	650	560	480
Europe Total (KWh)	117,700,000	106,800,000	83,400,000
Per Employee	42,300	46,000	41,000
Per Sq. Meter of Floor Space	800	640	470
Greenhouse Gas Emissions	**2018**	**2019**	**2020**
North America (Metric tons CO2e)	69,200	63,300	54,200
Europe (Metric tons CO2e)	42,900	36,600	29,300
Water Consumption	**2018**	**2019**	**2020**
North America (Cubic Meters)	1,200,000	234,600	167,900
Europe (Cubic Meters)	89,700	85,000	71,400

6. Mission Statement (cont.)

6.3.3 Supply Chain

Auria's supply chain consists of all vendors providing materials and services supporting our manufacturing facilities, service centers and offices globally.

Our main objective is to extract the most value through a global and strategic partnership with our supply base. From the first customer contact to prototype and serial production, all Auria processes involve our supplier base. With a centralized supply chain management (SCM) team, we aim for transparency and consistency in communication with our suppliers.

The SCM constantly benchmarks Auria's suppliers to leverage spend, improve value, reduce risk by driving compliance and grow our partnerships.

Focus areas supporting Auria production plants and customers		
- Product engineering - Material development - Supplier capabilities - Cost control	- Global and strategic supply chain management - Sourcing strategy - Compliance control - Supplier agreements	- Supply coverage - Materials planning - Inventory management - Day-to-day procurement tasks - Quality control

Our Structure
The SCM team works in a centralized global and regional structure setting procurement strategies and managing supplier relationships within functional purchase categories.

Compliance
Auria holds our supply base to the same standard we commit to our customers and communities. Together with quality and engineering, the SCM team supports the Auria compliance program on a set of deliverables covering the four key areas:
1. Internal process including supplier performance programs
2. Supplier development and maintaining scorecards
3. Material compliance guidelines to collect conflict mineral reports and substance disclosure
4. Controls to set and report key performance index (KPI)

For the 2021 supply chain compliance program, Auria is working towards a cloud-based solution to manage and streamline our supply chain data and communication.

6. Mission Statement (cont.)

6.4 Our Shareholders

We will deliver on our commitments, creating shareholder value and ensuring continued investments, growth and longevity for our company.

At Auria, our commitment to sustainable business practices is equal in importance to our financial obligations to our shareholders. Both are necessary to ensure the viability and long-term health of an organization that is positioned to grow and attract and retain a talented workforce needed to maintain a competitive advantage in the most competitive industry on the planet. We work in partnership with our OEM customers to achieve mutual goals for more sustainable processes and products that continue to redefine the future of mobility.

Frequent travel by air, rail and car are a necessary part of doing business and represent a substantial portion of the company's annual expenditures. Auria recognizes the responsibility it has to its stakeholders and the environment to continually strive to reduce cost and improve Auria's carbon footprint by using alternate forms or transportation and/or embracing web conferencing technology in lieu of transportation when applicable.

KPI: % of CO_2 neutral / reduced travel or % of air travel reduction

	% air travel		% rail travel		% car travel	
	NA	EU	NA	EU	NA	EU
2018	86%	94%	n/a	0.3%	14%	6%
2019	85%	90%	n/a	2%	15%	9%
2020	66%	61%	n/a	9.3%	34%	30%
Target 2025	70%	50%	n/a	25%	30%	25%

6. Mission Statement (cont.)

6.4.1 Compliance

Auria leverages the 3 Line of Defense model and has a strong control and compliance environment. The 1st Line of Defense is functions that own and manage risks. The 2nd Line of Defense is functions that oversee or specialize in risk management and compliance. Internal audit forms the organization's 3rd Line of Defense. We have provided compliance training to Auria employees across the globe, and we also use advisory services and independent assessments to promote compliance in each region where Auria operates.

Management Board				
1st Line of Defense		**2nd Line of Defense**		**3rd Line of Defense**	**External Auditor**

Operational Management	Internal Controls	Risk & Control	Compliance	Internal Audit	External Auditor
		Program			
Manage business in a compliant manner		Systematic identification and evaluation of risks and internal controls	Compliance with legal requirements	Independent testing of internal controls & further assurance	

6.4.1.1 Management Self-assessment

From an internal testing perspective, we have semi-annual self-assessment and attestation, we have constantly streamlined and updated the Risk and Control Matrix (RCM) based on the changing environment and provided trainings to all process owners. Our year end Internal Control Self-Attestation was submitted to Auria's Board for review and approval and was submitted to our shareholders for disclosure.

6.4.1.2 Internal Control

Establishing a comprehensive internal control system is the best safeguard against external uncertainty and it also lays a solid foundation to help us enhance compliance and build a sustainable auto parts manufacturing company.

To raise and reinforce compliance awareness throughout the company, among other things, Auria has established and implemented a Global Comprehensive RCM in accordance with the requirements of the Basic Standard for Enterprise Internal Control and the Application Guidelines on Enterprise Internal Control Compliance Assessment jointly issued by the Finance Ministry and other four ministries of the People's Republic of China ("CSOX"). CSOX covers all dimensions of business including but not limited to: Corporate Culture, Strategy development, Organizational Structure, Social Responsibilities, Human Resources, Budget Management, Sales, Contract Management, Research and Development, Constructions, Procurement, Program Management; Fixed Assets & Intangible Assets; Inventory; Production & Cost Management, Business Outsourcing, Information System, Financial Reports, Treasury, Secured Interests Business, and Internal Information Dissemination. CSOX has been tested both internally and externally as an effective internal control system over the business processes. Internal Control sampling tests are based on management team's self-assessment results.

In 2019, Auria's internal control system achieved the company's internal control objectives and had no material deficiency and was compliant with CSOX and maintained effective control over all major areas.

6.4.1.3 Internal Audit

Auria conducts dynamic risk assessment of the entire company to identify potential risks in all business areas, develops corresponding control measures, and oversees the implementation.

Internal audit activities are regularly performed to assess overall risk levels, identity deficiencies and provide recommendation on corrective measures.

In 2019, eight internal audit activities were conducted from Plant level to Corporate level resulting in significant improvements to operational efficiency.

For 2020, we have planned for different scenarios given the dramatic uncertainty of the pandemic. To adapt with the current situation, we have leveraged technologies and enabled remote work. We are running data analytics and doing desk review.

6. Mission Statement (cont.)

6.4.2 Growth

Auria Solutions and its stakeholders are planning for a profitable growth through organic actions and through targeted acquisitions. A balanced global customer base, broad product portfolio and regional expansion are among our main strategical targets. To achieve these goals, we are focusing on quality, technical expertise, an optimized footprint, and excellent customer relationships.

With our Long Range Revenue Plan (LRRP) we have an excellent tool to define and execute our mid and long term product and customer strategy.

The LRRP is a tool used to examine the current and future business environment, considering already awarded and booked business, and forecasting high potential and targeted opportunities that will permit growth and build sustainable revenue in the future. Our planning is based on customer programs with market volume input from IHS, associated Auria products and manufacturing facilities which allows us to determine our 5-year outlook of sales by customer, by plant and by our main product categories. This enables us to detect, where we have unexplored marketplaces in terms of customer and product penetration and to define necessary actions to keep our growth plan on track.

KPI: % of sales in non-combustion vehicle segment

% of sales in non-combustion vehicle segment			
Europe	**2018**	**2019**	**2020**
	0.9%	1.4%	2.8%
North America	**2018**	**2019**	**2020**
	1.3%	1.5%	5.1%

With current awarded business in the non-combustion vehicle segment the percentage of sales will globally increase to nearly 16% in 2024.

6. Mission Statement (cont.)

6.4.2 Growth (cont.)

Regarding our sales portion in the non-combustion vehicle segment, including BEV and hybrid vehicles, we are seeing an increase from 1% in 2018 to 4% in 2020 and even a strong improvement by 2024 to roughly 16%, based on already booked and awarded business.

Close proximity to our customers is essential, and 37% of all our new business awards since 2018 are within a distance of less than 100km from our manufacturing plants to the customer locations, which underlines our focus on sustainable and environmentally friendly growth.

KPI: % of new business awards in proximity (less than 100km) of customer

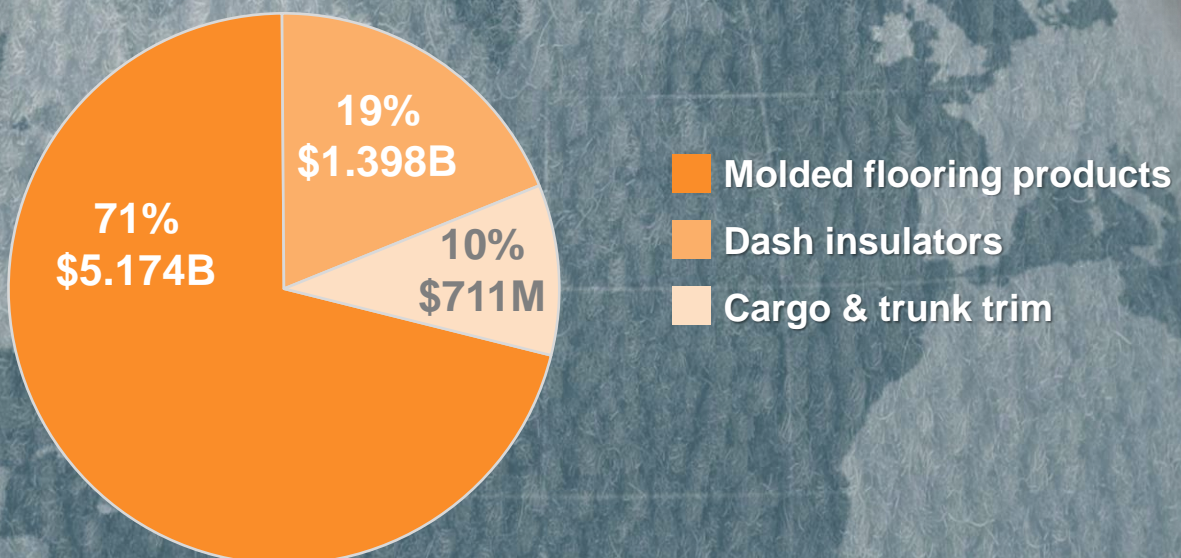| % of new business awards in proximity (less than 100km) of customer				
Europe	**2018**	**2019**	**2020**	**Total**
KPI - EU (in %)	66.7%	38.5%	0.0%	55.8%
North America	**2018**	**2019**	**2020**	**Total**
KPI - NA (in %)	5.9%	20.0%	0.0%	6.3%

6. Mission Statement (cont.)

6.4.3 Market Share

Auria Solutions was established in September of 2017 as a leading tier-one supplier to the automotive Original Equipment Manufacturer (OEM) industry. With an automotive heritage that dates back more than a century, Auria's core competence lies in the manufacture of Soft Trim solutions, which include flooring, acoustics and fiber-based solutions produced for vehicle interior and exterior applications.

The Soft Trim segment is defined by vehicle flooring products, various acoustical insulators, cargo and trunk trim products and fiber-based interior components. Combined, this market segment represents $7.3 billion in annual sales. Of this, molded flooring products comprise 71%, ($5.174B), dash insulators comprise 19% ($1.398B) and cargo & trunk trim represents 10% ($711M).

Auria is one of only a handful of complete NVH systems capable suppliers, allowing the company to scale to support global programs. The company is among the top three leading suppliers who can offer complete system solutions in North America and Europe, and it is among the top producers of floor carpets in China.

Soft Trim Segment
$7.3 billion

71%
$5.174B

19%
$1.398B

10%
$711M

■ Molded flooring products
■ Dash insulators
■ Cargo & trunk trim

6.4.3 Market Share (cont.)

Trends

The molded carpet floors segment is moving towards non-woven carpets and away from traditional tufted floor coverings, mainly driven by cost and light-weighting initiatives. New technologies are emerging to localize mass for light-weighting, including blown fiber and fiber spray. Also driven by weight reduction, the acoustical insulator segment is moving towards lighter fiber solutions and away from heavier foams. New materials and processes are emerging for light-weighting, including Injection molded dash, and spray polyurethane (PU), for example. Additionally, there is an increase in electric vehicles and smaller combustion engines, which require a different NVH and acoustical tuning approach. The cargo & trunk trim segment is experiencing an increased use of recyclable materials, however no significant technological changes are expected for this commodity.

Differences in the North American and European floor covering markets are expected to continue trending over the next several years into a 70%+ non-woven market. Europe has led the way in terms of non-woven penetration, but due to a higher percentage of large trucks and SUVs, NA is expected to maintain a larger share of tufting percentage. The shift toward non-wovens will cause an excess tufting capacity globally and as one of the largest tufting manufacturers in the world, Auria continues to adjust its capacity to meet shifting market demand. Europe's supply base is reported to have excess non-woven capacity; scale / utilization are critical for insourcing.

Fiber penetration for acoustical insulators is projected to continue its growth trend to ~75% over the next decade. Increased fiber usage is being driven by cost (materials, BOM de-contenting, process, etc.), shift in NVH methodology (i.e. to dissipative from blocking), and light-weighting (common perception). Fiber systems are also advancing (e.g. blown-in fiber) to where fiber products can achieve the NVH requirements, previously only obtained by foam. Emerging markets will primarily utilize fiber (i.e. ~90-95%), and while some demand for foam is expected to remain in higher-end luxury vehicles, it is expected to be a more advanced product (e.g. injection molded).

CAFE requirements continue to create demand for light-weighting and aerodynamic drag reduction for soft trim, which has led to the emergence of underbody shields for noise reduction and fuel efficiency. Currently, suppliers are switching to a fiber-based solution which can reduce overall weight of underbody shields by 50%.

7. Global Reporting Initiative (GRI) Index

Global Reporting Initiative Index

Disclosure & Description	Reference
-> General Topics	
GRI 102: General Disclosures	
Organizational profile	
102-1 Name of the organization	1. Letter from the CEO
102-2 Activities, brands, products and services	2. Company Overview
102-3 Location of headquarters	2. Company Overview
102-4 Location of operations	2. Company Overview
102-5 Ownership and legal form	2. Company Overview
102-6 Markets served	2. Company Overview
102-7 Scale of the organization	2. Company Overview
102-8 Information on employees and other workers	2. Company Overview
102-9 Supply chain	6.3.3. Supply Chain
Strategy	
102-14 Statement from senior decision-maker	1. Letter from the CEO
102-15 Key impacts, risks, and opportunities	1. Letter from the CEO
Ethics and integrity	
102-16 Values, principles, standards, and norms of behavior	6.2.2. Ethics & Integrity / Code of Conduct
102-17 Mechanisms for advice and concerns about ethics	6.2.2. Ethics & Integrity / Code of Conduct
Governance	
102-18 Governance structure	2. Company Overview
102-19 Delegating authority	2. Company Overview
102-20 Executive-level responsibility for economic, environmental and social topics	9. Additional Resources
102-22 Composition of the highest governance body and its committees	2. Company Overview
102-23 Chair of the highest governance body	1. Letter from the CEO
102-24 Nominating and selecting the highest governance body	9. Additional Resources
102-26 Role of highest governance body in setting purpose, values, and strategy	2. Company Overview
102-31 Review of economic, environmental and social topics	2. Company Overview
Stakeholder engagement	
102-40 List of stakeholder groups	2. Company Overview
102-42 Identifying and selecting stakeholders	2. Company Overview
102-43 Approach to stakeholder engagement	2. Company Overview
102-44 Key topics and concerns raised	2. Company Overview
Reporting practice	
102-46 Defining report content and topic Boundaries	1. Letter from the CEO
102-47 List of material topics	7. GRI Index
102-50 Reporting period	1. Letter from the CEO
102-52 Reporting cycle	1. Letter from the CEO
102-53 Contact point for questions regarding the report	9. Additional Resources
102-55 GRI content index	7. GRI Index

7. Global Reporting Initiative (GRI) Index

Global Reporting Initiative Index (cont.)

Disclosure & Description	Reference
-> Material Topics	
GRI 200 Economic Standards Series	
GRI 205: Anti-corruption	
103-1 Explanation of the material topic and its Boundary	6.2.2. Ethics & Integrity / Code of Conduct
103-2 The management approach and its components	6.2.2. Ethics & Integrity / Code of Conduct
103-3 Evaluation of the management approach	6.2.2. Ethics & Integrity / Code of Conduct
GRI 300 Environmental Standards Series	
GRI 301: Materials	
103-1 Explanation of the material topic and its Boundary	6.3.1. Materials
103-2 The management approach and its components	6.3.1. Materials
103-3 Evaluation of the management approach	6.3.1. Materials
GRI 302: Energy	
103-1 Explanation of the material topic and its Boundary	6.3.2. Production Processes
103-2 The management approach and its components	6.3.2. Production Processes
103-3 Evaluation of the management approach	6.3.2. Production Processes
GRI 306: Effluents and Waste	
103-1 Explanation of the material topic and its Boundary	6.3.1. Materials
103-2 The management approach and its components	6.3.1. Materials
103-3 Evaluation of the management approach	6.3.1. Materials
GRI 308: Supplier Environmental Assessment	
103-1 Explanation of the material topic and its Boundary	6.3.3. Supply Chain
103-2 The management approach and its components	6.3.3. Supply Chain
103-3 Evaluation of the management approach	6.3.3. Supply Chain
GRI 400 Social Standards Series	
GRI 403: Occupational Health and Safety	
103-1 Explanation of the material topic and its Boundary	6.2.4. Health, Safety & Environment
103-2 The management approach and its components	6.2.4. Health, Safety & Environment
103-3 Evaluation of the management approach	6.2.4. Health, Safety & Environment
GRI 404: Training and Education	
103-1 Explanation of the material topic and its Boundary	6.2.3. Employee Training & Development
103-2 The management approach and its components	6.2.3. Employee Training & Development
103-3 Evaluation of the management approach	6.2.3. Employee Training & Development
GRI 405: Diversity and Equal Opportunity	
103-1 Explanation of the material topic and its Boundary	6.2.1. Human Rights
103-2 The management approach and its components	6.2.1. Human Rights
103-3 Evaluation of the management approach	6.2.1. Human Rights
GRI 406: Non-discrimination	
103-1 Explanation of the material topic and its Boundary	6.2.1. Human Rights
103-2 The management approach and its components	6.2.1. Human Rights
103-3 Evaluation of the management approach	6.2.1. Human Rights

7. Global Reporting Initiative (GRI) Index

Global Reporting Initiative Index (cont.)

Disclosure & Description	Reference
GRI 407: Freedom of Association and Collective Bargaining	
103-1 Explanation of the material topic and its Boundary	6.2.1. Human Rights
103-2 The management approach and its components	6.2.1. Human Rights
103-3 Evaluation of the management approach	6.2.1. Human Rights
GRI 408: Child Labor	
103-1 Explanation of the material topic and its Boundary	6.2.1. Human Rights
103-2 The management approach and its components	6.2.1. Human Rights
103-3 Evaluation of the management approach	6.2.1. Human Rights
GRI 409: Forced or Compulsory Labor	
103-1 Explanation of the material topic and its Boundary	6.2.1. Human Rights
103-2 The management approach and its components	6.2.1. Human Rights
103-3 Evaluation of the management approach	6.2.1. Human Rights
GRI 412: Human Rights Assessment	
103-1 Explanation of the material topic and its Boundary	6.2.1. Human Rights
103-2 The management approach and its components	6.2.1. Human Rights
103-3 Evaluation of the management approach	6.2.1. Human Rights

8. Glossary of Acronyms

ABA	Absorptive / barrier / absorptive
ABF	Air blown fiber
AMOS	Auria Manufacturing Operation System
BEV	Battery electric vehicle
CAFÉ	Corporate average fuel economy
CSOX	Certified in Sarbanes-Oxley
CSR	Corporate sustainability report
DART	Days away, restricted or transferred
GRI	Global reporting initiative
EV	Electric vehicle
GDS	Global Documentation System
GSM	Grams per square meter
ISO	International Organization for Standardization
IATF	International Automotive Task Force
KPI	Key performance indicator
LRRP	Long range revenue plan
LTA	Lost time accident
NVH	Noise vibration harshness
OHSAS	Occupational Heath & Safety Management System
PCR	Post consumer resin
PCW	Post consumer waste
PDCA	Plan-do-check-act
PIR	Post industrial recycled
PU	Polyurethane
RCM	Risk control matrix
RTA	Restricted activity incident
SCM	Supply chain management
SIP	Systematic improvement plan
TPO	Thermoplastic polyolefin

9. Additional Resources

Sustainability Core Team

Jennifer Bott Human Resources	**Chris Dodge** Operations	**Stefan Kriesche** Commercial
David Ladd Communicaitons	**Heike Neumann** Health, Safety & Environmental	**Thomas Peter** Engineering
Sascha Rauch Engineering	**Stephen Spohr** Procurement	**Ernie Wilson** Advanced Development

Steering Committee

Brian Pour President & CEO	**Sonia Moreira** Chief Financial Officer	**Kiel Smith** General Counsel
Marc Flegler SVP & Managing Director Europe	**Yang Qiuming** SVP & Managing Director Asia & RSA	**Rich Zeff** SVP Human Resources
Marcos Tonndorf VP NA Product Development & Global Supply Chain Management	**Mike Renner** SVP Global Restructuring, Footprint Strategy & Manufacturing Engineering	**Mike Van Booven** Vice President NA Operations, Program Management & Quality

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Appendix

Appendix

6.1.3 Management System Standards

KPI: Global implementation of working standards according to ISO 45001 and ISO 50001

To further achieve a sustainable environment, we aim to implement working standards according to ISO 45001 and ISO 50001 in all Auria locations worldwide by 2025. We will track this progress in the annual Corporate Sustainability Report.

Site	Certifications					
	IATF16949 Automotive QMS	ISO 9001 QMS	ISO 14001 Environment	ISO 45001 OH&S	ISO 50001 Energy	ISO 17025 Laboratory
North America						
Southfield, MI Regional HQ	m					
Plymouth, MI						
Old Fort, NC / Eng. Cntr.	m					
Albemarle, NC R&D and lab	m					x
Auria Albemarle, LLC		x	x			
Troy, NC		x	x			
Old Fort, NC	xm		x	p		
Spartanburg, SC	xm		x	p		
Fremont, OH	xm		x			
Auria Holmesville, LLC	xm		x			
Sidney, OH	xm		x			
St. Clair, MI	xm		x			
Queretaro	xm		x			
Puebla	xm		x			
Europe						
Düsseldorf Regional HQ	m		xm	xm	xm	
Adelheidsdorf -Celle TC /R&D, Eng.Ctr, Lab.	m		m	m	m	
Adelheidsdorf -Celle Technikum	xm		m	m	m	
Celle	xm		m	m	m	
Coleshill	xm		m	m		
Grobbendonk	xm		m	m		
Hamburg	xm		m	m	m	
Straubing	xm		m	m	m	
Vitoria	xm		m	m		
Vráble	xm		m	m		
Zakupy	xm		m	m		
RSA						
East London	p		p	p		

Legend:　x = certificate available
　　　　　m = multisite certificate
　　　　　p = certification in progress