



2022 Corporate Sustainability Report

The Fiber of our Future

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1. Letter from the CEO



I am very proud to present Auria's 2022 Corporate Sustainability Report (CSR). This third edition report outlines our roadmap for pursuing our goals in the areas of sustainability, environmental health and safety, social responsibility, and ethical compliance, while also providing accountability for our progress on our 2021 goals.

In our view, being a sustainable company is about placing as much priority on our people and environments as we do on our business objectives. We exercise those principles by establishing critical targets and challenging ourselves to continually reduce any negative impacts on our environments, promote positive change in our communities and foster meaningful diversity that allows employees to develop and thrive.

Building a sustainable business is a mindset and a cornerstone of our company mission. Over the past year, we have made great strides in bolstering our sustainability goals and creating impactful action plans and practices across our business. Our achievements in 2022 included:

- We created a Global Sustainability Department in 2022 led by a Chief Sustainability Officer who is leading our mission-driven environmental, social and governance (ESG) objectives and establishing key performance metrics as part of our measurable long-term strategy.
- We also appointed a global sustainability director reporting to our CSO, who is responsible for evolving the company's sustainability roadmap and building a global team to carry out targeted ESG objectives in all regions.
- We made great strides with our CDP Climate Change rating, improving it to a B rating in 2022 from a D the previous year.
- We extended our Sustainability KPI Set with three additional indicators and integrated them into our operations management system (AMOS) to support circularity, conservation of resources and climate change mitigation.
- We brought more focus to Human Rights and Environmental practices by bolstering our policies and emphasizing our intolerance for violations against them. Further, we appointed a dedicated Human Rights Officer to enforce policies and initiate further improvements throughout all aspects of our business.

In our sustainability report, you will find further details of the progress we have made and the measures we have put in place to integrate our sustainability goals throughout our business' value chain, products and processes. We are only at the beginning of this journey to a more sustainable future, and we have much more work to do. But be assured that sustainability, for Auria, is a moral duty and company priority that will be woven into the fabric of everything we do.

Sincerely,

A handwritten signature in dark ink, appearing to read 'BP', written over a light blue horizontal line.

Brian Pour
CEO, Auria Solutions

2. Letter from the CSO



We're moving forward! I am very excited about the strides we have made to integrate ESG practices throughout our organization and am confident that our roadmap leads to a sustainable future. Together, our team is working diligently on achieving our sustainability initiatives and carbon neutrality. Our focus is to help ensure a brighter, healthier and more circular economy for all our facilities, the employees that keep them running, and the communities that they reside in. With corporate social responsibility at our core, it is our utmost priority to provide a more sustainable future for all Auria stakeholders.

As a global company, Auria is committed to protecting the environment, health and safety of our employees, customers, and the global communities where we operate. Encompassing the Triple Bottom Line framework of People, Planet and Profits, our global organization is socially and environmentally responsible. Auria is a company that embraces creativity and diversity and is financially rewarding for our employees and shareholders.

Sustainability affects us all, and together we can learn to think and act more sustainably in our everyday lives. We are proud to collaborate with our internal and external stakeholders to work towards a common goal of carbon neutrality. Our mission to reduce Scope I, II & III emissions is a welcome challenge that will push us into a brighter future within a more circular economy whilst providing more transparent accountability.

Through continuous innovation strategies, Auria is committed to creating a more sustainable global future and to lead the way for subsequent generations in the automotive industry.

Sincerely,

A handwritten signature in black ink, appearing to read 'Marc Flegler', written over a light blue rectangular background.

Marc Flegler
Chief Sustainability Officer, Auria Solutions

“

**Accountability
today for a
sustainable
tomorrow!**

”

3. Vision Mission Values

Vision Mission Values

At Auria, we are dedicated to creating innovative automotive acoustic, flooring and thermal innovations for our customers amidst the rapidly evolving mobility landscape. Just as important as what we do, is how we do it. Our mission and our core values reflect our foundational beliefs and guiding principles aimed at making positive impacts on the environment, our employees, the communities in which we operate and tomorrow's mobility.



ACCELERATING CHANGE

VISION

Together we will create innovative sensory experiences for tomorrow's new mobility

MISSION

To bring inspiration to our **employees**, deliver market leading **innovation** to our customers, & build **sustainability** into the fabric of everything we do

VALUES

- Innovation is our fuel for growth
- We use teamwork to achieve results
- We demand integrity & accountability
- We respect and embrace differences
- We promote positive change in our communities

General Disclosure



4. General Disclosure

4.1 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. Approximately 80 percent of the surface area between the bumpers and in the interior is covered by our products. Globally, Auria operates 17 manufacturing facilities, 10 commercial, engineering, testing and tooling facilities, and two joint ventures.

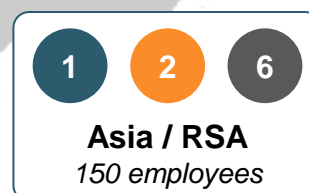
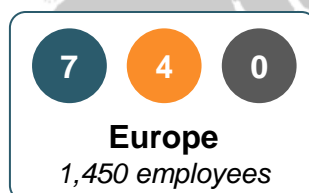
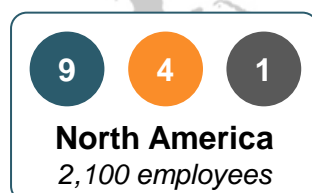
Globally:

17
Auria
Manufacturing
Facilities

10
Technical /
Business
Centers

7
Auria Joint
Venture
Facilities

3,700
Employees



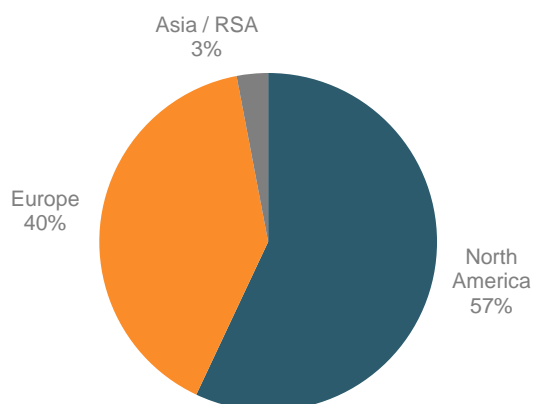
● Auria Manufacturing Facility

● Technical / Business Center

● Auria Joint Venture

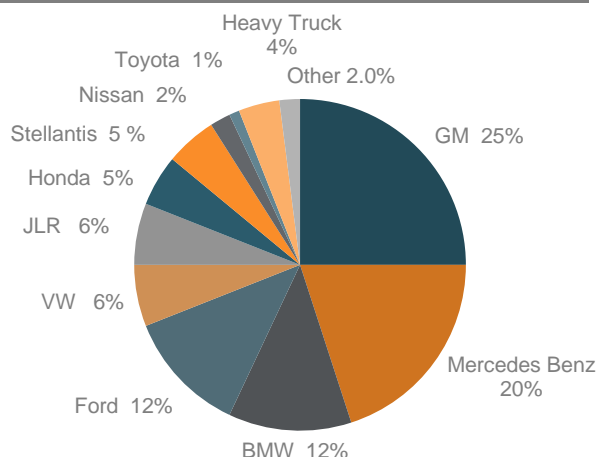
**includes both consolidated and non-consolidated operations as of December 31, 2022.*

2022 Revenue* by Geography



**revenue includes consolidated business only*

2022 Revenue* by Customer



4. General Disclosure

4.2 Products

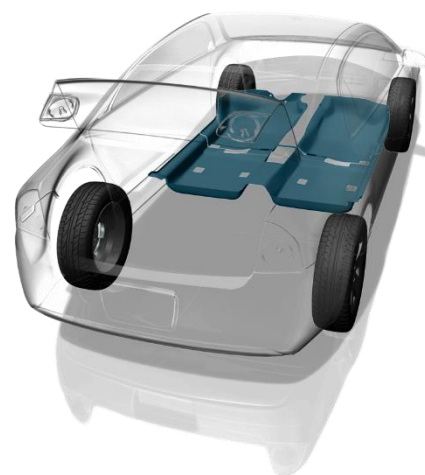
Auria products are represented across five core product families that align the company's material and process knowhow with customers' vehicle segmentation and sourcing strategies. Auria provides systems solutions by working across product families and/or component level solutions from within a given product family.

Vehicle Interior Product Families

Flooring Systems

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.

- PA6 tufted carpets
- PET tufted carpets
- Nonwoven carpets
- Technical floor systems
- Floor auxiliary mats
- Mat integrated floor systems
- Breathable floor systems
- Floor insulators



Trunk & Luggage Management

Auria's trunk and luggage 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.

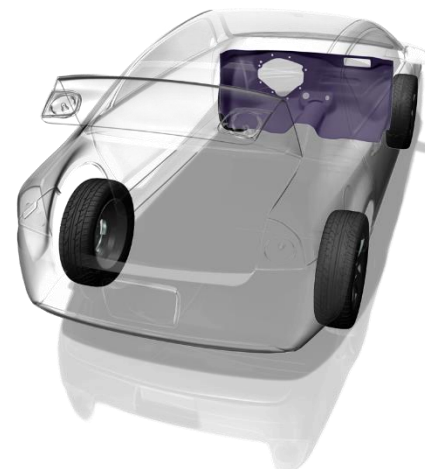
- Luggage trim
- Load floors
- Parcel shelves
- Trunk side trim
- Lift gate trim
- Deck lids
- Frunks & frunk lids
- DEM trim products
- Integrated cargo management



Insulators & Absorbers

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.

- Inner dash insulator
- 3D foam parts
- Under parcel shelf
- Under seat insulator
- Inner wheelhouse insulator
- Absorbers
- Inner Tunnel insulator
- Polyurethane core



4. General Disclosure

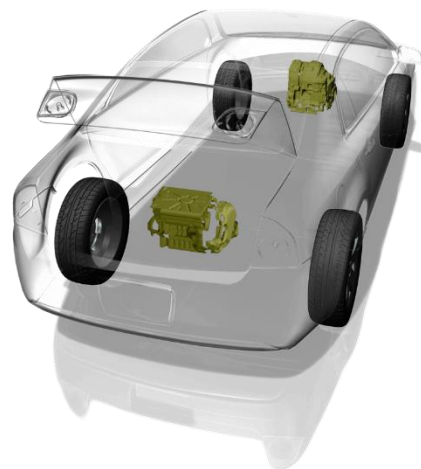
4.2 Products (cont.)

Vehicle Exterior Product Families

Engine Compartment & Encapsulation

Both Auria acoustical and thermal products thrive in the under-hood environment. As the industry rapidly evolves to EV propulsion systems, Auria's unique encapsulation technology isolates and quells undesirable noise at the source, offering a more pleasant driving experience.

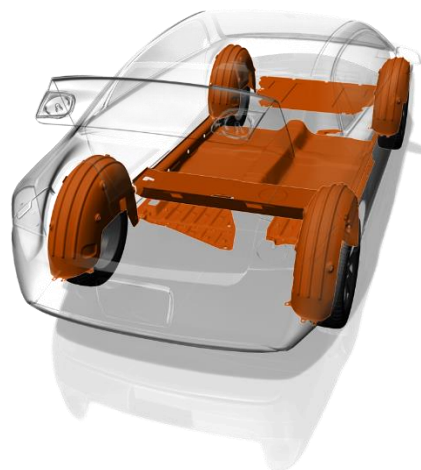
- Battery cover
- Dash outer
- Hood liner
- Tunnel outer
- Water box
- Exterior body
- Encapsulation
- Sealers



Underbody & Structural Systems

Auria draws upon its extensive material knowhow in the development of products designed to improve vehicle aerodynamics and acoustical performance while enduring the extremely harsh underbody environment.

- Underbody shield
- Wheel arch liner
- Aerodynamic parts



Aftermarket & Accessory Solutions

Launched for the purpose of proving out new technologies and applications, the Aftermarket group has met with early success with the introduction of premium, highly durable replacement flooring for off-road vehicle applications and innovative cargo management products now available through OEM Accessories groups.

- Armorlite
- Cargo management accessories



4. General Disclosure

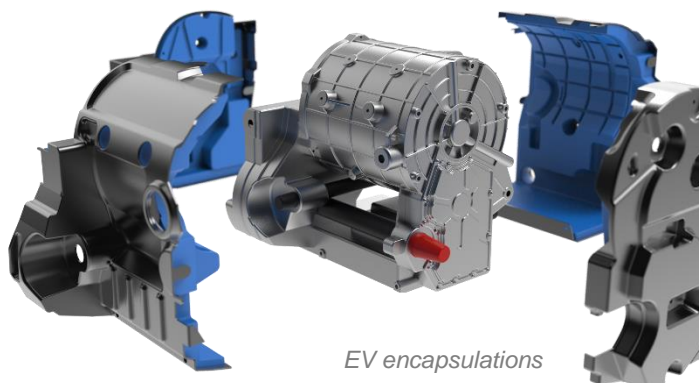
4.3 Innovations

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.

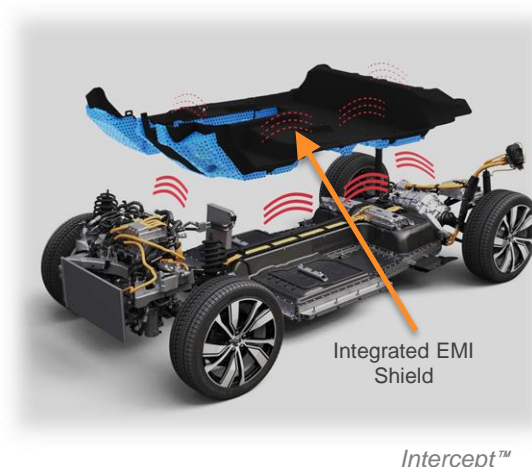
Examples include:

- 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.



Furthermore, Auria develops various fiber-based solutions (fiber-based shells and acoustic springs) to combine high acoustic performance with the demands of high recycle contents as well as improved end-of-life recyclability.

- **Intercept™** is a light weight shielding system that can be integrated into Auria's flooring system to solve electromagnetic interference (EMI) issues on electric vehicles



4. General Disclosure

4.3 Innovations (cont.)

- **Duralite™** is Auria's latest innovation on nonwoven floor carpet with improved abrasion performance at lighter face weight than competition. Duralite™ nonwoven floor carpet will be in production in 2025 on a North America electric vehicle program.
- **ECO HiLoft™** is a light weight, 100% recyclable insulator that contains up to 80% recycled and natural fibers. It can be tuned to provide high absorption to address radiated noise from ICE engines or electric motors. Or it can be designed as floor insulator to provide best-in-class compression recovery and acoustics performance at lighter weight.
- **Mono-material solutions for improved recyclability.** Auria continues to develop polyester-based mono-material tufted floor carpet constructions to offer enhanced visual and haptic performance with the benefit of full end-of-life recycling
- **Auria** has expanded the **Alour™** mono-material trunk systems family of products to include:
 - **Alour™:** single layer 100% recyclable nonwoven trunk system with improved appearance than needed nonwoven
 - **Alour™ Bi-Laminate:** 100% recyclable nonwoven trunk system with color-match nonwoven face carpet
 - **Alour™ Tuft:** 100% recyclable trunk system with color matched PET tufted Carpet
 - **Alour™ Reinforced:** 100% recyclable trunk system with ultra-high stiffness with color matched nonwoven or tufted PET carpet



Duralite™



ECO HiLoft™



Alour™

4. General Disclosure

4.3 Innovations (cont.)

- **EcoBlend®** - Auria has traditionally referred to products made with recycled fiber as EcoBlend®. EcoBlend® will eventually be expanded to include a family of products that will increase the recycle content in flooring systems.

- **EcoBlend®-Fiber** will continue to describe insulators with 75% or greater of PCR/PIR.
- **EcoBlend®-Tuft** will utilize yarn from 100% recycled content with at least 50% from PCR. These products can also include tufting substrates with up to 75% recycled content.
- **EcoBlend®-Mass** will utilize EVA/TPO barrier layers with up to 75% recycled content.
- **EcoBlend®-Nonwoven** will not only provide opportunities for 100% PCR but Will become an emphasis in circularity. Offal from the nonwoven molding process will be recycled back into new automotive products.



EcoBlend®

- Established in 2020 as a premium consumer brand, **Armorlite** was initially defined by a highly engineered, rugged replacement flooring system developed for the extremely harsh conditions of the popular 4x4 off-road environment. Unique features of the product include maximum durability, easy cleanability, a proprietary water channeling and drainage system, optimal traction, scratch & mar resistance, cabin heat and acoustical management and UV fade resistance. Armorlite has since introduced other interior coverage and protection products, such as cargo and wheelhouse liners and seatback covers made from the same durable material. Through standard industry wear tests, Armorlite products outlast competitive products by a factor of four to one, and the Armorlite floor replacement system's integrated tread design eliminates the need for costly throw-in all-weather mats.



4. General Disclosure

4.4 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 CO₂), or longer range per charge for electric vehicles. 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 Insulators traditionally have been heavy barrier systems with foam or fiber decouplers. These systems were designed to seal and block out noise from the engine compartment. The future of mobility will transcend into less of a need to block noise and more focus on the ability to absorb sound and dissipate in the interior. Auria provides multiple solutions that will reduce weight while balancing both absorption and sound transmission loss. These systems include dual fiber layers, injection molded with foam and light weight barrier systems such as absorptive-barrier-absorptive (ABA) and absorptive-barrier-foam (ABF).

Light Weight Flooring Systems will see a shift from traditional barrier with foam and fiber decouplers. The new systems will use lighter barrier layers which will continue to interact with fiber decouplers to either insulate and/or dissipate noise. Tufted face weights will continue to be challenged with luxury brands using weight as low as 305 g/m².

Exterior Wheel Arch Liners are another opportunity for Auria to offer solutions to reduce weight. The traditional exterior wheel arch liner is 1200 to 1400 g/m². Auria currently provides wheel liners with 25% less weight at 900 g/m².

Auria's Proprietary Material and Process simulation is used for foam flow simulations that enhance material consumption, part quality and tool design, supporting lightweight solutions, while offering a unique selling proposition to OEM customers. In addition, Auria is developing molding simulation for carpets and compression molding process to improve part quality and reduce development time

TPO/felt solutions produced by Auria feature a vacuum-press molding process that offers in-mold graining features, combined with design variability and abrasion resistance of various TPO-films, as well as variable stiffness and rigidity determined by the felt construction. This process is used in the manufacture of trunk/cargo compartment components, such as load side trim panels as well as flooring solutions with enhanced weight/performance (weight/stiffness) ratio.

4. General Disclosure

4.5 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 strategic 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 electric vehicle segment

% of sales in electric vehicle segment					
Europe	2018	2019	2020	2021	2022
	0.9%	1.4%	2.8%	4.2%	13.3%
North America	2018	2019	2020	2021	2022
	1.3%	1.5%	5.1%	4.2%	4.5%
Asia / RSA	2018	2019	2020	2021	2022
	5.0%	5.0%	5.0%	5.0%	5.0%

Regarding our sales in the electric vehicle segment, including BEV and hybrid vehicles, we are seeing an increase from 1% in 2018 to 8% in 2022 and even a strong improvement by 2026 to 33% globally, based on already booked and awarded business. With further potential opportunities we are targeting to increase this share to more than 50% by 2028.

4. General Disclosure

4.5 Growth (cont.)

Proximity to our customers is essential, and 37% of all our new business awards since 2018 are within 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	2021	2022
	66.7%	38.5%	0.0%	20.0%	28.6%
North America	2018	2019	2020	2021	2022
	5.9%	20.0%	0.0%	14.3%	42.9%
Asia / RSA	2018	2019	2020	2021	2022
	100.0%	0.0%	0.0%	0.0%	0.0%

4. General Disclosure

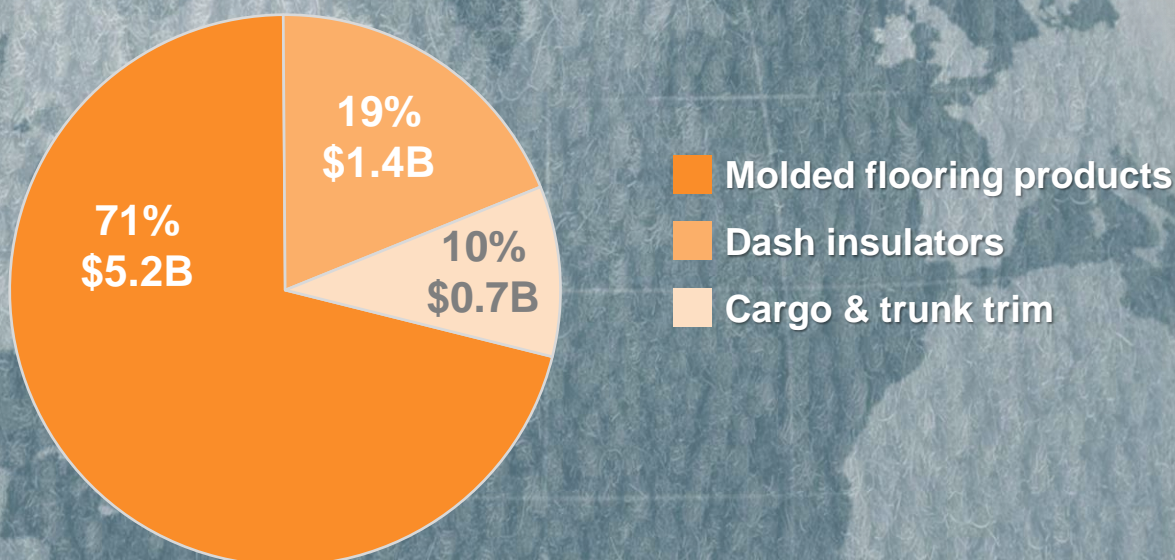
4.6 Market Share

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%, (\$5.2B), dash insulators comprise 19% (\$1.4B) and cargo & trunk trim represents 10% (\$0.7B).

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



4. General Disclosure

4.6 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%.



4. General Disclosure

4.7 Sustainability Journey

Building sustainability into the fabric of our products and processes has led us to define comprehensive sustainability roadmaps with the corporate target of Carbon Neutrality and Social Responsibility along our value chain. Our intent is to extend our responsible business values along the entire value chain and minimize the affects on all people and the environment directly or indirectly connected with our activities. With these initiatives we ensure that we multiply the positive impacts in line with the sustainable development goals of the United Nations. This includes, not only ensuring that no human-rights violations occur in connection with our activities, but also providing our customers with circular and resource-efficient products while minimizing our own impact on the environment and the climate.

With climate change being a daily challenge of our time, we take responsibility and measures to always minimize our impact on the environment, and thus contribute to the solution. Global legislations and standards lay the building blocks to the framework for how we guide our roadmaps and targets towards a more sustainable and carbon neutral future. With the GHG Protocol - based corporate footprint calculations at the basis of our goals, our target is to reduce our CO₂e from Scopes I, II, & III to 65% by 2030 and to achieve carbon neutrality by 2045.

Minimizing our environmental impact is not just about reducing our own greenhouse gas emissions. A circular economy is becoming increasingly important, especially in the conservation of resources. This concept has been integrated into our processes and products including the responsible use of material resources and the minimization of waste and energy consumption. Our portfolio already includes a range of products with recycled content that will be significantly expanded in the coming years, as will our lightweight products.

With our responsible business approach, we strive to consistently pursue the integration of sustainability along the entire value chain. We are convinced that this will lead to a positive impact on society, the environment, and our economic performance in the long-term. Additionally, we regularly monitor our environmental social governance (ESG) progress, identify additional opportunities for improvement and share best practices with our stakeholders via our supplier management process.

Therefore, *in our effort to drive positive impacts on society and the environment*, we outlined carbon neutrality, circular economy, and corporate social responsibility in the supply chain with a special focus on human rights and environment as priorities, both in our own operations and across the entire value chain.

Building sustainability into the fabric of new mobility is therefore a key part of our daily work with the aim of achieving responsible business practices along our entire value chain. We recognize the importance and added value of integrating corporate social responsibility into every process and step towards being a responsible business.

4. General Disclosure

4.7 Sustainability Journey (cont.)

Auria's corporate sustainability strategy is derived from the company's overarching goals and corresponds with the Sustainable Development Goals established by the United Nations. Sustainability has been a central part of Auria's overarching goals since the company was established in September 2017 and continues to serve as the basis for how Auria conducts business.

Auria's goals focus on three main aspects of our corporate social responsibility: Good corporate Citizenship, Sustainable Processes and Products, Responsible Supply Chain. We align the UN's Sustainable Development Goals with these three main aspects of our business to ensure that sustainable thinking is built into the fabric of everything we do and across all facets of our business.

SUSTAINABLE DEVELOPMENT GOALS



4. General Disclosure

4.7 Sustainability Journey (cont.)

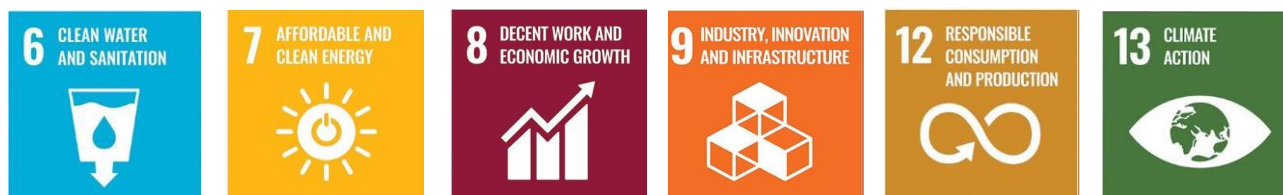
Good Corporate Citizenship

We strive to help enhance our employees and embrace our differences. Our inspiration is to advance employee development and improve upon our surrounding communities while upholding our company's growth.



Sustainable Processes and Products

We differentiate ourselves from our competitors through extensive product and process knowhow, coupled with a commitment to innovate the next generation of sustainable automotive solutions.



Responsible Supply Chain

We work only with suppliers whose values are consistent with our own and who are committed to developing inclusive, resilient and transparent businesses.



4. General Disclosure

4.8 Governance

4.8.1 Steering Committee

The Sustainability Steering Committee meets bi-annually, in September and March. The September meeting focuses on reviewing findings of the Sustainability Core Team, progress of initiatives, roadmap status and fulfillment of KPIs. If required this Steering Committee meeting will be used to adjust targets, align existing KPIs and decide upon new defined KPIs. In addition, required investments and other expenses will be reviewed in order to allocate agreed funds in the annual budget process.

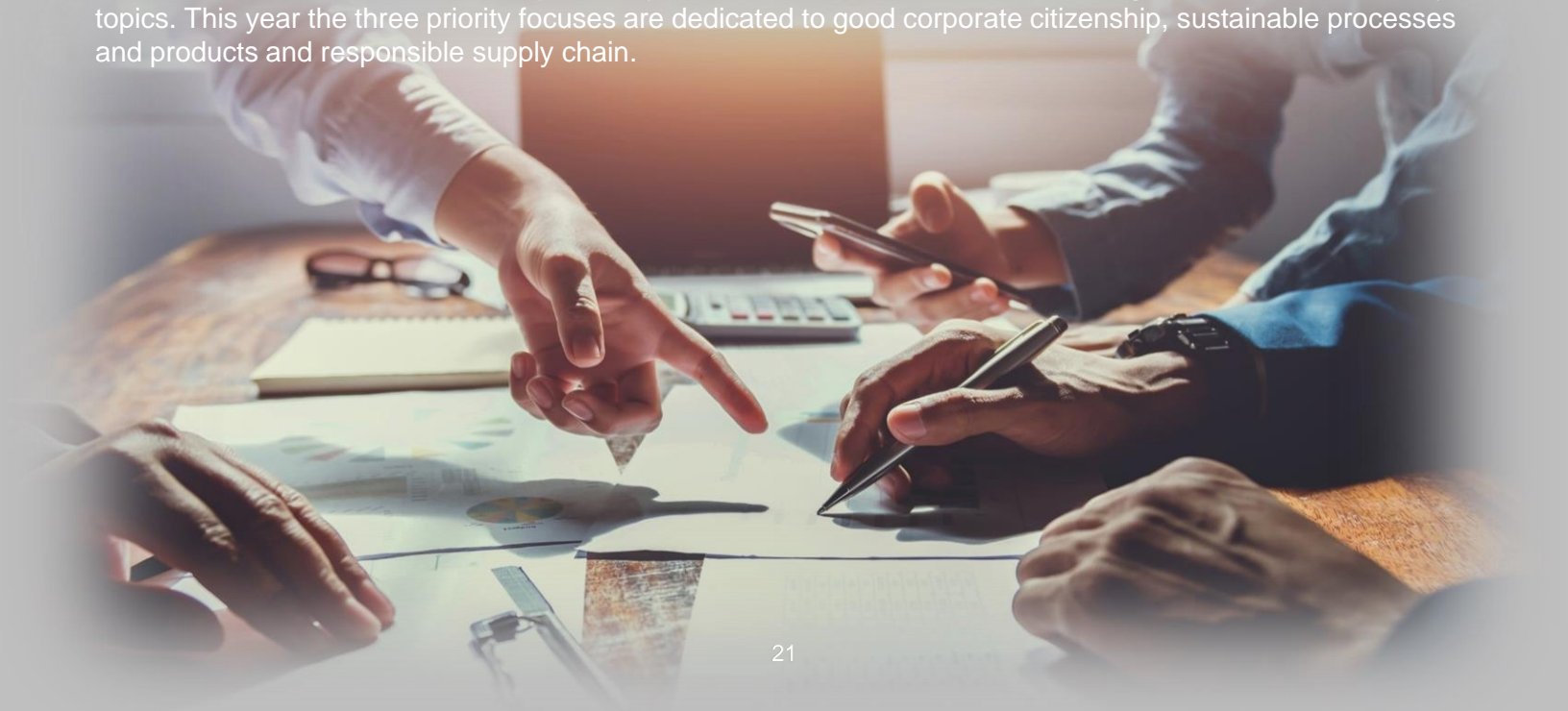
The March Steering Committee meeting is focused on reviewing the finalized and adjusted annual Corporate Sustainability Report, prior to publication.

4.8.2 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 driving sustainability initiatives and roadmaps, defining additional priorities, focusing on further areas of improvements and finally updating and publishing the annual Corporate Sustainability Report (CSR). This process includes working with all company functions / departments, regular reviews and tracking of KPI progress, support and guidance in case of an implementation risk and providing status updates to the organization, the Sustainability Steering Committee and the Board of Directors.

4.8.3. Materiality

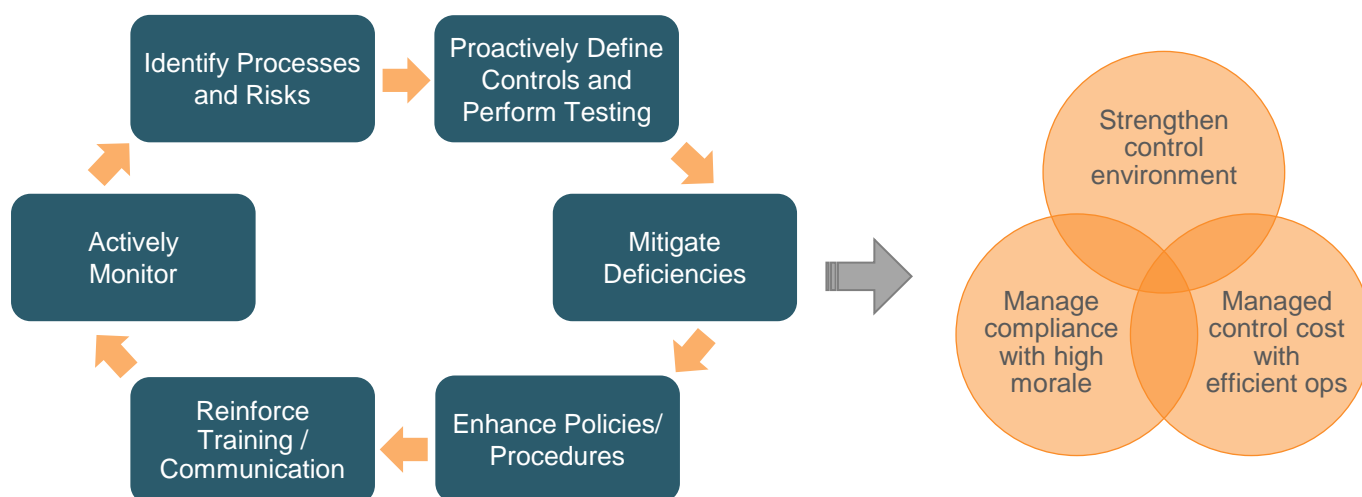
Defining materiality as a concept enabling all material topics are reported properly. We defined all material topics to be reported based on our strategy driven by customer request, global legislative requirements, stakeholder interests and social responsibility needs. As we run our business, we again revise our materiality topics. This year the three priority focuses are dedicated to good corporate citizenship, sustainable processes and products and responsible supply chain.



4. General Disclosure

4.9 Compliance Commitment

Auria's success depends largely on following proper operating procedures in the 10 countries and four continents where we operate. We require our employees and our business to comply with each country's laws and regulations; failure can result in financial penalties and wasted resources. Additionally, Auria's management team and employees, at all levels, are encouraged to follow the "Virtuous Circle" approach. This mindset focuses on putting the proper controls in place and being proactive rather than reactive, resulting in smoother processes and increased efficiency.



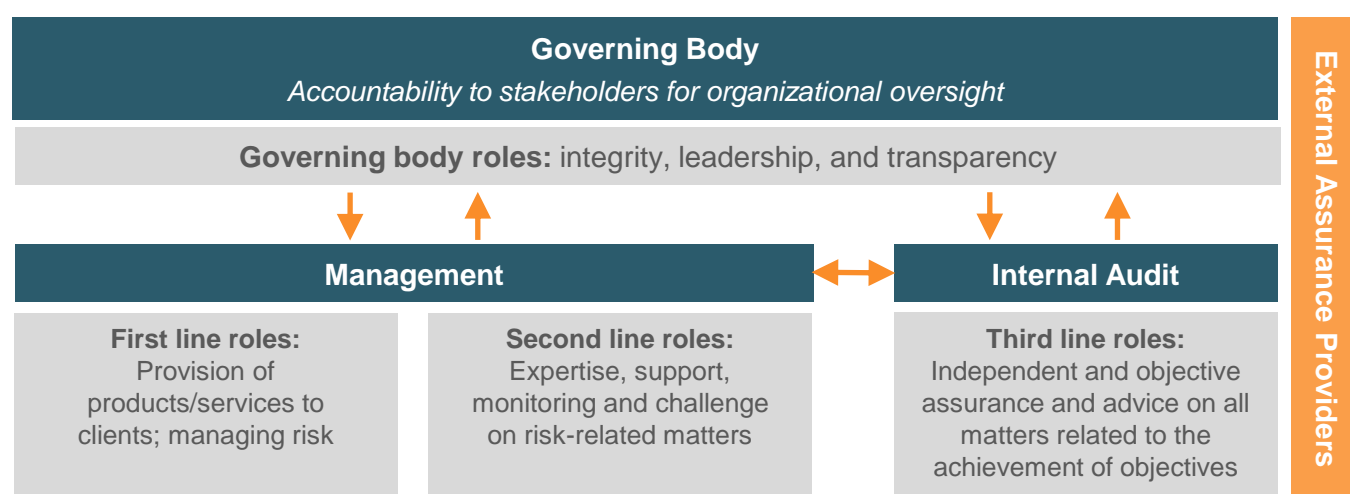
Since its inception, Auria has embedded its core values, operational responsibilities, and social responsibilities into our daily operations, aiming for healthy and sustainable development. Strong compliance management is the basis for Auria's global operations, and we are committed to integrity, compliance, and strong business ethics.



4. General Disclosure

4.10 Internal Control System and Risk Management

Auria leverages principles from the three lines model to manage risk within the organization. Responsibility of overall risk is owned by each business function, known as the first line. The second line is embedded in various business functions to assist management with support, expertise, and effective challenge on risk-related matters, internal control design assessment, and testing. Internal Audit forms the third line, delivering advisory services and independent assessments to improve risk management, and promote compliance and ethics.



4.10.1 Internal Control

Auria believes in creating a risk-controlled business environment with high-quality accounting and internal controls. Establishing a comprehensive internal control system is the best safeguard against external uncertainty and also lays a solid foundation to help us enhance compliance and build a sustainable business.

To raise and enforce compliance awareness throughout the company, we have implemented a global Risk and Control Matrix (RCM) in accordance with the requirements of the Basic Standard for Enterprise Internal Control and the Application Guidelines on Enterprise Internal Control Republic of China (CSOX). CSOX includes 18 domains of business addressing risks across numerous financial, operational, strategic, and compliance categories.

Management submits annual CSOX attestations to Auria's Board for review and approval. We share the attestation to our shareholders for disclosure. For 2022, Auria's internal control system achieved the company's internal control objectives and had no material deficiencies.

4.10.2 Internal Audit

Auria Internal Audit develops an annual audit plan, including assurance and advisory projects involving our plants and corporate functions. Internal audit activities help identify risk areas, assess processes and controls, and monitor remediation improvements for closure.

A pair of hands is shown holding a glowing, wireframe globe. The globe is surrounded by numerous white icons on a green background, representing various sustainability themes such as renewable energy (solar panels, wind turbines), recycling, CO2 emissions, and human resources. The icons are arranged in a circular pattern around the globe, which is the central focus of the image.

5. Good Corporate Citizenship

5.1 Good Corporate Citizenship

We strive to help enhance our employees and embrace our differences. Our inspiration is to advance employee development and improve upon our surrounding communities while upholding our company's growth.



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 their 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. In early 2023, we will have begun our DEI journey which will include a roadmap for all future DEI initiatives.

Our target is to become a leader within our working communities to help them thrive. Through our philanthropic support and volunteer opportunities, we look forward to assisting different community projects to build and foster outside relationships. Additional information can be found in Section 5.7 – Community Outreach.

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.

5. Good Corporate Citizenship

5.2 Human Rights

In line with UN Guiding Principles on Responsible Business and Human Rights, Auria respects the human rights of all stakeholders involved in its business activities, including employees and business partners and communities where we impact the whole value chain. Since its foundation Auria is committed to respecting humanity, treating all employees in a fair and equal manner, without discrimination based on social status, gender, age, or occupation. This became our corporate culture and guiding principle for working together.

Considering the recent social demands for responding to human rights relevant international standards Auria has published a Policy Statement on Human Rights and Environment which strengthened the Human Rights commitment and measures taken under our corporate culture, already embedded into our Human Resources policies and procedures internally. It is being communicated in all local languages.

The consequences of adverse human rights impacts range from legal liability to reputational and brand damage, depending on severity of the harm done. To lead the effort for improved understanding and management of human rights risks and impacts across the company and to promote Auria's Human Rights commitment and due diligence across our global operations and supply chain, the appointment of a dedicated Human Rights Officer was announced on our website and intranet in November 2022.

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. 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.

5. Good Corporate Citizenship

5.2 Human Rights (cont.)

Human Rights Policy

Auria Respects Human Rights And Environment In Its Global Value Chain

We respect all internationally recognized human-rights standards, understood, at a minimum, as the International Bill of Rights and the ILO's Declaration of the Fundamental Principles and Rights at Work. Auria is committed to respect human rights and the environment based on the UN Guiding Principles on Business and Human Rights. We recognize that companies have a responsibility to respect human rights in their global supply and value chains and to prevent human-rights abuses within all operations across the value chain. Because we are aware of this corporate responsibility, we have integrated Environmental Social Governance (ESG) due diligence into our supply chain management and define risks and opportunities for further improvement.

We support the 2030 Agenda for Sustainable Development of the United Nations and are guided by the Sustainable Development Goals (SDGs) as a global political regulatory framework. In our entrepreneurial activities, we observe the following international standards and guidelines:

- the Universal Declaration of Human Rights of the United Nations (UN)
- the Guiding Principles on Business and Human Rights of the United Nations (UNGP)
- the Declaration of Principles of the International Labor Organization (ILO) on Multinational Enterprises and Social Policy (MNE Declaration)
- the Conventions and Recommendations of the International Labor Organization (ILO) on labor and social standards
- the United Nations Convention on the Rights of the Child (CNC)
- the United Nations Convention on the Rights of Women (CEDAW)
- the Guidelines for Multinational Enterprises of the Organization for Economic Co-operation and Development (OECD) for multinational enterprises

The main international conventions and principles are integrated in our Code of Conduct as the basis for our actions at all levels of the company. They apply to all employees of Auria and regulate dealings with business partners and customers. We encourage and support our employees to fulfill their duties in a responsible manner, absent of any negative effects.

5. Good Corporate Citizenship

5.3 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 within the company, including the Board of Directors, officers, employees, agents and contract workers. Auria's Code of Conduct is publicly available on our website.

We continue our commitment to:

- 1) Ensuring 100% of all received cases are investigated and resolved in a timely manner.
- 2) Ensuring 100% of our salaried workforce is trained annually on the Code of Conduct along with the process of how to report an alleged violation and annual awareness training is delivered and acknowledged for all non-salaried employees.

KPI: Code of Conduct cases initiated

In 2020, there were a total of 5 Code of Conduct Cases initiated:

- 100% of those cases were fully investigated and resolved
- 40% of those cases were identified as non-code violations

In 2021, there were a total of 2 Code of Conduct Cases initiated:

- 100% of those cases were fully investigated and resolved
- 0% of those cases were identified as non-code violations

In 2022, there was a total of 1 Code of Conduct Case initiated:

- 100% of those cases were fully investigated and resolved
- 100% of those cases were identified as non-code violations



5. Good Corporate Citizenship

5.4 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 (Basic Standard for Enterprise Internal Control and the Application Guidelines on Enterprise Internal Control Republic of China)
- Sustainability awareness
- Code of Conduct awareness and compliance
- Employment policies, such as
 - Code of Working Conditions
 - 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.

5. Good Corporate Citizenship

5.4 Employee Training & Development (cont.)

Auria began tracking the following KPIs in 2020

KPI: Salaried Turnover

By 2025, we commit to maintain an average of less than 10% voluntary turnover.

The voluntary turnover rates are as follows:

North America	Europe	Asia / RSA
<ul style="list-style-type: none">▪ 2020 = 11%▪ 2021 = 19%▪ 2022 = 13%	<ul style="list-style-type: none">▪ 2020 = 10%▪ 2021 = 20%▪ 2022 = 12%	<ul style="list-style-type: none">▪ 2020 = 8%▪ 2021 = 13%▪ 2022 = 20%

KPI: Career Development & Talent Management

By 2025, we commit to achieving 95% completion of one-on-one meetings for each quarter or a minimum of a 10% improvement from the previous year.

The average % of one-on-one meetings completed each quarter are as follows:

North America	Europe	Asia / RSA
<ul style="list-style-type: none">▪ 2020 = 91%▪ 2021 = 61%▪ 2022 = 93%	<ul style="list-style-type: none">▪ 2020 = 63%▪ 2021 = 79%▪ 2022 = 86%	<ul style="list-style-type: none">▪ 2020 = 100%▪ 2021 = 100%▪ 2022 = 100%

By 2025, we commit to minimally once a year the Individual Development Plans (IDP) Participant will meet with HR to review the established IDP, to ensure progress towards the stated goals is being accomplished.

The average % of IDPs in place in 2021 are as follows:

North America	Europe	Asia / RSA
<ul style="list-style-type: none">▪ 2020 = 8%▪ 2021 = 4%▪ 2022 = 2% of salaried employees are engaged in an IDP and meetings with their manager are to take place at a minimum of once per quarter	<ul style="list-style-type: none">▪ 2020 = 14%▪ 2021 = 6%▪ 2022 = 9% of salaried employees are engaged in an IDP and meetings with their manager are to take place at a minimum of once per quarter	<ul style="list-style-type: none">▪ 2020 = 16%▪ 2021 = 10%▪ 2022 = 5% of salaried employees are engaged in an IDP and meetings with their manager are to take place at a minimum of once per quarter

5. Good Corporate Citizenship

5.4 Employee Training & Development (cont.)

KPI: Career Development & Talent Management (cont.)

By 2025 we expect a 20% increase from 2020, of internal promotions versus external new hires, in each region.

The average % of internal promotions vs. external hires in 2022 are as follows:

North America	Europe	Asia / RSA
<u>2020</u> <ul style="list-style-type: none">▪ 35% internal promotions▪ 65 % external hires	<u>2020</u> <ul style="list-style-type: none">▪ 20% internal promotions▪ 80% external hires	<u>2020</u> <ul style="list-style-type: none">▪ 0% internal promotions▪ 100% external hires
<u>2021</u> <ul style="list-style-type: none">▪ 23% internal promotions▪ 77% external hires	<u>2021</u> <ul style="list-style-type: none">▪ 7% internal promotions▪ 93% external hires	<u>2021</u> <ul style="list-style-type: none">▪ 9% internal promotions▪ 91% external hires
<u>2022</u> <ul style="list-style-type: none">▪ 50% internal promotions▪ 50 % external hires	<u>2022</u> <ul style="list-style-type: none">▪ 25% internal promotions▪ 75% external hires	<u>2022</u> <ul style="list-style-type: none">▪ 6% internal promotions▪ 94% external hires

5. Good Corporate Citizenship

5.5 Health, Safety and Environmental

Auria's culture and values are represented in an environment that encourages creativity, promotes efficiency, and drives continuous improvement. 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. To achieve this objective, we use multiple tools.

Our Systematic Improvement Plan (SIP) audits drive improvements by proactively identifying opportunities through corporate audits of each facility's safety program. Facilities then developed a safety roadmap to advance the maturity of their program. Facilities starting this process have to achieve a target of 80%. All other facilities have to reach a target of 85%. Implementation of the safety roadmaps are managed by an integrated team.

KPI: SIP Audit target 85%

SIP audit results (Systematic Improvement Plan audit)				
EU Plant	Last Audit	Result [%]	Previous Audit	Result [%]
Celle	3/21/2022	89	1/21/2021	95
Celle / TC, R&D	5/27/2021	81	9/23/2019	86
Coleshill	7/7/2021	92	12/12/2019	85
Grobbendonk	2/24/2022	89	3/27/2019	86
Straubing	12/8/2022	60	8/3/2021	87
Vitoria	12/9/2021	92	7/11/2018	87
Vráble	7/12/2021	84	9/4/2019	Starting
Zakupy	1/20/2022	92	11/5/2019	80
NA Plant	Last Audit	Result [%]	Previous Audit	Result [%]
Albemarle	4/29/2022	99	4/22/2021	99
Spartanburg	4/27/2022	94	3/18/2021	97
Old Fort	4/21/2022	94	3/25/2021	94
Saint Clair	10/14/2022	70	9/17/2021	75
Sidney	5/12/2022	71	5/9/2019	85
Fremont	10/7/2022	84	9/2/2021	81
Holmesville	5/25/2022	82	12/5/2019	90
Queretaro	11/3/2022	100	11/4/2021	98
Puebla	11/9/2022	100	10/29/2021	99
Asia / RSA Plant	Last Audit	Result [%]	Previous Audit	Result [%]
East London	5/19/2022	65	12/9/2021	Starting

5. Good Corporate Citizenship

5.5 Health, Safety and Environmental (cont.)

We also employ the 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.

The Auria approach to continuous improvement includes tools such as internal and external audits and regular SIP audits based on our 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 to give transparency among our facilities and assure a deeper understanding.

KPI: DART Rate

DART Rate (Days Away Restricted or Transferred)

	EU		NA		Asia / RSA	
	Result	Target	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		
2021	0.59	1.22	2.72	1.81	3.83	starting
2022	0.90	0.98	2.23	1.45	3.13	1.45

DART rate is calculated as follows: each lost time incident (LTA) or restricted activity incident (RTA) x (200,000 working hours) / total number of hours worked.

The target setting in the past was individually discussed and agreed upon by the regions. In 2022 we started an integrated target setting for Europe (EU) and North America (NA) with a 20% improvement compared to the 2021 target. Asia / RSA follows the 2022 target of NA. Our long-term targets for EU, NA and Asia / RSA for the next five years are calculated to reduce the DART rate by 10% each year. We will achieve our long-term targets by an integrated approach and strong teamwork by all regions.

5. Good Corporate Citizenship

5.6 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 global 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 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 on areas reported including regular physical check-ups; and, to take advantage of our basic financial planning assistance. We are vigilant regarding communication surrounding the previously mentioned aspects. We keep our employee's health and safety at the forefront and ensure all applicable safety protocols are established and enforced.

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 the employee 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 their 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 5.7 will discuss this further.

5. Good Corporate Citizenship

5.7 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 company-sponsored community outreach initiatives globally, with financial commitments and donations to organizations of food, school supplies, and toys for children's charities.

Charitable organizations supported by Auria and its employees include Toys for Tots, Habitat for Humanity, American Cancer Society, The Salvation Army, The Humane Society, the Scleroderma Foundation of Michigan, the United Way, Disaster Relief at Work (DRAW), veteran organizations, foster care organizations, food pantries and numerous local hospitals, schools and community 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.



Sustainable Processes & Products



6. Sustainable Processes & Products

6.1 Sustainable Processes & Products

We differentiate ourselves from our competitors through extensive product and process knowhow, coupled with a commitment to innovate the next generation of sustainable automotive solutions.



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. 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 CO₂ 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.



6. Sustainable Processes & Products

6.2 Production Processes

Auria's core manufacturing expertise in flooring, acoustics and other fiber-based and solutions 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:

- Carpet tufting
- Nonwoven needling
- Latex coating
- Thermal bonding
- PE extrusion
- PE powder coating
- Heavy layer extrusion
- Air lay process
- Vertical lapped felt production
- Thermal forming
- Compression molding
- Vacuum forming
- PU-Foaming
- PU-Spraying
- Injection molding
- PU honeycomb conversion
- Waterjet cutting
- Die trimming
- Ultrasonic knife cutting

6. Sustainable Processes & Products

6.2 Production Processes (cont.)

Through the sustainable use of natural resources, Auria has been on a path to reduce its carbon footprint and increase resource efficiency, while also benefiting from reduced costs in operating expenses. For this reason, the Company has defined its sustainability journey for long-term and set ambitious overall goals for climate neutrality (65% by 2030).

With implemented global roadmaps, we are pursuing many reduction actions related to waste, energy, water and emissions.

We have established a global energy team focused on cross-functional development of:

- Improving our internal monitoring and control of energy at point of use
- Improving our share of energy coming from renewable energy sources

We are currently working together with our energy consultants and suppliers to significantly increase our usage of electricity generated through renewable origins. Through various new initiatives, which we are currently reviewing (i.e. photovoltaic systems), and initiatives which have already been implemented (ie. Auria's wind turbine at our Grobbendonk plant in Belgium), we are aiming to reach a higher percentage of renewables in our energy mix. We are in the process of establishing the usage of renewable energies as an additional KPI during 2023.

6. Sustainable Processes & Products

6.2 Production Processes (cont.)

KPI: Energy Consumption + Greenhouse Gas Emissions

Global Energy Consumption, Greenhouse Gas Emissions & Water Consumption

Annual Energy Consumption	2018	2019	2020	2021	2022
North America Total (kWh)	184,096,495	160,822,090	124,631,629	133,478,764	149,638,378
kWh/unit produced	3.901	4.067	4.144	3.903	3.151
kWh/USD of annual sales	0.262	0.286	0.287	0.283	0.287
Europe Total (kWh)	177,563,666	162,695,362	132,330,026	134,258,436	112,198,826
kWh/unit produced	1.348	1.407	1.526	1.600	1.391
kWh/USD of annual sales	0.361	0.397	0.458	0.422	0.366
South Africa Total (kWh)	n/a	n/a	n/a	1,249,513	3,170,744
kWh/unit produced	n/a	n/a	n/a	3.768	2.536
kWh/USD of annual sales	n/a	n/a	n/a	0.156	0.138
Greenhouse Gas Emissions	2018	2019	2020	2021	2022
North America (Metric tons CO2e)	66,191	58,784	46,895	49,797	49,083
Europe (Metric tons CO2e)	42,571	39,707	31,894	32,059	27,686
South Africa (Metric tons CO2e)	n/a	n/a	n/a	1,161	2,856
Water Consumption	2018	2019	2020	2021	2022
North America (Cubic Meters)	1,236,983	278,693	197,485	178,745	124,014
Europe (Cubic Meters)	89,671	84,995	71,392	59,446	53,784
South Africa (Cubic Meters)	n/a	n/a	n/a	797	1,568

6. Sustainable Processes & Products

6.3 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 serial 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.

Auria is also exploring mono-polymer opportunities where possible, to allow end-of-life recycling. This will also provide future opportunities for circularity where the end-of-life product will become another raw material in the vehicle.



6. Sustainable Processes & Products

6.3 Materials (cont.)

KPI: % Disposal cost / sales volume

% Disposal Cost / Sales Volume					
North America	2018	2019	2020	2021	2022
Disposal (metric tons)	43,000	34,838	26,246	21,846	26,127
Disposal (metric tons/million \$ sales)	77	74	74	59	50
Europe	2018	2019	2020	2021	2022
Disposal (metric tons)	26,000	22,600	16,100	16,500	16,024
Disposal (metric tons/million \$ sales)	56	58	58	53	52
Asia / RSA	2018	2019	2020	2021	2022
Disposal (metric tons)	n/a	n/a	n/a	n/a	1,318
Disposal (metric tons/million \$ sales)	n/a	n/a	n/a	n/a	57

KPI: % Secondary Raw Material Utilization Rate (average top 10 programs)

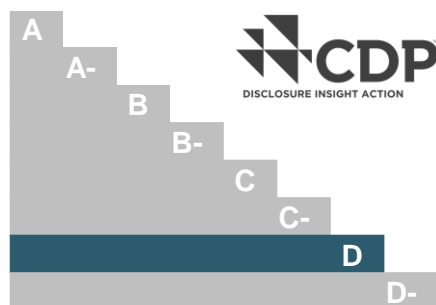
% Secondary Raw Material Utilization					
North America	2018	2019	2020	2021	2022
% Secondary Raw Material Utilization Rate	25.2%	34.0%	37.8%	54.3%	56.3%
Europe	2018	2019	2020	2021	2022
% Secondary Raw Material Utilization Rate	21.0%	23.0%	16.0%	24.5%	25.7%
Asia / RSA	2018	2019	2020	2021	2022
% Secondary Raw Material Utilization Rate	n/a	n/a	n/a	n/a	11.0%

6. Sustainable Processes & Products

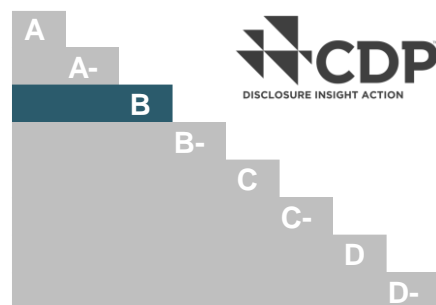
6.4 Carbon Disclosure Project (CDP) Commitment

With our results-driven team, Auria has improved its CDP score from a D to a B since 2021, emphasizing our efforts towards strong management actions and initiatives associated with climate neutrality. With a focus on topics such as energy, scopes I, II & III emissions, defined targets and emission reduction initiatives, we are eager to continue our growth and set new benchmarks to reduce our global impact on climate change.

CDP 2021 Climate Change: D score



CDP 2022 Climate Change: B score



Auria received a B which is in the Management band. This is higher than the North America regional average of C and higher than the Plastic product manufacturing sector average of C.

6. Sustainable Processes & Products

6.5 Management System Standards

KPI: Global implementation of working standards according to ISO 45001

The Auria Global Documentation 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/TS 16949, in Europe and North America since 2010. The transition to IATF 16949 was successfully passed in 2017 by all locations with the exception of the North American plant in Albemarle, which has held the ISO 9001 certificate since 2008.

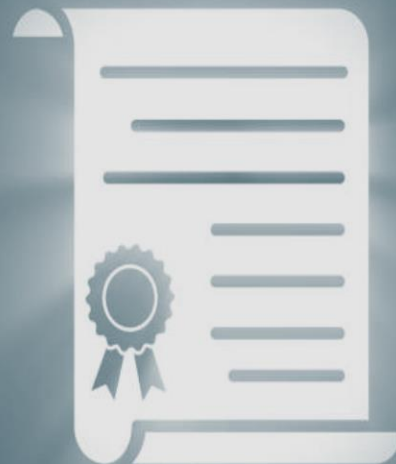
IATF 16949 specifies the quality system requirements for the design/development, production, installation and servicing of automotive-related products. The aim of IATF 16949 is the development of a quality management system that provides for continual improvement, emphasizing defect prevention and the reduction of variation and waste in the automotive supply chain. IATF 16949 is based on ISO 9001.

All locations in Europe as well as in North America have been certified to Environmental Management Standard ISO 14001 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 ISO 45001 OH&S were successfully passed in June 2020.

In addition, the plants Old Fort , North Carolina and Spartanburg, South Carolina obtained the ISO 45001 certificate in 2021.

For our location in East London, South Africa, the IATF 16949 certification is planned to take place in 2024, followed by ISO 14001 and ISO 45001 certification audits end of 2024.

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



6. Sustainable Processes & Products

6.5 Management System Standards (cont.)

To further achieve a social and environmental sustainability progress, we aim to implement working standards according to ISO 14001, ISO 45001 and ISO 50001 in all Auria locations worldwide by 2025. We will track this progress in the annual Corporate Sustainability Report.

Certifications

Site	IATF 16949 Automotive QMS	ISO 9001 QMS	ISO 14001 Environment	ISO 45001 OH&S	ISO 50001 Energy	ISO 17025 Laboratory
North America						
Southfield, MI / Regional HQ	x					
Plymouth, MI						
Old Fort, NC / Eng. Cntr.	x					
Albemarle, NC / R&D, Lab.	x					x
Albemarle, LLC		x	x			
Old Fort, NC	x		x	x		
Spartanburg, SC	x		x	x		
Fremont, OH	x		x			
Holmesville, LLC	x		x			
Sidney, OH	x		x			
St. Clair, MI	x		x			
Queretaro	x		x			
Puebla	x		x			
Europe						
Düsseldorf / Regional HQ	x		x	x	x	
Celle / TC, R&D	x		x	x	x	
Celle	x		x	x	x	
Coleshill	x		x	x		
Grobbendonk	x		x	x		
Straubing	x		x	x	x	
Vitoria	x		x	x		
Vráble	x		x	x		
Zakupy	x		x	x		
Asia / RSA						
East London	p		p	p		

Legend: x = certificate available
p = certification in progress

6. Sustainable Processes & Products

6.5 Management System Standards (cont.)

KPI: Global implementation of energy standards according to ISO 50001

In 2022, Auria circulated the Energy Policy to all locations. The Energy Policy was established in 2014 for the German plants certified to ISO 50001. Now the Global Energy Policy is binding for all locations and serves as the basis for implementation of energy standards and a local Energy Management System.

Energy Policy

The sustainable use of resources is a vital concern of Auria. As part of our energy management system according to DIN ISO 50001:2018, we are committed to achieving the following:

- reaching 65% CO₂e neutrality by 2030 and defining and pursuing corresponding energy targets
- making all necessary information and resources available in order to reach our defined energy goals
- continuously improving our processes for energy efficiency and consistently reducing our energy consumption
- sustainably reducing our energy consumption and improving our EnMS
- complying with all legal requirements and the requirements of interested parties with regards to energy use, energy consumption and energy efficiency
- always considering energy efficiency in the procurement of energy-relevant products and services
- continuously seeking possibilities for improving energy efficiency in the planning and design of relevant facilities
- promoting awareness of our use of energy and lead by example as an energy-efficient company

Responsible Supply Chain



7. Responsible Supply Chain

7.1 Responsible Supply Chain

We work only with suppliers whose values are consistent with our own and who are committed to developing inclusive, resilient and transparent businesses.



Auria's supply chain consists of 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 integrating ethical and environmentally responsible practices into a competitive and successful model. Transparency is critical to our end-to-end supply chain, extending from raw materials sourcing to the last mile logistics, and even product returns and recycling processes. With the increasing priority for these ethical supply chain initiatives, our sustainability benchmarks are developing as a new standard throughout all of Auria's business practices.

7. Responsible Supply Chain

7.2 Supply Chain Structure

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

In 2021 Auria assigned Assent to manage and streamline our supply chain data and communication as a global standard. Assent provides a centralized, automated platform to manage supply chain data related to product compliance, corporate social responsibility and vendor management, efficiently providing transparency to help mitigate a broad range of risks and informed business decisions. The platform is enhanced by Assent's team of regulatory experts and customer success professionals and driven by leading edge technology.

Managing our Suppliers

To become a supplier to Auria and maintain good standing under the quality relevant requirements, our Supplier Quality Assurance (SQA) team conducts supplier audits and collects data points to verify manufacturing capability, contingency and business continuity planning, customer service, ISO and TS applicable certifications. In addition, supplier performance monitoring and conducting supplier quality controls occur at every Auria manufacturing site from launch, to production continuing through service activities. In the event in which a supplier to Auria does not have at a minimum ISO9001:2015 compliancy status and certification, Auria SQA teams engage in onsite supplier audits.

Managing our Materials

For all materials which Auria utilizes in manufacturing automotive acoustic and other fiber-based products we mandate compliance under the Global Automotive Declarable Substance List (GADSL), Registration, Evaluation, Authorization and Restriction of Chemical (REACH) and Full Material Disclosure (FMD) under the IMDS standard. In addition, Auria collects certifications under the Responsible Mineral guidelines which confirm the exclusion of conflict minerals and cobalt type materials.

Being Compliant

Auria holds our supply base to the same standard we commit to our customers and communities. In November 2022, a Human Rights Officer and team has been nominated for further compliance governance internally and externally by launching additional Human Rights and Environmental oversight.

The self-assessment survey, Environmental Social Governance (ESG), engages our suppliers to raise awareness and act responsible, and to provide visibility and guide sustainable growth. Based on the survey results the SCM team develops necessary measures. Our goal is for everyone to drive compliance.

Together with Quality and Engineering, the SCM team supports the Auria compliance program on a set of 5 deliverables covering these key areas:

1. Acknowledgement and adherence to the **Auria Code of Business Conduct and Ethics**
2. Internal quality process including **Supplier Performance and Compliance Programs**
3. **Supplier Development** and maintaining scorecards
4. **Material Compliance** guidelines to collect conflict mineral reports and substance disclosure
5. Controls to set and report **Key Performance Indices** (KPI) starting with the first Assent controlled activities in 2022.

7. Responsible Supply Chain

7.3 Supply Chain Global Compliance Program

Compliance Milestones and Outlook for 2023

Auria launched the first compliance campaigns globally in Q1 2022 starting with Conflict Mineral and Extended Mineral requirements. In Q2 we adopted REACH into our platform, and in Q4 we launched the ESG survey.

In addition to the compliance program introduction, campaign kickoff and follow up, Auria hosted a supplier webinar in October 2022 covering the following topics:

1. Introduction to Auria's Supply Chain Compliance Programs
2. Customer Program & Timeline Expectations
3. Regulation Overview
 - EU REACH SVHC
 - Conflict Minerals
 - Extended Minerals
 - Code of Conduct Survey and ESG
4. Acceptance Criteria for Acceptable Declarations
5. How to Submit Data for Your Customer's Regulation Requests
6. Assent Support: Training & Learning Resources

The Auria SCM team has identified and is continuously monitoring all

- Quality Relevant Suppliers
- Active Bill of Material (BOM) Part Numbers
- Compliance and Resolution activities

In total 449 quality relevant direct material suppliers and 69 indirect suppliers have been identified. We are engaging with all suppliers on reported nonconformance issues through the Auria quality and engineering teams.

Monitoring Scope

3
Continents

17
Manufacturing
sites

518
Q-relevant
Suppliers

3887
Direct
Material Parts

7. Responsible Supply Chain

7.3.1 Global Supply Base Material Compliance

Based on our commitment in last year's report, we have identified all Quality Relevant Direct Suppliers in addition to the indirect suppliers to align with all due diligence campaigns. The collection of completed reports takes place in addition to the IMDS program and material verification. We have now challenged ourselves to get certified written confirmations about the compliance within our supply chain regarding conflict and extended minerals as well as REACH.

KPI: Percentage of received certificates covering conflict minerals, extended minerals and REACH

2022 Material Compliance Verification - Status Report

	Count	Conflict Mineral	Extended Mineral	REACH
Direct Material Suppliers	449	306	278	
Direct Material Parts	3887			1591
	KPI	68%	62%	41%

7.3.2 Global Supply Base ESG Compliance

In December of 2022, Auria launched the ESG supplier survey for all quality relevant suppliers. Whereas the material compliance was focused on the direct material suppliers, we have expanded our ESG survey to include all quality relevant suppliers, direct and indirect supply base, to enhance our ESG transparency.

Performance Summary

Environmental		Social		Governance	
Climate Impact	15	Human Trafficking and Slavery	64	Data Protection and Privacy	72
Product Stewardship	83	Labor Rights	45	Resilience	45
Resource Use	40	Diversity and Inclusion	72	Organizational Commitment	68
Biodiversity	94	Human Rights	56		

RISK SCORE: ● Low (86-100) ● Medium (61-85) ● High (0-60)

7. Responsible Supply Chain

7.3.2 Global Supply Base ESG Compliance (cont.)

Auria's surveys are designed to identify ESG-related risks and indications of non-compliance. For instance, the Slavery and Trafficking Risk Template (STRT) supports companies in assessing risks of forced labor and modern slavery within their supply chain. If a supplier's responses to the STRT questions indicate high risk, this does not mean that forced labor is occurring in the supply chain, it instead indicates that the supplier does not have sufficient internal controls, management procedures, or policies to assess and mitigate the risks associated with their geographic location, workforce composition, industry, and the goods they produce, manufacture, or mine.

A robust ESG program is founded on reliable ESG supply chain data, which Auria will then utilize to establish realistic goals with a commitment to continuous improvement year over year in accordance with best practices and industry standards. Year 1 of Auria's ESG program has set clear expectations with our suppliers and introduced them to relevant ESG standards.

Transparency is at the center of our ESG efforts together with a sincere commitment towards continuously improving our compliance level. Auria's direct engagement with suppliers on ESG issues is intended to communicate to our stakeholders that we are responsible and proactive in managing ESG risks and opportunities in our supply chain.

As expected, the Year 1 results of Auria's ESG program demonstrate many areas for improvement, and it is very positive that Auria is effectively and proactively uncovering these ESG risks. Having a reliable picture of supply chain risk is the foundation of any robust ESG program, and we will use this data to continuously improve our ESG compliance and meet our ESG goals.

“

The Risk Score is a result of the first 89 submissions and presents a steppingstone at Auria and for many of our suppliers. The Auria Supply Chain Compliance program is greatly impacting the environmental, social and governance policies in our supply base, as we raise awareness and support the development. The Auria SCM teams engage, in addition, with the suppliers that are not quality relevant if there are reported compliance issues.

*Stephen Spohr,
Director Global Supply Chain*

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8. Global Reporting Initiative (GRI) Index

8. Global Reporting Initiative Index

Auria Solutions considered the Global Reporting Initiative (GRI) as Sustainability Reporting Standards in the development of this report.

Disclosure	Location
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	4.1. Company Overview
102-3 Location of headquarters	4.1. Company Overview
102-4 Location of operations	4.1. Company Overview
102-5 Ownership and legal form	4.1. Company Overview
102-6 Markets served	4.1. Company Overview
102-7 Scale of the organization	4.1. Company Overview
102-8 Information on employees and other workers	4.1. Company Overview
102-9 Supply chain	7.1. Supply Chain
102-10 Significant changes to the organization and its supply chain	2. Letter from the CSO
102-11 Precautionary principle or approach	2. Letter from the CSO
102-12 External initiatives	6.4. Carbon Disclosure Project (CDP) Commitment
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	5.3. Ethics & Integrity / Code of Conduct
102-17 Mechanisms for advice and concerns about ethics	5.3. Ethics & Integrity / Code of Conduct
Governance	
102-18 Governance structure	4.10. Internal Control System & Risk Management
102-19 Delegating authority	4.1. Company Overview
102-20 Executive-level responsibility for economic, environmental and social topics	10. Additional Resources
102-22 Composition of the highest governance body and its committees	4.1. Company Overview
102-23 Chair of the highest governance body	1. Letter from the CEO
102-24 Nominating and selecting the highest governance body	10. Additional Resources
102-26 Role of highest governance body in setting purpose, values, and strategy	4.9. Compliance Commitment
102-31 Review of economic, environmental and social topics	4.1. Company Overview
Stakeholder engagement	
102-40 List of stakeholder groups	4.1. Company Overview
102-42 Identifying and selecting stakeholders	4.1. Company Overview
102-43 Approach to stakeholder engagement	4.1. Company Overview
102-44 Key topics and concerns raised	4.1. Company Overview
Reporting practice	
102-46 Defining report content and topic Boundaries	1. Letter from the CEO
102-47 List of material topics	8. GRI Index
102-49 Changes in reporting	1. Letter from the CEO
102-50 Reporting period	1. Letter from the CEO
102-51 Date of most recent report	1. Letter from the CEO
102-52 Reporting cycle	1. Letter from the CEO
102-53 Contact point for questions regarding the report	10. Additional Resources
102-54 Claims of reporting in accordance with the GRI Standards	8. GRI Index
102-55 GRI content index	8. GRI Index

8. Global Reporting Initiative (GRI) Index

Global Reporting Initiative Index (cont.)

Disclosure	Location
Material Topics	
GRI 200 Economic Standards Series	
GRI 205: Anti-corruption	
103-1 Explanation of the material topic and its Boundary	5.3. Ethics & Integrity / Code of Conduct
103-2 The management approach and its components	5.3. Ethics & Integrity / Code of Conduct
103-3 Evaluation of the management approach	5.3. Ethics & Integrity / Code of Conduct
205-2 Communication and training about anti-corruption policies and procedures	5.3. 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. Materials
103-2 The management approach and its components	6.3. Materials
103-3 Evaluation of the management approach	6.3. Materials
301-2 Recycled input materials used	6.3. Materials
GRI 302: Energy	
103-1 Explanation of the material topic and its Boundary	6.2. Production Process
103-2 The management approach and its components	6.2. Production Process
103-3 Evaluation of the management approach	6.2. Production Process
302-1 Energy consumption within the organization	6.2. Production Process
302-4 Reduction of energy consumption	6.2. Production Process
302-5 Reductions in energy requirements of products and services	6.2. Production Process
GRI 303: Water	
103-1 Explanation of the material topic and its Boundary	6.2. Production Process
103-2 The management approach and its components	6.2. Production Process
103-3 Evaluation of the management approach	6.2. Production Process
GRI 305: Emissions	
103-1 Explanation of the material topic and its Boundary	6.2. Production Process
103-2 The management approach and its components	6.2. Production Process
103-3 Evaluation of the management approach	6.2. Production Process
305-5 Reduction of GHG emissions	6.2. Production Process
GRI 306: Effluents and Waste	
103-1 Explanation of the material topic and its Boundary	6.3. Materials
103-2 The management approach and its components	6.3. Materials
103-3 Evaluation of the management approach	6.3. Materials
GRI 308: Supplier Environmental Assessment	
103-1 Explanation of the material topic and its Boundary	7.1. Responsible Supply Chain
103-2 The management approach and its components	7.2. Supply Chain Objectives
103-3 Evaluation of the management approach	7.3. Supply Chain Structure

8. Global Reporting Initiative (GRI) Index

Global Reporting Initiative Index (cont.)

Disclosure	Location
GRI 400 Social Standards Series	
GRI 403: Occupational Health and Safety	
103-1 Explanation of the material topic and its Boundary	5.5. Health, Safety & Environment
103-2 The management approach and its components	5.5. Health, Safety & Environment
103-3 Evaluation of the management approach	5.5. Health, Safety & Environment
403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism	5.5. Health, Safety & Environment
GRI 404: Training and Education	
103-1 Explanation of the material topic and its Boundary	5.4. Employee Training & Development
103-2 The management approach and its components	5.4. Employee Training & Development
103-3 Evaluation of the management approach	5.4. Employee Training & Development
404-2 Programs for upgrading employee skills and transition assistance programs	5.4. Employee Training & Development
404-3 Percentage of employees receiving regular performance and career development reviews	5.4. Employee Training & Development
GRI 405: Diversity and Equal Opportunity	
103-1 Explanation of the material topic and its Boundary	5.2. Human Rights
103-2 The management approach and its components	5.2. Human Rights
103-3 Evaluation of the management approach	5.2. Human Rights
GRI 406: Non-discrimination	
103-1 Explanation of the material topic and its Boundary	5.2. Human Rights
103-2 The management approach and its components	5.2. Human Rights
103-3 Evaluation of the management approach	5.2. Human Rights
406-1 Incidents of discrimination and corrective actions taken	5.2. Human Rights
GRI 407: Freedom of Association and Collective Bargaining	
103-1 Explanation of the material topic and its Boundary	5.2. Human Rights
103-2 The management approach and its components	5.2. Human Rights
103-3 Evaluation of the management approach	5.2. Human Rights
GRI 408: Child Labor	
103-1 Explanation of the material topic and its Boundary	5.2. Human Rights
103-2 The management approach and its components	5.2. Human Rights
103-3 Evaluation of the management approach	5.2. Human Rights
GRI 409: Forced or Compulsory Labor	
103-1 Explanation of the material topic and its Boundary	5.2. Human Rights
103-2 The management approach and its components	5.2. Human Rights
103-3 Evaluation of the management approach	5.2. Human Rights
GRI 412: Human Rights Assessment	
103-1 Explanation of the material topic and its Boundary 66, 134	5.2. Human Rights
103-2 The management approach and its components 66	5.2. Human Rights
103-3 Evaluation of the management approach 66	5.2. Human Rights
GRI 414: Supplier Social Assessment	
103-1 Explanation of the material topic and its Boundary	7.1. Supply Chain
103-2 The management approach and its components	7.1. Supply Chain
103-3 Evaluation of the management approach	7.1. Supply Chain

9. Glossary of Acronyms

AMOS	Auria Manufacturing Operation System
CAFE	Corporate average fuel economy
CDP	Carbon Disclosure Project
CM	Conflict Mineral Reporting (tungsten, tantalum, tin, gold “3TGs”)
COC	Code of Conduct
CSR	Corporate social responsibility
DART	Days away, restricted or transferred
DEI	Diversity, equity & inclusion
DEM	Direct extrusion method
DSL	Declarable substance list
EMRT	Extended minerals reporting timeline (cobalt, mica)
ESG	Environmental, social, governance survey
GRI	Global reporting initiative
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
PCR	Post consumer recycled
PCW	Post consumer waste
PDCA	Plan-do-check-act
PIR	Post industrial recycled
RCM	Risk control matrix
REACH	Registration, evaluation, authorization and restriction of chemicals
RTA	Restricted activity incident
SCM	Supply chain management
SIP	Systematic improvement plan
SVHC	Substances of very high concern
TPO	Thermoplastic polyolefin

10. Additional Resources

Sustainability Steering Committee

Brian Pour
President & CEO

Sonia Moreira
Chief Financial Officer

Kiel Smith
General Counsel

Marc Flegler
SVP / Managing Director Europe
Chief Sustainability Officer

Mike Renner
SVP / Managing Director
North America

Yang Qiuming
EVP / Managing Director
Asia & RSA

Rich Zeff
SVP Human Resources
Human Rights Officer

Marcos Tonndorf
Chief Technology Officer

David Ladd
Senior Director
Aftermarket & Accessories

Sustainability Core Team

Dean Wagner
Sustainability - NA

Jian Pan
Engineering / Advanced Development

Peter Schwarz
Engineering

Thomas Peter
Manufacturing Engineering

Heike Neumann
Health, Safety & Environmental

Sean Reedy
Health, Safety & Environmental

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Joseph Selepe
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