

The title "2026 CORPORATE SUSTAINABILITY REPORT" is centered on the page. "2026" is in a large, white, sans-serif font. "CORPORATE SUSTAINABILITY" is in a slightly smaller, white, sans-serif font. "REPORT" is in a large, green, sans-serif font. The text is overlaid on a dark, high-contrast image of a car's interior, specifically the dashboard and center console area. A thick green vertical bar is positioned to the left of the text.

2026 CORPORATE SUSTAINABILITY REPORT

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Message from Kevin Baird, CEO

As CEO of IAC Group, I'm proud to share this year's ESG report and the progress behind it. Our company looks different than it did just a few years ago and this report reflects that change.

With our footprint now concentrated in the U.S., Mexico and Canada, IAC is a smaller and more agile company that's focused on serving our customers in North America. Yet our commitment to our people and our planet remains steadfast; in fact, it now comes from deeper within the company than ever before.

Safety is the clearest example. As this report details, employees are experiencing far fewer injuries and taking more proactive safety measures, progress that reflects a workforce that looks out for each other every day. It's the same principle behind how we approach our environmental responsibilities: we look for the opportunity to do better and we act on it.

When it comes to operational efficiency, we continue to explore ways to reduce waste and decrease energy consumption while staying mindful of the materials we use in our products, packaging and operations. Climate change remains one of the most significant challenges society faces and we take our share of responsibility seriously.

IAC remains aligned with the guiding principles of the United Nations Global Compact and we are committed to working as one team to reduce our environmental impact. We recognize that this goes beyond our own operations. Being a responsible corporate citizen means actively supporting the communities where our people live and work, putting resources into the initiatives that mean the most to them—and us.

My leadership team and I are proud of this workforce and what they've driven from within, even through a period of significant change. I invite you to see the progress IAC is making in protecting our people, preserving our planet and operating with integrity and compliance.

Thank you for your continued support of our company's sustainability goals.

Sincerely,

Kevin Baird, CEO
IAC Group



About IAC

IAC's reputation as a Tier One automotive supplier is built on years of consistent product quality, dependable customer service and reliably showing up as a partner that our customers want to keep. Protecting that reputation means making environmental, social and governance standards part of how the company operates every day.

That only works because employees take ownership of it. Every person at IAC plays some role in upholding the standards that enable the company to operate responsibly, with an eye toward what remains for those who come after us. Senior leadership sets the direction for that work, but the trust it builds with shareholders, employees, customers and the communities where we operate depends on how consistently that direction shows up in daily practice.

Materials are one example of how this plays out in a tangible way. Customers are asking for more renewable content in vehicle interiors, part of a broader shift in how people think about the products around them. IAC is continually finding new ways to work renewable materials into what we build, lowering our reliance on non-renewable resources and reducing our environmental footprint while still meeting customer needs. More detail on these product innovations shows up later in this report, in the Product Safety and Sustainability section.

Footprint CHANGES

2025 changed the shape of the company significantly. As part of a broader strategic realignment, IAC completed the divestiture of its remaining business units outside North America. The move helped to sharpen the company’s focus, strengthen profitability and put us in a better position to meet what our customers expect. Because of that transition, the sales figures and workforce data in this report reflect IAC’s footprint as of January 1, 2026, which is smaller than the global footprint the company reported in past years.



IAC Group: WHERE WE STAND

Sustainability, governance and ethical business practices show up in the way IAC runs operations, manages the supply chain and develops new products. In 2025:



Scope 1 and 2 emissions dropped 29 percent and 115 sustainability projects across the company **saved more than \$8 million in operating cost.**



Investing in our people starts with safety, and in 2025 that investment resulted in **injury rates falling 42 percent compared to the previous year.**



We reinforced **our commitment to integrity and ethics**, with 97 percent of the workforce completing Code of Conduct Training.

Mandatory EcoVadis assessments of our suppliers resulted in 91 percent scoring above 45, a procurement benchmark that reflects IAC’s ongoing emphasis on responsible sourcing and conflict minerals compliance.



1.25
BILLION IN SALES



6,500
EMPLOYEES



13
FACILITIES



2
ENGINEERING
CENTERS

Business Awards & RECOGNITION



- DTNA Masters of Quality Award
- Ford Supplier Innovation Award
- General Motors Supplier Excellence Award
- ITU AbsorbTech Waste Reduction Award
- Nuevo León State Health Department, Healthy Company Award
- Nuevo León State Health Department, Tobacco-Free Company
- U.S. Department of Energy's Better Buildings Challenge

GM SUPPLIER QUALITY EXCELLENCE AWARD

IAC's Saltillo, Mexico plant received the GM Supplier Quality Excellence Award for 2025, General Motors' highest recognition for supplier manufacturing performance. Earning it requires consistent delivery against GM's most demanding quality standards across an entire calendar year. The Saltillo team met that bar through a major product transition, driven by shop floor discipline and what the team describes as a mindset of respect for the customer.



02

PEOPLE

Safety & HEALTH

At IAC, a strong culture of safety and health excellence is central to how we operate and conduct business. Guided by our core belief that working safely is the most important thing we do, we actively manage health, safety and environmental concerns; control risks; and continuously improve our processes and systems.

Environmental, Health and Safety (EHS) professionals support and partner with leaders to implement programs that strengthen our desired culture and performance. Reflecting this commitment, the EHS organization reports to Operations at both the central and site levels. We regularly evaluate safety initiatives and processes to improve the safety and well-being of IAC employees and to exceed our performance targets.

Occupational health and safety are integrated into our overall business plan, with safety controls built into every aspect of our operations. Our Global Documentation System (GDS) serves as the foundation for our management systems, covering central and site requirements and supporting certifications to IATF 16949 for quality management and ISO 14001 for environmental management. The GDS applies to all IAC locations, business activities, employees, contractors and visitors. For incident reporting, we use a third-party system and provide monthly operational performance updates to the workforce.



SAFETY

PROACTIVE SAFETY

In 2025 we made considerable progress in building a proactive safety culture focused on identifying opportunities and risks before injuries occur. We “embrace the red” by encouraging transparent reporting of potential concerns or hazards and openly tracking actions through resolution. While we are proud of improvements in lagging indicators such as the OSHA Total Recordable Injury and Illness Rate (TRIR), we know these results come from focusing on leading, pre-injury indicators. Key examples include:

- NEAR MISS REPORTING**
Employees completed over 3,000 pre-injury reports
- JOB SAFETY ANALYSES (JSAS)**
Employees conducted more than 500 JSAs to address identified risks
- ERGONOMIC ASSESSMENTS**
More than 250 ergonomic assessments completed using a standard Ergonomic Job Measurement System tool, prioritizing actions based on rated risk factors.
- SAFE AUDITS**
Over 4,000 mini audits using a digital audit tool, with monitoring of completed identified actions.
- SAFE ACT REPORTING**
Supervisors and other leaders recognize employees following safe work practices, using positive reinforcement to help build the desired culture.
- TOUCHPOINTS**
Short one-on-one conversations on EHS topics keep safety discussions active and provide employees with opportunities to share feedback.



10 MILLION SAFE HOURS

IAC’s North American manufacturing team surpassed 10 million hours worked without a lost-time injury in 2025, a milestone reached collectively across 11 plants. The achievement follows a sharp year-over-year improvement: just two lost-time injuries recorded in 2025, down from 16 in 2024. This reflects thousands of individual actions, from near-miss reporting and safety training to routine workplace inspections. The result marks steady progress toward IAC’s goal of a Zero Injury Workplace, one built through consistent daily habits rather than isolated safety pushes and reinforced by every employee who returns home safely at the end of a shift.

TARGET INITIATIVE:
FORKLIFT SAFETY

A review of near-miss data and other leading indicators identified forklift and pedestrian interaction as a high-potential risk. In response, we implemented a multi-pronged strategy to significantly reduce this risk. Key elements of the strategy included:

- 1

Setting a 2025 goal to reduce the in-plant forklift fleet by 20%. Through strong collaboration among Operations, Logistics/Supply Chain, EHS, Procurement and other teams, IAC achieved a 27% reduction, lowering risk while generating significant cost savings.
- 2

Conducting forklift safety awareness sessions for all employees, reinforcing the behaviors required of both operators and pedestrians.
- 3

Changing workplace layouts and aisleways to reduced forklift use near assembly areas and other common pedestrian zones. In many production-line feed areas, sites replaced forklifts with pallet jacks.
- 4

Installing guardrails to separate pedestrian pathways in areas where forklifts operate. Pedestrian gates at key intersections also reduce the likelihood of someone entering a vehicle’s path.
- 5

Expanding the use of AI camera and sensor technology to help prevent forklift and pedestrian near misses. Multiple forklifts were equipped with systems that alert drivers to approaching pedestrians and automatically slow the vehicle when it gets too close. We continue to explore additional AI applications for risk reduction.

HAZARD IDENTIFICATION

Hazard identification enables IAC to proactively recognize potential incidents and act before harm occurs. A key component among the range of tools we use is a reporting process through which employees reported more than 3,000 near misses in 2025. This proactive reporting helps reduce hazards and, in turn, lowers the risk of injuries. We also operate a Speak Up Hotline that allows employees to confidentially report safety or other concerns without fear of retaliation. All hotline reports are managed by the Code of Conduct Committee and independently investigated.

RISK ASSESSMENT

IAC’s risk assessment program is a critical part of hazard identification, helping us evaluate the likelihood and severity of potential hazards and prioritize mitigation efforts. The Risk Assessment Policy defines requirements for routine and non-routine assessments, including evaluation of potential consequences for employees, customers and the environment. Risk assessments are living documents and are reviewed regularly when incidents occur or when workplace risks change significantly.

Trained professionals, along with task-specific stakeholders, conduct the assessments. Each hazard is scored based on likelihood and severity, using a 1–4 scale for each factor to determine the risk rating. Cumulative hazards are then assigned an overall low, medium or high rating. Actions to reduce risk are required for hazards scored between 8 and 16. Risk information and control measures are communicated to employees through briefings and Standard Work Instructions.

LEARNING FROM INCIDENTS

IAC’s accident and incident investigation policy defines how incidents are managed. Each investigation identifies root causes and opportunities to prevent recurrence. For recordable incidents and significant near misses, a Plan-Do-Check-Act (PDCA) escalation investigation is required and reviewed with

senior leaders during an escalation call. Incident investigations support our health and safety management system by helping IAC learn from events and prevent similar issues in the future. Each month, senior leaders from all sites meet to review incidents and near misses and share best practices.

EMPLOYEE
COMMUNICATION

IAC uses multiple channels to communicate EHS topics. All new employees receive an EHS introduction that explains how IAC manages the program and outlines employee responsibilities. IAC’s internal intranet, iNet, includes regular updates on EHS initiatives and performance and provides employees with access to company policies and procedures.

EMPLOYEE PARTICIPATION
& CONSULTATION

IAC employees and their representatives participate in local committees to help implement IAC policies and procedures, contributing to a safer workplace for all. These partnerships are critical to the success of our safety program and help connect safety practices to the shop floor. Employee participation and consultation also play a key role in identifying potential hazards because employees have direct knowledge of daily operations and related risks.

IAC SAFETY MONTH
BUILDS CULTURE

Under the theme “IAC Cares About Safety,” Safety Month engaged the workforce through weekly EHS themes focused on Safety, Health & Well-Being, Ergonomics and Sustainability. Held throughout June 2025, Safety Month focused employees at all IAC sites in North

America on: Safety – With a focusing on SIFp, or the prevention of Serious Injuries and Fatalities, employees participated in educational activities around forklift and pedestrian safety, lockout/tagout and the safe use of cranes and hoists.



ERGONOMICS

Activities included a workforce ergonomics webinar, awareness training, ergonomic assessments and Stretch Day, with participation from executive leadership and employees across plants and offices.

HEALTH & WELL-BEING

This theme addressed several aspects of health and personal well-being, including heat stress awareness and prevention, first aid training, preventive health screenings, mental health awareness and educational sessions provided by our Employee Assistance Providers (EAP).

SUSTAINABILITY

The final week focused on environmental sustainability awareness and workforce engagement. Activities included tree planting, waste-category awareness games, energy-saving discussions and waste and water efficiency initiatives.



EHS TRAINING

IAC provides EHS training for all employees and agency workers. New employees receive EHS orientation when joining IAC, along with training on job-specific hazards, hazardous activities and hazardous situations. These targeted programs help employees build the knowledge and skills needed to identify and manage potential risks.

IAC’s training programs educate workers on fundamental occupational health and safety principles, including:

- Occupational health and safety regulations and policies; hazard identification and risk assessment methods; emergency response procedures; safe work practices; proper use of personal protective equipment (PPE); ergonomics; and incident reporting and investigation protocols.

SPECIFIC HAZARD-RELATED TRAINING

To address work-related hazards, hazardous activities and hazardous situations, IAC provides training tailored to the requirements of the IAC Global Safety Standards. Examples include:

- Hazardous substance handling and storage
- Powered industrial vehicles
- Electrical safety
- Working at heights
- Confined space entry and rescue
- Fire safety and evacuation procedures
- Chemical spill response.

TRAINING DELIVERY METHODS

IAC uses multiple delivery methods to support effective learning and engagement, including:

- Classroom training led by competent trainers
- Online modules
- Practical demonstrations and hands-on exercises
- Job-specific training from subject matter experts
- Toolbox talks and safety meetings
- Posters, visual aids and informational materials displayed in common areas and on iNet

CONTRACTOR SAFETY

I contractors must provide proof of insurance and complete IAC’s screening process before being approved for work. IAC’s Contractor Safety program also requires contractors to verify employee training on key risk topics including lockout/tagout and working at heights. IAC has terminated and will continue to terminate, contracts with organizations that do not follow safety rules while on IAC property.

HEALTH

HEALTH PROMOTION AND AWARENESS

IAC promotes a culture of well-being by encouraging employees to prioritize their health and take proactive steps to support personal wellness. Throughout the year, we provide awareness campaigns, training sessions and workshops on healthy practices and early warning signs of work-related health concerns. As noted earlier in this report, we dedicated a full week to this topic during Safety Month.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

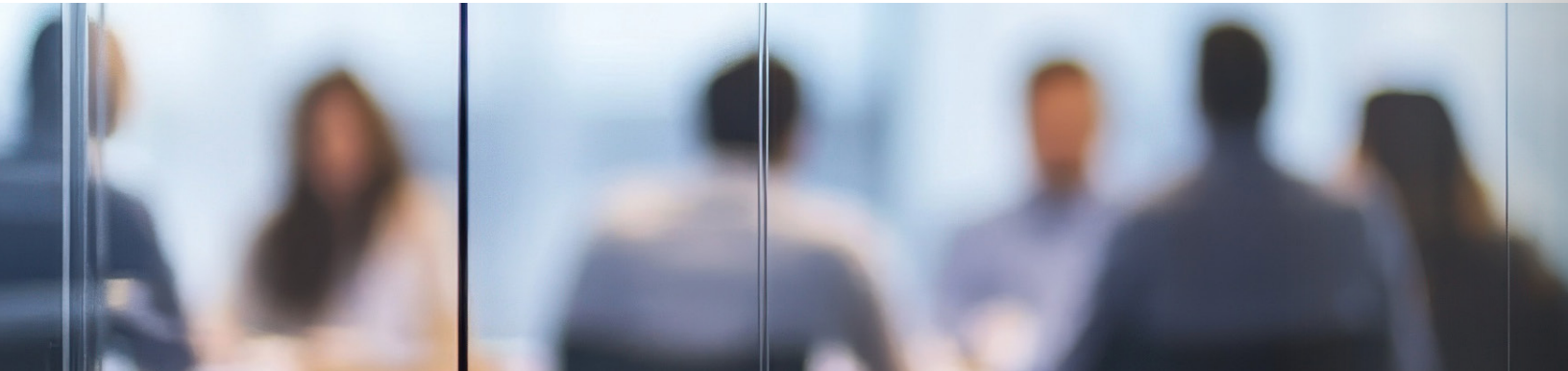
We recognize that health concerns can affect employees’ mental and emotional well-being. To support our employees, we offer confidential counseling, mental health resources and employee assistance programs that provide access to help when needed.

ERGONOMICS AND WORKPLACE DESIGN

To reduce the risk of work-related musculoskeletal disorders and other physical health concerns, IAC applies ergonomic principles in workplace design. We conduct ergonomic assessments, promote best practices, train product design engineers and update supplier ergonomic specifications so new equipment incorporates ergonomic considerations. All new or relocated equipment and processes are reviewed through a Manufacturing Readiness Assessment that includes ergonomics and other EHS requirements.

OCCUPATIONAL HEALTH SURVEILLANCE

IAC plants routinely conduct industrial hygiene monitoring to confirm air quality remains within allowable levels and to implement engineering controls when risks are identified. Our occupational health surveillance program includes regular health checks, medical evaluations and early intervention measures to help identify potential health issues early and provide timely support.



OPERATIONAL PERFORMANCE

Operational performance across IAC plants is measured and tracked using ShopLogix. Key performance indicators include equipment **Availability**, cycle time adherence **Performance**, and first-time through **Quality**. Overall Equipment Effectiveness (OEE) is a key performance indicator that we use to gauge status and improvement plans. We continue to drive bottom line improvements through driving OEE improvements.

- Year over year OEE improvements from 2024 to 2025 improved 85% to 87% on average. This improvement came against the self-imposed headwinds of measuring more processes and improving data accuracy.
- Year over year direct labor efficiency improved from 86.9% in 2024 to 89.5% in 2025, netting a savings of \$3 million.

- Improvements come from waste reductions, uptime improvements, direct labor improvements, cycle time optimization and scrap reductions, among others.

Our operational culture is about having repeatable and sustainable operations that are engineered to limit waste.

- Reducing wasted movements leads to safer and sustainable work force.
- Reducing cycle times means less operational costs.
- Reducing scrap leads to less environmental impact.

COLLABORATION AND REPORTING

IAC collaborates with external stakeholders, industry organization and regulatory bodies to share best practices and stay current on work-related health management. We also meet reporting requirements and communicate work-related ill health performance through channels such as this annual report to keep stakeholders informed of our progress and initiatives.

We are committed to providing a safe, healthy workplace where employees can thrive. Through ongoing collaboration, monitoring and continuous improvement, we protect employee well-being while supporting a sustainable and resilient organization.

SAFETY & HEALTH PERFORMANCE

As shown in the chart below, IAC achieved an OSHA TRIR of 0.34 in 2025, representing a 42% improvement from 2024 and a 61% improvement from 2023. The lost workday injury and illness incidence rate likewise improved by 77% compared with 2024, reflecting our increased focus on risk assessment, leadership training, employee engagement and the prevention of serious incidents across our operations.

HEALTH & SAFETY INDICATORS	2023	2024	2025	UNIT
Employees covered by an EHS management procedure	100	100	100	%
Recordable Incidents	84	55	26	#
Recordable Incidence Rate (200,000 hours worked)	0.88	0.59	0.34	FR
Lost Time Incidents	13	16	2	#
Lost Time Incidence Rate (200,000 hours worked)	0.14	0.18	0.03	FR
Lost Time Days	220	612	3	FR
DART Rate (200,00 hours worked)	0.35	0.37	0.18	FR
Total Hours Worked	14,608,000	17,990,436	15,565,836	#
Employee Fatalities	0	0	0	#

We strongly believe that building an excellent safety culture helps drive similar excellence in other aspects of our business.

As Pablo Cons, General Manager of our Saltillo Plant, explains, “I connect the plant’s quality results directly to its safety culture, as both depend on the same underlying discipline. “

Looking ahead, IAC remains focused on strengthening safety performance and advancing our journey toward a zero-injury workplace.





Culture & ENGAGEMENT

PEOPLE-DRIVEN CULTURE

IAC’s people are the core of our success. We value the contributions of every individual and are committed to maintaining a respectful, inclusive and safe work environment for direct-hire employees, independent contractors and agency partners. Our operational excellence model depends on leaders and business professionals who manage people, resources and results while creating growth opportunities for the organization and our teams.

SUSTAINABILITY & SOCIAL IMPACT

Sustainability is a core part of responsible and ethical business practices at IAC, spanning economic, social and environmental priorities. We recognize that our people have an essential role in advancing sustainability efforts, especially those that address social issues and strengthen our communities.

DIVERSE PERSPECTIVES & EXPERTISE

Sustainability challenges are complex and benefit from a range of perspectives and expertise. IAC employees and those working on our behalf bring practical experience, industry knowledge and valuable insights that help us operate more sustainably and address social issues more effectively. Their participation in sustainability initiatives is critical to our progress and can have a meaningful impact on our business, our people and the communities where we operate.

FOSTERING ENGAGEMENT AT IAC

IAC is committed to fostering diversity and inclusion across our workforce and actively opposes practices that limit individual potential. Equal employment opportunity is a shared responsibility of IAC and every employee, regardless of role or level. We are dedicated to maintaining a professional workplace free from illegal discrimination and harassment.

This commitment builds on IAC’s longstanding policy to provide fair and equal employment opportunities to individuals of all backgrounds, including but not limited to race, color, religion, sex, national origin, age, physical or mental disability, sexual orientation, genetic information, covered veteran status and any other legally protected status.

RESPECTFUL WORKPLACE EXPECTATIONS

We respect and value the diversity reflected in our employees’ backgrounds, experiences and ideas. Together, we cultivate an inclusive environment built on respect for colleagues, customers and business partners. We expect the highest standards of professional conduct and mutual respect across our ecosystem and our policies against harassment and discrimination apply to everyone who interacts with IAC, regardless of employment classification.

TRAINING AFFINITY GROUPS AND ENGAGEMENT

IAC provides training focused on mitigating bias, building understanding and recognizing both shared qualities and diverse perspectives. Additional information on Code of Conduct training is included in the “Ethics” section of this report. Several facilities have active Diversity Committees to encourage open discussion, improve collaboration and support inclusive employee recognition and engagement.

WOMEN’S AFFINITY BUILD COMMUNITY, OFFER SUPPORT

What began as International Women’s Day gatherings in March 2025 has grown into an employee-led network now active at seven IAC sites, including Arlington, Cottondale, Toluca, Saltillo, and Hermosillo. Each site has shaped its own approach. Toluca reported an 18 percent increase in engagement survey results after launching its group, while North Monterrey saw more than 40 employees donate their hair for children’s cancer wigs, far exceeding initial expectations. Groups have organized self-defense classes, English lessons, health workshops, and community partnerships. Across sites, HR leaders describe measurable gains in engagement and retention, along with a broader cultural shift toward women stepping into leadership roles.





Human
RIGHTS

**FREEDOM OF ASSOCIATION
AND COLLECTIVE BARGAINING**

IAC respects workers’ rights to form or join trade unions of their choice, bargain collectively, engage in peaceful assembly and choose whether to participate in such activities. We also respect employees’ freedom of opinion and expression. Workers and their representatives are encouraged to communicate ideas and concerns about working conditions and management practices without fear of discrimination, reprisal, intimidation or harassment.

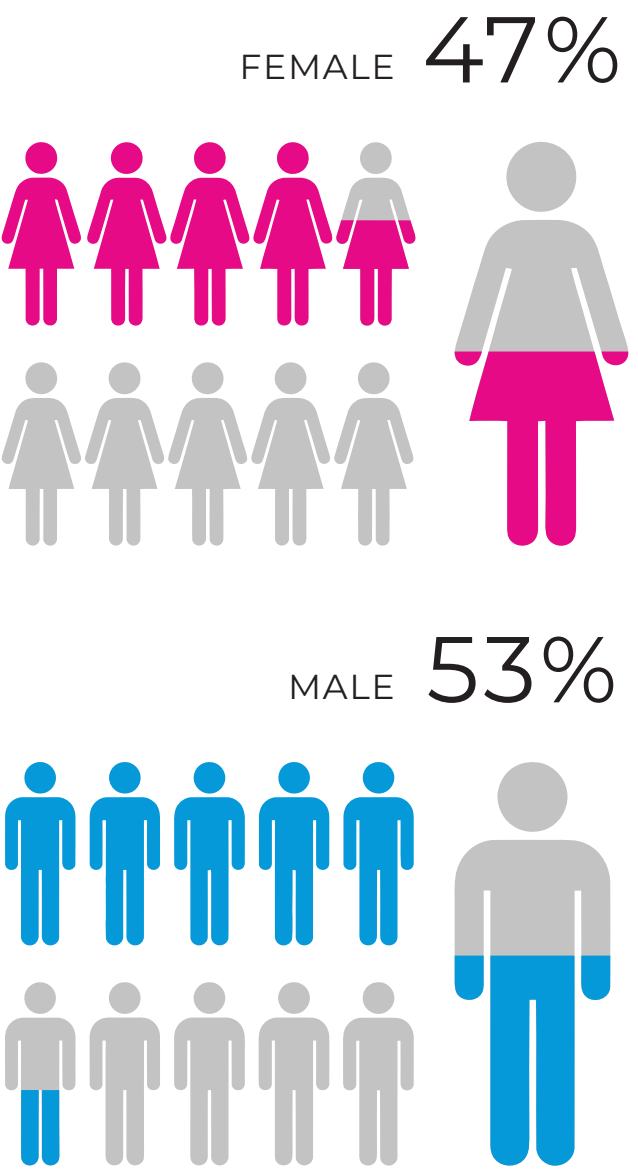
**CONFIDENTIAL REPORTING
AND SPEAK UP HOTLINE**

IAC operates a Speak Up Hotline to support employees, independent contractors and agency partners. The hotline allows individuals to confidentially report concerns without fear of retaliation. All reports are managed by the Code of Conduct Committee and independently investigated.

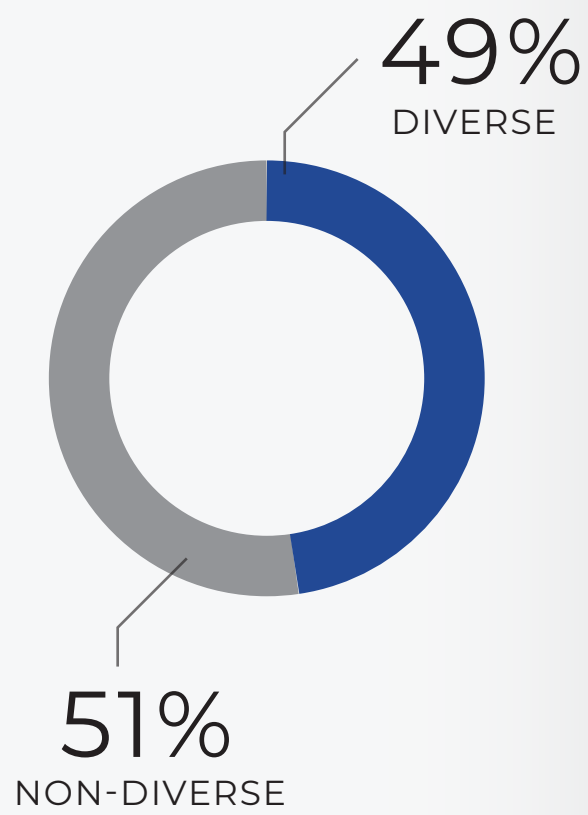
2025 WORKFORCE METRICS

Note: Ethnicity data is tracked voluntarily in the U.S. Gender data is tracked voluntarily across North America.

GENDER DIVERSITY RATIO
NORTH AMERICA



ETHNICITY DIVERSITY RATIO
UNITED STATES



Talent & DEVELOPMENT

EMPLOYEES AS AMBASSADORS

Employees represent IAC in their interactions with customers, suppliers and other stakeholders. Their participation in sustainability efforts helps reinforce IAC’s values, strengthen our reputation as a socially responsible company and support the attraction and retention of customers and employees who share those values.

ENGAGED AND MOTIVATED

Employees help drive IAC’s sustainability program and value the opportunity to contribute to a larger purpose. Their participation in initiatives that address social issues creates meaningful impact and can strengthen job satisfaction, retention and productivity.

BUILDING A CULTURE OF SUSTAINABILITY

When employees participate in sustainability initiatives, they help embed sustainability into how IAC operates. We foster collaboration and teamwork around shared goals by providing employees with the training and resources needed to contribute meaningfully. Through this engagement, IAC strengthens its sustainability culture and supports a more equitable and sustainable future.

IAC is committed to developing high-performing teams that drive innovation and intelligent connectivity, strengthening our position as a leading supplier of automotive interiors. We believe a diverse and inclusive environment is essential to IAC’s success. Around the world, our teams work to create positive impact in the communities where we live and work by helping address social challenges.



TALENT RECRUITMENT

Our talent approach identifies and develops top professionals through a personalized, transparent hiring process. We hire for capability, potential and alignment with our values, building teams that drive innovation and thrive together in a dynamic workplace.

IAC uses a transparent talent acquisition strategy aligned with non-discrimination, equity and human rights principles. Job descriptions and hiring processes follow established policies that prohibit bias based on gender,

race, religion, background, or other protected characteristics. Standardized applications help ensure recruitment decisions are objective, fair and consistent with our corporate commitments.

New employees complete a comprehensive onboarding process that includes safety training and on-the-job instruction. Some facilities also offer shadowing, mentoring and other support mechanisms to help employees perform their roles safely and effectively.



LEARNING & DEVELOPMENT

IAC’s success is driven by its people. We are committed to workforce development and to fostering a culture of learning by providing the resources and opportunities team members need to reach their full potential.

Our learning and development framework supports employees through the following key initiatives:



CONTINUOUS UPSKILLING

Employees have access to an online learning academy with thousands of e-learning materials and courses across hundreds of topics. The curriculum extends beyond compliance to include targeted technical and managerial training.



TEAM LEADER AND SUPERVISOR PROGRAM

IAC uses a train-the-trainer approach for selected programs so employees can share knowledge across the organization. In 2025, a pilot program for team leader and supervisor training was delivered in multiple countries, enabling local leaders to teach the material in their own languages and strengthen first-line management capabilities.



INDIVIDUAL DEVELOPMENT PLANS (IDPs)

We assess employee skills and career goals to create targeted, personalized development plans.



MANAGERIAL TRAINING

Additional courses build compliance knowledge and supervisory skills for employees who lead others.



HOURLY TRAINING PROGRAMS

Each location provides training tailored to its plant, production lines and individual job requirements.



LEARNING ACADEMY

Our internally developed library of training guides, resources and tools supports learning on IAC systems and processes.



PERFORMANCE MANAGEMENT

Salaried team members participate in regular performance reviews and development discussions to align individual KPIs with broader company objectives.

INTERNAL ENGAGEMENT

IAC views internal engagement and employee voice as essential to organizational success. Engaged employees help strengthen retention, encourage innovation and align the workforce with company goals. When employees feel heard and connected, productivity improves and trust between employees and leadership grows.

ENHANCED PRODUCTIVITY & PERFORMANCE

Engaged employees are more purposeful, enthusiastic and reliable. They are also more likely to deliver quality work when they understand how their efforts connect to IAC’s strategic goals.

ORGANIZATIONAL INTEGRITY

Employees are more engaged when leadership actions align with stated commitments. Open communication builds belonging and helps motivate employees in their daily work.

INCREASED RETENTION

Employees are more likely to stay when they feel informed, connected and valued.



IAC’s internal communication system, **I Am Connected**, supports open two-way communication between employees, HR and leadership. The system helps:

DRIVE INNOVATION

Employees can share ideas and identify solutions that support continuous improvement. When managers value employee feedback and incorporate it into decisions, they help inspire creativity.

IDENTIFY ISSUES EARLY

Structured feedback tools and informal daily conversations help identify emerging operational, cultural, or other concerns before they escalate.



Community EFFORTS

COMMUNITY ENGAGEMENT

IAC believes community service strengthens employee engagement, supports a purpose-driven workplace and creates positive impact in the neighborhoods where we live and work.

Community involvement also builds teamwork and strengthens IAC's presence in the community. Examples of our philanthropic support include:



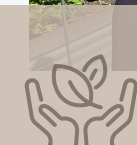
KIDS AGAINST HUNGER

Packed 1,000 meals for children in need in the metro Detroit area.



ADOPT-A-FAMILY

Supported local families during the holidays with warm meals, clothing and toys for children.



DETROIT GREEN EVENT

Helped clean up and restore a local garden.



GREEN INITIATIVE

Advanced projects such as water-saving sanitary systems and mold recirculation valves, recycling contests, environmental campaigns, packaging reuse, tree donations and reforestation efforts.



UNITED WAY

Supported the organization through various volunteer activities



FOSTERING LEARNING

Helped local children prepare for the school year with needed supplies and supported families during the holiday season



FUN WITH A SIDE OF LEARNING

IAC's Troy Campus hosts Bring Your Child to Work Day every April, giving employees a chance to share their work life with their kids. From scavenger hunts and building contests to making slime and ice cream, the two-hour event is equal parts fun, educational and memorable — for the little ones and the grown-ups alike.

LABOR / HR STRATEGIC TARGETS & STATUS

STRATEGIC TARGET	STATUS
Maintain Employee Turnover ≤ 5%	Achieved < 5%
Ensure salaried employees have a performance review	94%
Achieve annual employee satisfaction score of 74%	82%



GOVERNANCE
& ETHICS

03

Sustainability GOVERNANCE

IAC aligns its operational strategy with the 10 principles of the United Nations Global Compact and the 17 United Nations Sustainable Development Goals (SDGs), adopted in 2015 to help end poverty, protect the planet and promote prosperity for all by 2030. The SDGs provide a shared framework for addressing urgent social, economic and environmental challenges. Because the goals are interconnected, progress in one area can influence outcomes in others, reinforcing the importance of inclusive action that leaves no one behind.

Our governance and management approach is designed to help IAC operate responsibly and sustainably while delivering value to stakeholders. Clear policies, commitments and oversight structures support accountability

and transparency. We continue to refine our governance practices to meet evolving stakeholder expectations and advance our sustainability goals.

IAC’s senior leadership team oversees operational management and helps ensure the company conducts business ethically and responsibly. The team brings diverse backgrounds and expertise to guide and oversee the business.

IAC’s Sustainability Committee oversees the development and implementation of our sustainability strategy. Chaired by the CEO, the committee includes senior executives from operations, health and safety, commercial, purchasing, legal, finance and human resources.



The committee provides strategy and progress updates to the Board of Directors’ Audit Committee twice a year.

SUSTAINABILITY COMMITTEE	COMMITTEE FUNCTION	ROLES & RESPONSIBILITIES
Chief Executive Officer (CEO)	Chairperson	• Senior responsible person for sustainability • Leader of the business • Business direction • Sustainability Policies • Board of directors
Chief Administration Officer (CAO)	Legal	• Policies and procedures for IAC Group • Environmental Social and Governance Lead
Chief Financial Officer (CFO)	Finance	• Business performance tracking and procedures for IAC
Chief Operations Officer (COO)	Operations	• Operational facilities sustainability performance • EHS policies and procedures for IAC Group
Executive Vice President Commercial	Customer Liaison	• Communications with customers
Chief Human Resources Officer	Human Resources	• Working conditions • Job roles and responsibilities • HR policies and procedures for IAC
Senior Director, Environment/Health/Safety	Health, Safety and Environmental	• Environmental Social and Governance • Collating company sustainability data • CDP annual report • EcoVadis membership and assessment
Manager Procurement	Supply Chain Sustainability	• Managing supply chain assessment • Managing EcoVadis within the supply chain • Sustainability policies and procedures for supply chain compliance • Customer supply chain assessment requests

POLICIES & COMMITMENTS

IAC maintains policies and commitments that guide responsible and sustainable business practices, including:

●

CODE OF CONDUCT

Defines IAC’s commitment to ethical business practices, fair treatment of employees, respect for human rights and compliance with laws and regulations.

●

ENVIRONMENT & SUSTAINABILITY POLICY

Outlines our commitment to reducing environmental impacts including carbon emissions, water use and waste generation and handling.

●

LAWS & REGULATIONS

Identifies responsibilities for legal compliance and requires each IAC operational location to maintain a register of legal and other requirements to support compliance with applicable country, state and local regulations.

●

DIVERSITY & INCLUSION POLICY

Guides our commitment to creating a diverse, inclusive workplace.

●

HEALTH & SAFETY POLICY

Reflects our belief that working safely is the most important thing we do and outlines our approach to managing health and safety risks in the workplace.

●

SAFETY & ENVIRONMENTAL PRINCIPLES

Posted in each plant’s main leadership meeting room as guiding business principles, with every meeting beginning with a Safety Share.

Safety & Environmental Principles



SAFETY	ENVIRONMENTAL
Employees are our most valuable resources.	I protect the environment and prevent pollution.
Safety is the most important thing we do.	It is my responsibility to comply with legal and corporate requirements.
All accidents and incidents are preventable.	My commitment is to continuously improve the environment and management systems.
Safety and care of the environment are my responsibility.	I practice environmental leadership by actively participating.

MANAGEMENT SYSTEMS

IAC uses several management systems to manage sustainability risks and opportunities, including:

ENVIRONMENTAL
MANAGEMENT SYSTEM

Each certified manufacturing site uses an ISO 14001-based environmental management system to identify and manage environmental impacts.

HEALTH & SAFETY
MANAGEMENT SYSTEM

Designed to identify and manage workplace health and safety risks.

QUALITY
MANAGEMENT SYSTEM

Certified to the IATF 16949 automotive standard to help ensure our products and services meet customer requirements.

MATERIALITY

The Sustainability Committee conducts biennial materiality assessments to identify the ESG topics most relevant to IAC and its stakeholders. The process includes reviewing publicly available material topics, industry reporting protocols, guidelines and third-party sustainability reports to develop an initial set of focus areas. We then refine those topics through engagement with stakeholders, including the Board of Directors, management, employees, investors, customers and suppliers.

Topics are ranked based on their potential impact on the business, reputation, brand, customer satisfaction, safety, regulatory obligations and broader social outcomes. We align the company assessment with external review results to determine our material focus areas. Based on the 2024 Materiality Assessment, IAC’s material topics are supply chain management; health, safety and environment; employment practices; energy; and meeting customer needs. Consistent with our process, we plan to complete the next assessment in fall 2026 to ensure we continue addressing the topics most relevant to our business and stakeholders.



OUR APPROACH
TO TAX

IAC’s global tax strategy aligns with its Code of Business Conduct and Ethics and is grounded in compliance with all applicable laws and regulations.

Our strategy focuses on:

- Maintaining appropriate governance, risk management and accountability.
- Complying responsibly with all tax laws.
- Maintaining open, constructive engagement with stakeholders, governments and tax authorities.

TAX POLICY

IAC recognizes its responsibility as a corporate citizen to pay its fair share of taxes, including corporate income taxes, employment taxes, social contributions, property taxes, import and customs duties and other indirect taxes. These contributions support economic and social development in the communities where we operate.

RELATIONSHIP WITH
TAX AUTHORITIES

IAC is committed to openness and integrity in global tax matters. We engage with tax authorities collaboratively and professionally, working to ensure compliance and resolve issues in a timely, constructive manner through appropriate dispute-resolution methods.

RISK MANAGEMENT, COMPLIANCE
AND GOVERNANCE

IAC complies with tax requirements in every jurisdiction where it operates. We maintain internal policies and procedures that support our tax control framework and rely on experienced professionals, with external advisor support as needed, to identify and manage tax risk. Tax matters are governed through internal review and approval processes involving Tax, Legal, Treasury, Accounting and Finance and the CFO.

Senior tax leaders provide regular updates to IAC’s Audit Committee and Board of Directors on key areas of tax risk, planning and tax controversy to support timely stakeholder feedback.

IAC documents and verifies all tax incentive applications and claims offered by government authorities. When pursuing these benefits, we maintain transparency and align with applicable statutory and regulatory requirements.

TAX PLANNING AND RISK

IAC’s global tax organization partners with business leaders in each region to provide tax planning that supports business value while managing tax risk. We follow the arm’s-length standard for transfer pricing, adhere to OECD

guidelines for international tax matters and maintain a low tolerance for tax risk. We avoid tax planning opportunities that conflict with our core values and seek guidance from qualified external advisors when uncertainty arises.



Speak-Up POLICY

ETHICS

Our Speak Up Policy promotes integrity and accountability by encouraging anyone working on IAC’s behalf to report suspected or actual misconduct promptly through the Speak Up Hotline. Individuals may report anonymously where permitted and IAC strictly prohibits retaliation against anyone who raises a concern in good faith, regardless of whether the concern is ultimately substantiated.

Legal and Human Resources provide Speak Up training to all manager-level employees and above. New employees receive Speak Up training during onboarding and all employees complete annual Code of Conduct training to reinforce IAC’s commitment to ethical business practices. In 2025, 97.4% of salaried employees completed the required Code of Conduct training, reflecting our continued commitment to an ethical and compliant workplace.

IMPROVING ETHICS & INTEGRITY AT IAC

Integrity, ethics and responsible conduct guide IAC’s daily actions and long-term sustainability. Our ethical standards reflect our core values, help guide employee and company behavior and support respect for individual rights. By promoting credibility, reliability and principled decision-making, we strengthen the non-economic aspects of our business.

IAC’s Senior Leadership team, in collaboration with the Board of Directors, supports a framework that reinforces ethical behavior and embeds ethical practices across the organization. To further strengthen our commitment to ethics and integrity, we have the following initiatives:

EMPLOYEE CODE OF CONDUCT

IAC’s reputation for customer service, product quality and shareholder value depends on the ethical conduct of our employees. The IAC Code of Business Conduct and Ethics sets expectations for preserving our reputation, protecting our market position and upholding high standards of conduct. The Code addresses principles including:

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

The Code is supported by supplemental policies covering anti-bribery, antitrust, export and import compliance, anti-money laundering, conflicts of interest, harassment and discrimination and data privacy. The Code and supplemental policies are reviewed quarterly, with changes approved by the Board of Directors. Policies are communicated to employees and maintained on the company intranet. Salaried employees worldwide participate in annual Code of Conduct training and certification to confirm understanding of IAC’s ethical expectations and certify that potential policy violations have been reported.

ANTITRUST, COMPETITION LAWS AND ANTI-CORRUPTION

IAC is committed to conducting business fairly, honestly and with integrity. Bribes and corrupt payments are prohibited. Tailored training regularly reminds employees of their responsibility to prevent unfair business practices and report potential violations.





Information
MANAGEMENT

CYBERSECURITY

Cybersecurity is an essential part of how IAC protects its people, operations, customers, suppliers and information assets. We recognize that maintaining secure and resilient systems is critical to supporting business operations and meeting customer expectations.

IAC has established a centralized Information Security Management System (ISMS) demonstrating our commitment to information security practices. Our cybersecurity program is built on a risk-based approach and includes continuous monitoring, incident response, vulnerability management, business continuity, disaster recovery, supplier security and user access governance.

To strengthen our security posture, IAC has implemented multiple layers of protection, including Security Operations Center (SOC) monitoring, endpoint detection and response, email security, privileged access management, multi-factor authentication, vulnerability management and disaster recovery capabilities. We regularly assess cybersecurity risks, review emerging threats, perform security testing and implement improvements to help protect the confidentiality, integrity and availability of our information and systems.

ETHICS AND COMPLIANCE
STEERING COMMITTEE

The Ethics and Compliance Steering Committee supports management in operating the company according to high ethical standards and applicable law. The committee includes senior leadership, Internal Audit, Legal and Human Resources and supports the development, implementation, operation and interpretation of the ethics and compliance program.

SPEAK UP HOTLINE

The Speak Up Hotline is a third-party-managed anonymous reporting channel monitored by the Compliance Department. Where local regulations permit, it is available to all employees in multiple languages. Compliance reviews all complaints to determine whether an investigation is warranted. Investigations are conducted by Internal Audit, Legal, Compliance, Human Resources and other departments as needed. Complaints are reviewed annually with the Ethics and Compliance Steering Committee and the Audit Committee.

ETHICS STRATEGIC TARGETS & STATUS

STRATEGIC TARGET	STATUS
Train 100% of employees in Ethics / Code of Conduct annually	97.4%
Zero confirmed incidents of corruption annually	Achieved - 0 incidents
Zero reports related to failure to follow whistle blower procedures/ anti-retaliation policy	Achieved - 0 reports

TRANSACTIONS WITH
RELATED PARTIES

IAC maintains a policy governing related-party transactions. The policy is designed to identify and review transactions between the company and parties that may have a personal or professional interest in the business. Directors and officers complete questionnaires disclosing related-party transactions and the company distributes a quarterly report of known related-party transactions to executive officers and relevant employees.

CONTINUOUS IMPROVEMENT

IAC recognizes that ethical expectations evolve. We regularly review our policies and practices to ensure they remain aligned with industry best practices and the changing ethical landscape.

By prioritizing ethics and integrity, IAC creates an environment where employees are empowered to make principled decisions, build trust and collaborate effectively. Together, we work to uphold high standards of ethical conduct and support IAC’s long-term success and sustainability.

INFORMATION MANAGEMENT & DATA PRIVACY

IAC respects the privacy of personal information and is committed to protecting the data entrusted to us by employees, customers, suppliers, business partners and other stakeholders. We believe responsible information management is fundamental to maintaining trust and supporting our business relationships.

Our information management program is governed by established policies covering data classification, information lifecycle management, access control, encryption, retention, backup, recovery and secure disposal of information. Personal and business information is handled based on its sensitivity and business requirements, with appropriate safeguards in place to prevent unauthorized access, disclosure, alteration, or loss.

IAC continuously monitors data protection and privacy requirements in the countries where we operate and incorporates those requirements into our policies, procedures and operational practices. Through employee awareness programs, technical controls, supplier security requirements and ongoing governance activities, we ensure that information is collected, used, stored, shared, retained and disposed of in a secure and responsible manner throughout its lifecycle.



TISAX

In 2026, IAC has successfully achieved TISAX Assessment Level 3 (AL3) certification. The assessment was conducted by an independent accredited third-party assessor who reviewed our information security policies, processes, technical controls and governance practices to verify their effectiveness and alignment with automotive industry security requirements. This independent assessment provides assurance to our customers, suppliers and stakeholders that IAC maintains a mature and continually improving information security program.

IT STRATEGIC TARGETS & STATUS

STRATEGIC TARGET	STATUS
Train 100% of employees in data privacy and security	Achieved - 100%
Zero information security incidents annually	Achieved - 0 incidents
Complete TISAX Audit tri-annually, confirming internal controls are effective	Achieved in 2026 (due 2029)

Energy & GHG EMISSIONS

ENERGY MANAGEMENT

IAC is committed to continuously improving energy efficiency to reduce energy consumption and greenhouse gas emissions. Key elements of our program include management-led energy awareness, appropriate resources to achieve energy objectives, regular evaluation of process efficiency and procurement of energy-efficient products and services. We evaluate renewable energy opportunities case by case, with energy efficiency improvements remaining a primary source of carbon reduction.

In accordance with GRI standards and the GHG Protocol, IAC established 2023 as its new emissions baseline year. Our original commitment remains unchanged: reducing Scope 1 and 2 CO2 intensity by 50% by 2030.

Towards this target, we have reduced Intensity 15% versus the baseline.

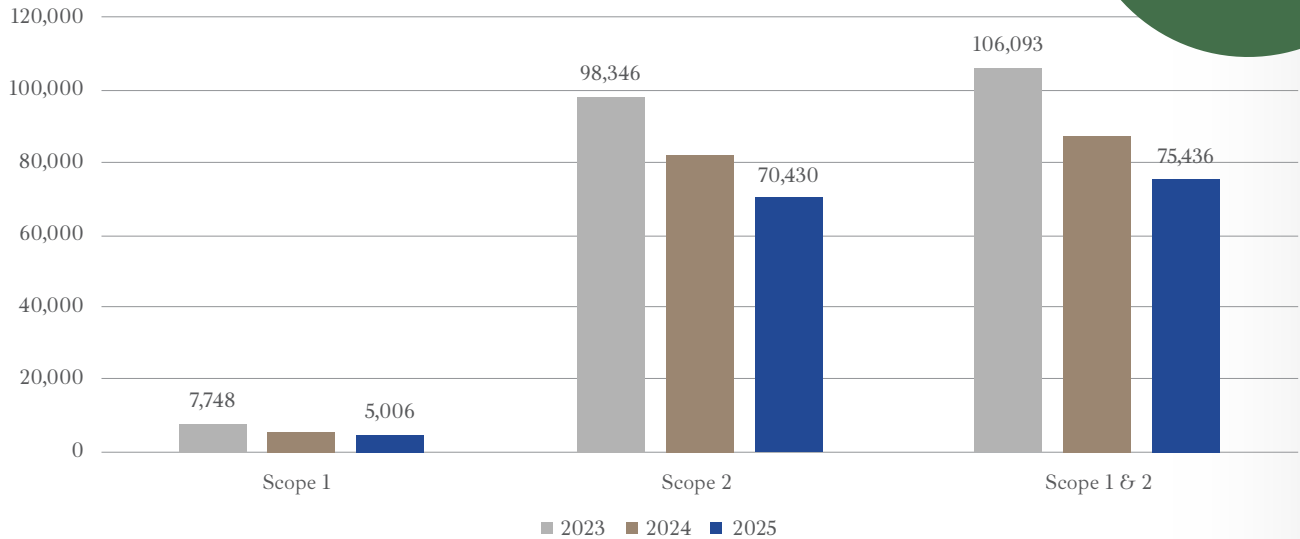
On an Absolute Scope 1 & 2 basis, we reduced our emissions by 29% versus the 2023 baseline, and continue to pursue further reduction. This Absolute performance is reflected in the chart below.

Climate-related considerations are integrated into our business objectives to meet stakeholder expectations and support sustainability. Energy management is a critical part of our sustainability journey, “Building a Sustainable Business for a Sustainable Future.” To support this effort, all IAC manufacturing locations target at least a 5% year-over-year reduction in energy consumption.

SCOPES 1 & 2 ONLY (MT CO2e)

SCOPE 1 & 2	2023	2024	2025
Actual Emissions (MT Co2e)	106,094	87,228	75,436
Intensity (MT Co2e vs Sales)	0.0724	0.0620	0.0606

IAC reduced Scope 1 and 2 actual emissions by **29%** compared with the baseline



STRATEGY

IAC drives energy improvements through efficient technologies such as LED lighting, HVAC upgrades and process improvements. Our energy management program reduces waste and supports monitoring and control of energy use. Internally, we continue to use sustainability-

focused Kaizen projects and completed more than 100 projects in 2025. Additional details are included in the Operational Excellence section. We also engage employees and suppliers to strengthen energy-saving efforts and encourage sustainable practices.

IMPACT OF IAC'S COMMITMENT ON THE ENVIRONMENT AND SOCIETY

Reducing energy intensity helps lower greenhouse gas emissions, air pollution and other environmental impacts associated with energy production and use. These efforts can help mitigate climate change, support public health and encourage broader adoption of similar sustainability goals across industry.





Waste MANAGEMENT

IAC and its customers recognize the importance of responsible natural resource management. Waste reduction and recycling of production by-products are key performance indicators used to evaluate efficiency and measure progress against corporate sustainability targets. IAC has

established a continuous improvement target to reduce total waste generated by 5% year over year and maintains a long-term vision of zero waste to landfill. We also focus on reducing hazardous materials, sourcing less harmful alternatives and protecting employees and the environment.

WASTE GENERATION

In 2025, IAC generated 20,599 tons of waste from operational activities, including mixed municipal waste, plastic, foam, oil, foil, wood, paper, lubricants, metals, waste electronic equipment and other industrial waste materials.

WASTE DIVERTED FROM LANDFILL

In 2025, IAC diverted 53% of generated waste, or 10,859 tons, from landfill, compared with a 43% diversion rate in 2024. We remain committed to increasing this rate. This approach supports circular economy principles by using resources more efficiently and minimizing waste. The example below highlights how our Hermosillo site, a certified Zero Waste to Landfill facility, found an innovative way to recycle foam packaging materials while supporting the community.

ZERO WASTE TO LANDFILL PROGRESS

Several U.S. plants are partnering with recycling and waste-to-energy companies to evaluate waste management solutions that support IAC’s sustainability objectives. These partners can shred manufacturing waste for recycling or waste-to-fuel processing. Based on successful trials, we are pursuing a program that could divert more than 90% of facility waste from landfill. The initiative reflects employee engagement, supplier collaboration and a shared commitment to long-term zero waste to landfill operations.

WASTE CATEGORIES

For reporting, IAC classifies waste as non-hazardous or hazardous. In 2025, non-hazardous waste represented 92% of operational waste, totalling 18,997 tons; hazardous waste represented the remaining 8%, or 1,602 tons.

HITTING THE MARK ON WASTE REDUCTION

IAC’s Hermosillo plant turned a packaging waste problem into a community win. Foam separator bars from dashboard production — previously destined for the landfill — are now donated to student archers at the University of Sonora and the Asociacion Arqueros del Desierto, who use them to build practice targets. Since March 2025, the program has diverted 4.5 tons of waste and nearly 13 tons of CO2 equivalent from municipal waste streams. One athlete who trains on IAC-donated targets earned a silver and gold medal at the 2025 national archery championship. The initiative reflects IAC’s commitment to reducing carbon emissions 50% by 2030 and achieving zero waste across its global operations.



WASTE DISPOSAL METHODS

IAC prioritizes resource reduction through efficiency improvements and effective waste-stream management. Each location identifies and manages its waste streams, emphasizing reuse and recycling where practical. Materials that cannot be reused or recycled are handled by qualified third-party providers in accordance with local requirements. IAC waste is directed to recycling, waste-to-energy, or landfill.



IAC is advancing more circular waste processes by improving material management and identifying opportunities to avoid landfill. In 2025, IAC recycled 10,346 tons, or 54%, of total non-hazardous waste.



In 2025, IAC sent 461 tons of waste to energy, allowing material that otherwise may have gone to landfill to be used as a fuel source.



In 2025, waste sent to landfill decreased 35% from the prior year to 9,740 tons, while waste-to-landfill intensity improved 38% compared with 2024.



REPLICATING SUCCESS,
REDUCING WASTE VOLUME

A good idea shouldn’t stay in one plant. That’s the thinking behind IAC’s Copycat Challenge, which encourages sites to adopt proven solutions from their peers rather than solve the same problems independently. The latest example: an industrial shredder implementation that started in Cottdonale, Alabama, where peak production was generating more waste than the plant could efficiently manage. The shredder reduced

volume dramatically, cut compactor shipments from several times weekly to once every two weeks, and delivered an estimated \$300,000 to \$400,000 in savings. Toluca, Mexico replicated the approach and cut monthly waste truck runs from 54 to 24 — progress that reflects IAC’s commitment to a 5% year-over-year waste reduction target and a long-term vision of zero waste to landfill.

WASTE GENERATION / DISPOSAL (MT)	2023	2024	2025
Hazardous Waste - Landfill	2,729	824	1,550
Hazardous Waste - Recycled	1,820	988	53
Total Hazardous Waste	4,549	1,812	1,602
Non-Hazardous Waste - Landfill	15,213	17,015	8,190
Non-Hazardous Waste - Recycled	18,615	5,393	10,346
Non-Hazardous Waste - to Energy	8,946	1,358	461
Total Non-Haz Waste	42,773	22,798	18,997
Total Waste	47,322	24,610	20,599
Waste to Landfill intensity (to sales)	0.012	0.013	0.008

SCOPE 3 WASTE EMISSIONS

IAC calculated waste-related greenhouse gas emissions using recognized GRI standards. As waste-to-landfill reduction efforts continued, 2025 waste-related emissions totalled 4,645 metric tons CO2e, a **50% decrease** from 2024. Additional Scope 3 emissions information is included in the Sustainable Procurement section.



Water Management & EFFICIENCY

Water management and conservation are important components of IAC’s sustainability program. Although water stress is not currently a material operational risk because our processes have low water intensity, IAC proactively tracks water use, works with water suppliers and encourages sites to participate in local clean-water initiatives. All IAC locations target a 5% year-over-year reduction in water consumption intensity versus sales and continue to conduct sustainability-focused Kaizens on resource reduction.

As part of responsible corporate stewardship, IAC tracks water use at industrial sites and regularly engages water suppliers to support responsible sourcing and transparency. These efforts help maintain a sustainable water footprint and strengthen responsible water management practices.



INTENSITY REDUCTION TARGET

To drive continuous improvement, IAC maintains a strategy to reduce water consumption across operations. Each location tracks water usage relative to revenue against a **5% year-over-year intensity reduction goal**, helping identify improvement opportunities and support responsible consumption.

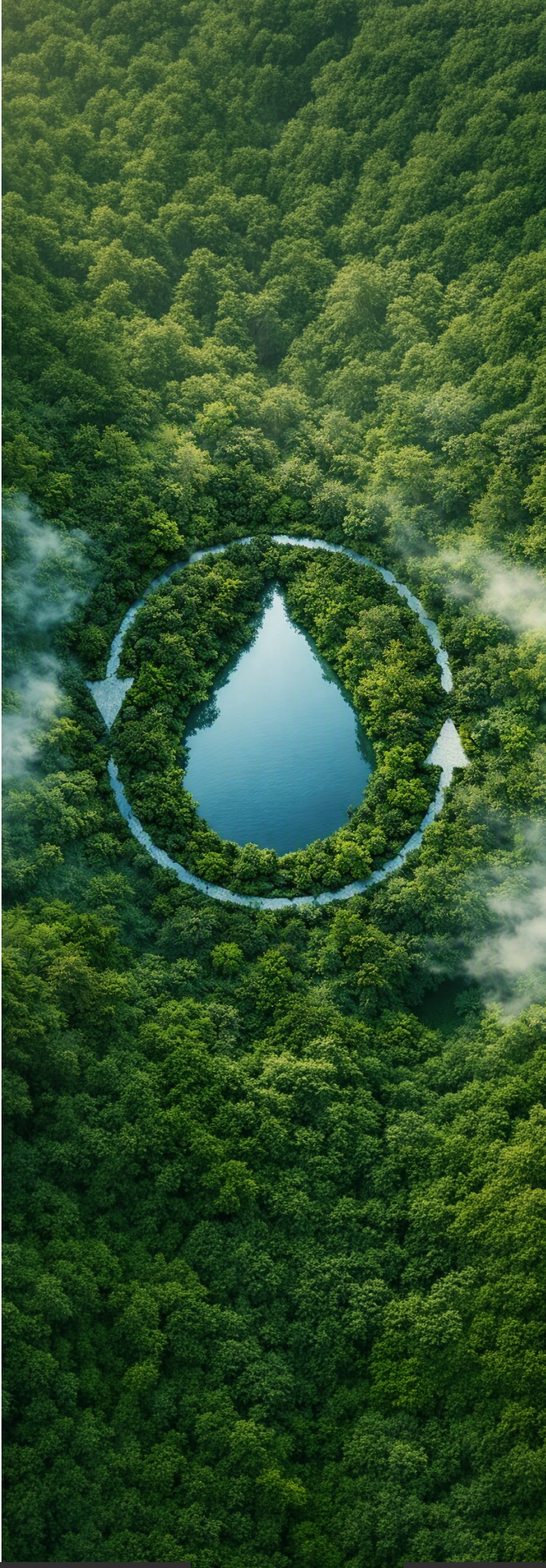
SUSTAINABILITY - FOCUSED KAIZENS FOR WATER CONSERVATION

IAC locations conduct continuous improvement projects that conserve water, prevent unnecessary consumption and reduce resource use. These projects encourage employees to identify practical solutions that strengthen sustainable daily operations.

RESOURCE MANAGEMENT

IAC recognizes the importance of collaboration in sustaining clean water resources. The company encourages sites to engage in local initiatives and community activities that promote water conservation and responsible water resource management. By working with local organizations, IAC supports the broader goal of preserving clean water for future generations.

Although water is not a material operational risk, IAC uses sustainability-focused Kaizens and local collaboration to support water conservation and responsible management of this vital resource. By integrating responsible water practices into its sustainability program, IAC reinforces its commitment to environmental stewardship and a more sustainable future.

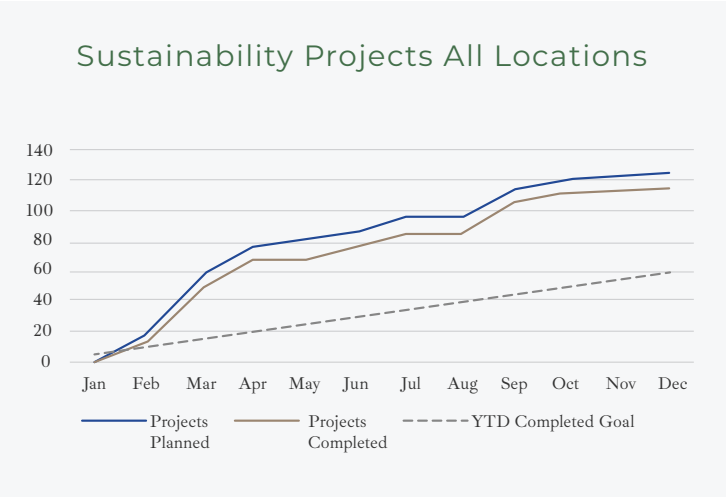


Environmental SUSTAINABILITY JOURNEY

IAC’S COMMITMENT TO SUSTAINABILITY DRIVES POSITIVE ENVIRONMENTAL IMPACT

As previously noted, IAC achieved a 16% reduction in emissions intensity compared with the baseline by the end of 2025. A key driver of this progress is the implementation of sustainability projects at all locations. These projects improve operations and reduce costs, with a focus on energy, waste and water efficiency. In 2025, the company completed 115 sustainability projects, generating more than \$8 million in cost savings.

Our commitment is embedded in product design, manufacturing processes and the services we provide to customers. We are committed to meeting all applicable health, safety, environmental management and environmental stewardship standards wherever we operate. IAC remains focused on corporate social responsibility and is an active EcoVadis partner. Additional details about our EcoVadis partnership are included in the “Sustainable Procurement” section of this report.



\$ 8 MILLION
IN COST SAVINGS

115 SUSTAINABILITY PROJECTS

INTEGRATION OF SUSTAINABILITY VALUES

IAC’s sustainability commitment extends beyond individual initiatives. By embedding sustainability into our culture and operations, we have strengthened awareness, accountability and sustainable practices across the organization. This approach helps ensure sustainability is part of decision-making and daily operations.

LOCAL COMMUNITIES

IAC works to strengthen the communities where we live and work, aligning our efforts with the United Nations Global Compact. From supporting local education programs to providing direct aid to disaster-impacted communities, IAC and its team members believe responsible corporate citizenship includes active community engagement.

MENDON ENERGY SAVINGS

The plant collaborated with the local electricity supplier to initiate a reduction program. To help reduce the strain on the grid, the plant initiates a partial electricity shutdown upon request. They use the Voltus application to capture savings during this temporary “Electricity Load Drop” session.

During grid emergencies, the plant can perform this reduced load process, making electricity available to other critical community needs. There is also a small financial rebate provided to the plant via the local supplier.



EFFECTIVE ENVIRONMENTAL MANAGEMENT SYSTEMS

IAC emphasizes robust environmental management systems across its manufacturing locations. The company regularly assesses environmental practices, identifies improvement opportunities and implements changes aligned with evolving industry standards and best practices. By following the internationally recognized ISO 14001 environmental management standard, IAC aims to optimize resource use, minimize waste, strengthen competitiveness and build stakeholder trust. This commitment reflects IAC’s dedication to sustainable practices and responsible operations.

ISO 14001 CERTIFICATION

IAC operations follow an environmental management system aligned with ISO 14001. IAC manufacturing locations have achieved certification to this internationally recognized standard, reflecting a systematic approach to managing environmental aspects and impacts. By meeting ISO 14001 requirements, IAC integrates environmental considerations into its management systems and drives continuous improvement in resource efficiency and waste reduction.

LEGAL AND OTHER REQUIREMENTS

IAC designates responsible individuals to oversee legal compliance across the organization. Each operational location maintains a register of applicable legal and other requirements to

stay current on laws, regulations and obligations related to environmental management, health and safety and energy use. This process supports effective environmental management, employee health and safety and energy efficiency.

ADVANCED DEVELOPMENT PROJECTS

IAC is actively engaged in more than 20 advanced development projects worldwide, with a strong focus on improving product sustainability and recyclability.

EXTENSIVE SUSTAINABILITY OPTIONS

IAC has developed more than 50 sustainability options across product commodities such as door panels, instrument panels and overhead systems. We are implementing these options step by step in current and future products in close collaboration with customers. These solutions are designed to support lightweight products, reduce fossil-based raw materials, replace fossil-based feedstock and prioritize circularity through design for recyclability.

CONTINUOUS DIALOGUE AND BENCHMARKING

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

ENVIRONMENTAL STRATEGIC TARGETS & STATUS

STRATEGIC TARGET	STATUS
Reduce Scope 1 & 2 GHG Emissions 50% by 2030 vs 2023 baseline	15%
Reduce Waste to Landfill by 25% vs 2024 baseline	Achieved - 35%
Complete 72 Sustainability Kaizens	Achieved - 115



EcoVadis Partnership & SUPPLY CHAIN

SUPPLY CHAIN MANAGEMENT

Effective supply chain management is critical to IAC’s success. Our supplier network is expected to uphold environmental stewardship, labor and human rights standards and sustainable business practices through ethical controls embedded in business transactions. To support these expectations, IAC partners with EcoVadis to assess supplier performance against environmental, social and ethical objectives.

ENVIRONMENT STEWARDSHIP

IAC expects suppliers to proactively help reduce the environmental footprint of our products. Materials supplied to IAC must meet applicable governmental and safety requirements for restricted, toxic and hazardous substances, as well as environmental, electrical and electromagnetic requirements in the countries where products are manufactured and sold. Suppliers are also expected to implement an environmental management system aligned with ISO 14001.

LABOR

IAC suppliers must not use forced or involuntary labor in any form, employ children except through government-approved training or apprenticeship programs, or engage in abusive employment or corrupt business practices.

CODE OF CONDUCT

Suppliers must adopt and enforce a business code of conduct with principles, policies and procedures consistent with IAC’s expectations. IAC conducts supply chain audits to confirm that supplier expectations are communicated and understood.

RELATED PARTY TRANSACTIONS

Suppliers must promptly notify IAC in writing if any supplier director, officer, employee, or immediate family member is also associated with IAC and is substantively involved in the supplier’s business relationship with IAC or receives compensation or benefits related to that relationship.

DIVERSITY

IAC is committed to creating opportunities for certified minority- and women-owned businesses to supply goods and services. This commitment reflects our responsibility to the communities we serve and supports the use of diverse suppliers as a key element of our sourcing strategy.

ENERGY MANAGEMENT

IAC supports more efficient energy use across the end-to-end supply chain. We expect suppliers to participate by increasing energy awareness, dedicating resources to efficiency improvements and purchasing energy-efficient products when feasible.

SUPPLY CHAIN ASSESSMENT

New suppliers must complete IAC’s supplier audit questionnaire, which includes minimum requirements aligned with internationally recognized standards for quality management (IATF 16949) and environmental management (ISO 14001). IAC also partners with EcoVadis, a leading sustainability ratings provider, to assess and improve supplier ESG performance. Our strategic sourcing process recognizes suppliers that align with IAC’s ESG objectives.

THE FOUR PILLARS OF IAC SUPPLY CHAIN ASSESSMENT

The EcoVadis assessment provides a comprehensive framework for evaluating and improving supply chain sustainability and responsibility across four pillars: environment, labor and human rights, ethics and sustainable procurement.



ENVIRONMENTAL

Suppliers must operate responsibly with respect to energy use, water conservation, biodiversity, material use and chemical controls. IAC uses the EcoVadis assessment to monitor performance and promote sustainable practices across the supply chain.



LABOR AND HUMAN RIGHTS

Suppliers must meet criteria for health and safety, working conditions, social practices, career management and training. IAC uses the EcoVadis assessment to help identify and address risks, including child labor, forced labor and human trafficking.



ETHICS

We expect our suppliers to uphold standards to prevent corruption, anticompetitive practices and other unethical behavior, and to maintain responsible information management practices that protect sensitive data and support data privacy.



SUSTAINABLE PROCUREMENT

Suppliers need to consider environmental and social impacts in procurement decisions and determine whether they apply similar expectations within their own supply chains. Through EcoVadis, IAC reviews supplier practices that support environmental and social responsibility.

SCOPE 3 EMISSIONS

IAC currently reports on the Scope 3 categories shown below and is developing a strategy to strengthen its Scope 3 reporting process. In accordance with GRI 102, the following calculated emissions are reported beginning with the 2023 baseline year.

SCOPE 3 CATEGORY	2023	2024	2025
4. Upstream Transportation & Distribution	8,037 MT CO2e	6,947 MT CO2e	7,677 MT CO2e
3. Fuel and energy related activities (not included in gross Scope 1 or 2 GHG emissions)	1,339 MT CO2e	935 MT CO2e	857 MT CO2e
3. Waste Generated in operation	9,960 MT CO2e	9,336 MT CO2e	4,645 MT CO2e
6. Business Travel	337 MT CO2e	985 MT CO2e	324 MT CO2e



SUPPLIER ENVIRONMENTAL, SOCIAL AND GOVERNANCE ASSESSMENT

IAC requires suppliers to participate in sustainability activities that support environmental protection, reduce collective impacts and advance IAC’s and customers’ sustainability goals.

IAC embeds environmental, social and governance considerations throughout the supplier lifecycle. As part of this approach, IAC maintains a strategic partnership with EcoVadis, a globally recognized sustainability ratings provider, to assess, monitor and improve supplier ESG performance.

Supplier participation in IAC’s sustainability program is mandatory. During onboarding, all new direct suppliers must register with EcoVadis and complete a sustainability assessment.

In 2025, 358 direct and indirect suppliers were assessed and received EcoVadis scorecards, with another 118 assessments in progress. Among assessed suppliers in IAC’s EcoVadis network, 91% achieved an overall score above 45. Of the 327 suppliers assessed more than once during the prior three-year period, 70% improved their score, with an average improvement of 3.5 points. Selected key performance indicators by assessment theme are provided below.

Some Key Performance Indicators By Theme

CRITERIA	KPI	% PARTNERS	ELIGIBLE PARTNERS	BENCHMARK
ENV	Actions on energy consumptions & GHGs	90.8%	297/327	+41.1
	Reporting on CO2 emissions	64.7%	211/326	+39.8
	Carbon disclosure project (CDP) respondent	43.6%	140/321	+35.0
L&HR	No evidence of actions on working conditions	5.2%	17/327	-25.3
	No evidence of actions on employee health and safety issues	1.8%	6/327	-23.3
	Reporting on health and safety indicators	48.6%	159/327	+17.3
Ethics	Policy on corruption	95.1%	311/327	+40.2
Sust. Proc.	Reporting on scope 3 GHG emissions	44.5%	145/326	+30.3
	Policy on sustainable procurement issues	73.9%	241/326	+41.2
	Audit or assessment of suppliers on CSR issues	80.1%	261/326	+49.7
	No evidence of supply chain sustainability risk analysis	62.6%	204/326	-16.3

IAC also uses a New Supplier On-Site Audit questionnaire to evaluate potential suppliers before establishing a business relationship. The questionnaire supports due diligence and risk assessment for CSR and sustainability and covers CSR monitoring, company management, working conditions and human rights, child labor, modern slavery, health and safety, business ethics, energy management, environment, responsible sourcing of raw materials and supplier management.

Suppliers that decline to participate in IAC’s sustainability activities may be placed on New Business Hold, meaning they will not receive requests for quotes or new business awards.

NEGATIVE ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN

IAC monitors supplier sustainability performance through the EcoVadis Supplier Dashboard, which identifies lower-scoring suppliers for further review. In 2025, all IAC suppliers assessed through EcoVadis achieved an overall score above 25 points and no assessed supplier received a low theme score.

Significant actual or potential environmental impacts in IAC’s supply chain are reviewed through the EcoVadis assessment process. EcoVadis 360° Watch also monitors external sources, including media, government publications, trade unions, NGOs and business networks, to identify supplier-related sustainability concerns. Relevant findings are considered during supplier scorecard reassessments and may affect a supplier’s sustainability rating. Through the EcoVadis platform, suppliers receive corrective actions and improvement areas, which IAC can monitor as part of ongoing performance management.

During the reporting period, IAC did not terminate any supplier relationships as a result of identified significant actual or potential negative social or environmental impacts following assessment.

Partnering with EcoVadis, IAC is strengthening supplier engagement through targeted outreach, onboarding requirements for new suppliers, and enhanced follow-up with strategic suppliers that have not yet completed assessments. These actions are expected to increase supplier participation and support achievement of our supplier assessment coverage target in future reporting periods.

PROCUREMENT STRATEGIC TARGETS & STATUS

STRATEGIC TARGET	STATUS
Train 100% of IAC Buyers in EcoVadis	Achieved
Ensure 80% of target suppliers complete EcoVadis Assessment	70%
Ensure pre-award OFAC screening for 100% of all new suppliers and maintain ongoing OFAC screening of all IAC controlled direct material vendors	New KPI

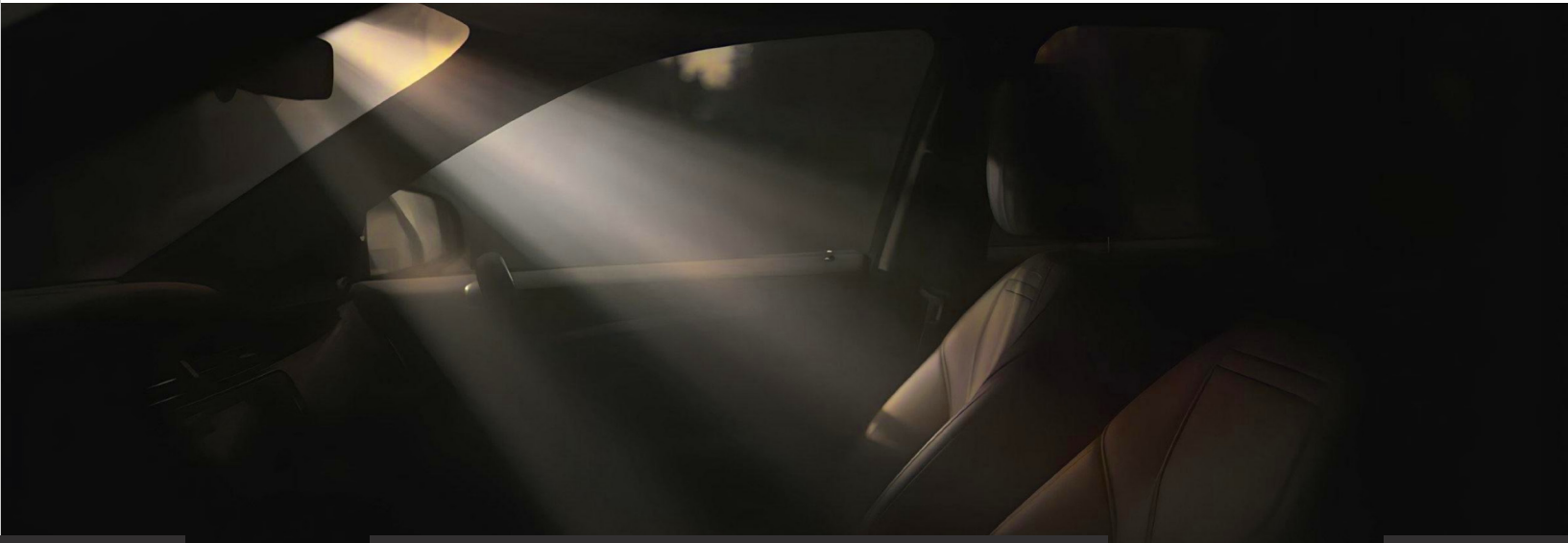
Conflict MINERALS

RESPONSIBLE SOURCING AND CONFLICT MINERALS

IAC is committed to responsible sourcing practices that support ethical supply chains, protect human rights and promote transparency across global operations. IAC maintains a conflict minerals due diligence program to identify, assess and manage risks related to sourcing tin, tungsten, tantalum and gold (3TG), as well as applicable extended minerals. The program aligns with applicable regulatory requirements, including Section 1502 of the U.S. Dodd-Frank Act and supports broader industry expectations for responsible mineral sourcing.

To improve supply chain visibility and strengthen due diligence, IAC partners with Assent, a leading provider of supply chain sustainability and compliance solutions. Through the Assent Sustainability Platform, IAC collects, validates and analyses supplier sourcing information using standardized reporting tools, including the Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT). The platform helps IAC capture upstream sourcing data, including smelters and refiners, monitor supplier submissions and assess supplier Responsible Minerals Program status based on data completeness and program strength. This structured approach supports traceability, identifies higher-risk suppliers and helps prioritize due diligence activities using available data and risk indicators.

In 2025, IAC achieved an 84% supplier response rate for conflict minerals reporting, with in-scope suppliers providing CMRT submissions to support due diligence and supply chain transparency. Through supplier engagement, compliance monitoring, data-driven risk assessment and continuous improvement, IAC works to strengthen transparency, support responsible sourcing and build a more sustainable and resilient supply chain.





PRODUCT SAFETY

IAC is committed to achieving zero product safety recalls and to delivering products that are safe for all customers. IAC’s Product Safety Center of Expertise (COE) maintains product safety and conformity with applicable country-specific legislation while meeting public safety expectations. Product Safety Compliance Representatives (PSCRs), as members of the Product Safety COE, apply expertise in product safety laws, technical regulations, standards and current technologies. By reviewing lessons learned and developing best practices, IAC makes safety-critical designs and processes available across all programs. Proven technologies, such as SafeTec brackets in door panels, help reduce side-impact risk. All safety-critical products undergo rigorous validation testing and multiple quality checks.

PRODUCT SUSTAINABILITY

IAC’s product sustainability strategy focuses on conserving resources, reducing carbon emissions and supporting circular economy principles while delivering mobile environments that are elegantly designed, precisely executed and distinctively different. IAC’s advanced development team emphasizes lightweight products, sustainable materials and technologies and recyclability. Our teams evaluate products across their full life cycle to help deliver best-in-class solutions to customers.



INCREASING RECYCLED CONTENT

IAC is committed to increasing recycled content in the materials used in our products. We incorporate materials from post-industrial and post-consumer waste streams, supporting circular economy principles and reducing our environmental footprint.

ONE-MATERIAL CONCEPT

IAC is developing one-material concepts for core products to improve recyclability from the start of product design through end of life. These concepts help increase recycled content, simplify recycling and reduce waste generation.



EXPLORING RECYCLING OPTIONS

IAC continues to develop and evaluate recycling options for multi-material products, including mechanical, physical and chemical recycling. These efforts support innovative solutions that improve product recyclability and reduce waste.

COLLABORATIVE RECYCLING EFFORTS

Working with customers, IAC has successfully incorporated recycled content into products. By expanding development projects, maintaining ongoing dialogue and applying innovative recycling methods, we aim to advance sustainable product development and support a more environmentally responsible future.



PRODUCT STEWARDSHIP

IAC and its supply chain follow the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) regulation and the International Material Data System (IMDS) program. These programs help enhance product safety and recyclability while supporting continuous improvement in IAC’s product stewardship program.

LIFE CYCLE ASSESSMENT (LCA) EXAMPLES

HYBRID MOLDING

The use of renewable materials and recycled content provides a substantial improvement in global warming potential (GWP).

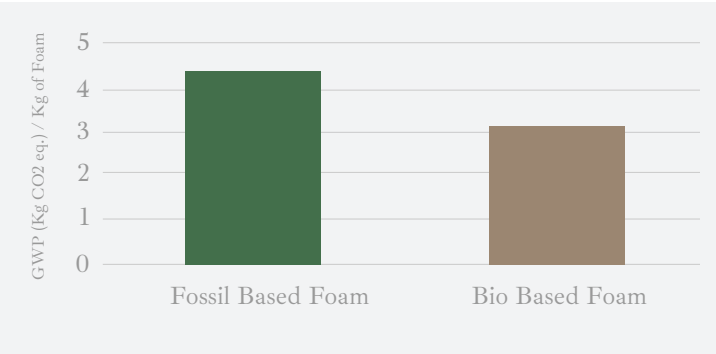
	INJECTION MOLDED (PC/ABS)	HYBRID MODLING (AZDEL)	DELTA
WEIGHT	0.969 kg	0.42 kg	~ 56% Weight Savings
SUSTAINABILITY	4.56 (Kg CO2 eq.)	2.3 (Kg Co2 eq.)	~ 49% Carbon Footprint Reduction ~ Enabling the Use of Renewable Materials (NFPP Mat Could Be Used Instead of Azdel)

INJECTION MOLDED SOFT SKIN (IMSS)

	SLUSH PVC	IMSS	DELTA
WEIGHT	1552 g	1170 g	~ 25% Weight Saving
SUSTAINABILITY	~19 (Kg CO2 eq.)	~5.9 (Kg Co2 eq.)	> 60% Carbon Footprint Reduction

BIO-BASED FOAM

Among the major value propositions of such foam systems is a Substantial Reduction in Weight (20%) and GWP (39%) of manufactured parts.



IAC Sustainable
PRODUCT CATEGORIES

IAC develops interior product families that prioritize renewable, upcycled, recycled and repurposed materials. By integrating these materials into manufacturing, we reduce reliance on petroleum-based products and create lightweight solutions that support a more sustainable future. Our sustainable product portfolio comprises three families: EcoMat®, LiteTec®, and Safe-TEC™.





EcoMat® is IAC’s family of interior products made with renewable, upcycled, recycled and repurposed materials. This solution helps reduce petroleum-based material use and may offer lightweighting benefits.



INJECTION MOLDED TPE SKIN (IMSS)



REDUCED CYCLE TIME



LEIGHT WEIGHT
Reduced skin material
density vs PVC



IMPROVED
SUSTAINABILITY
Low VOC, density,
recycleable, less process
steps

FOAM INJECTION MOLDED SOFT SURFACE (FIMSS)



ELV RECYCLING
Mono-material construction
for end-of-life vehicle (ELV)
recycling



IMPROVED
SUSTAINABILITY
Low VOC, density,
recycleable, less process steps



REDUCED MATERIAL
Potential reduced material usage



REDUCED CYCLE TIME
Potential for reduced cycle time
based on cooling time reduction
depending on part geometry

NATURAL FIBER POLYPROPYLENE (NFPP)
SCRAP AND WASTE RECYCLED COMPOUND



COST EFFECTIVE
Reuses scrap and waste from compression-molded NFPP mats, providing a cost-effective outlet for material that might otherwise be discarded.



REPURPOSE
Repurposes material for use in new applications and processes.



DISPOSAL
Addresses offal disposal challenges as use of this material increases.



REDUCE LANDFILL
Gives IAC an opportunity to reduce landfill use while offering customers a green, cost-effective product.



RECYCLABLE HEADLINER



MONO MATERIAL
IAC is developing a mono-material headliner that is targeted to meet all technical, commercial and sustainability requirements. The IAC approach relies on utilizing current thermoplastic GFPP (Azdel) mats & existing HL manufacturing equipment.



RECYCLABILITY
The approach reduces process steps and supports improved recyclability.

POST-CONSUMER RECYCLED MATERIAL USE



RECYCLED MATERIAL
Material created from recycled packaging including and weighing the approximate equivalent of 100 post-consumer use yogurt cups.



SUSTAINABILITY
The Society of Plastics Engineers (SPE) has granted an award for increasing the sustainability of plastics in vehicles and their beneficial impact on the environment.





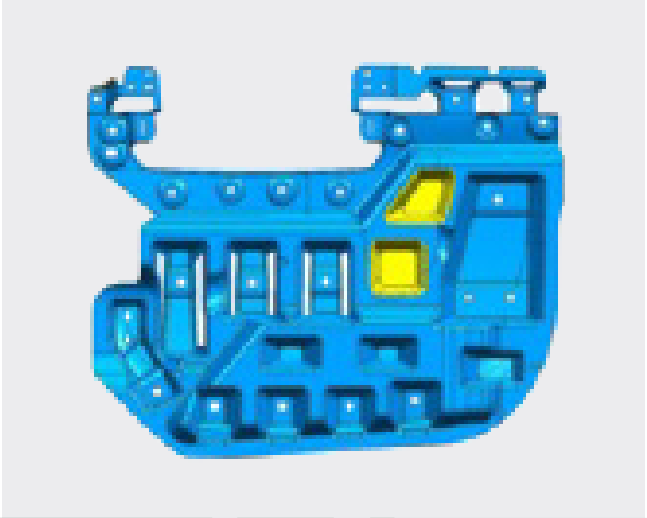
LiteTec® is IAC’s family of technologies focused on reducing vehicle mass while maintaining equivalent or improved performance. Used with EcoMat®, LiteTec supports sustainability by reducing material input in the value stream. Examples include FiberFrame® lightweight headliner reinforcement frames, which can deliver up to 70% weight savings compared with standard construction and contain approximately 70% renewable, eco-friendly materials.

HybridFleece Molding™ combines pressing thermoplastic-mixed fiber fleece made from natural fiber, glass, or recycled carbon fiber with molding stiffening ribs and clips in a single tool and process. This eliminates the need for additional welding or gluing and can produce lightweight structural and visible A-surface interior components while reducing process complexity.

Safe-TEC™ is IAC’s family of technologies focused on occupant safety and comfort. It includes a 100% recyclable injection-molded crash countermeasure, along with active and passive solutions that support interior cleanliness and antimicrobial performance.

IAC is advancing lighter, renewable foam solutions for interior products. Working with suppliers, we offer polyurethane foam with renewable content that can be used in thinner layers while maintaining a soft component feel. The renewable content comes from non-food-source castor beans and can replace 40% to 50% of the polyol portion of urethane foam. Thinner foam can reduce foam weight by 30% to 50% compared with current thicknesses, supporting lighter and more sustainable vehicles.

In addition to environmental benefits, recycled and repurposed materials can provide lightweighting advantages. Many are lighter than petroleum-based alternatives, helping reduce overall product weight. In automotive applications, this can improve fuel efficiency and reduce energy use, further strengthening the sustainability of IAC’s solutions.



Safe-Tech™ by IAC incorporates applied technologies for automakers that protect occupants, including integrated door intrusion geometries as well as sanitation and antimicrobial measures.

HYBRID MOLDING

REDUCED WEIGHT
Reduces weight or mass by up to 50% compared with injection molding.

REDUCED PROCESSES
Eliminates secondary processes such as welding, adhesives and insert molding.

SUSTAINABILITY
Supports the use of renewable materials.

PRODUCTION
Currently in production on two programs.

A photograph of a dark-colored, textured automotive interior component, possibly a headliner or floor plate, showing the HybridFleece Molding technology with visible stiffening ribs and clips.

ANTIMICROBIAL / IAC PROTECT

UV LIGHTING

UV exposure in the interior of the vehicle to eradicate bacteria or virus. Can use UVA, UVB, UVC or combination. Add UV to existing headliner ambient light.

ACTIVE TECHNOLOGY

ADDITIVES IN MATERIALS

Anti-microbial and anti-viral agents are added to the resins then molded into components. These provided protection for the life of the product.

PASSIVE TECHNOLOGY

FIT & FINISH
CONSISTENCY

Apply coatings to current surfaces or use more durable plastics in the interior to allow for more frequent cleaning or disinfecting with minimal damage to Class A surface.

PASSIVE TECHNOLOGY

HEATING TO 60C

Surfaces or ambient vehicle temp is raised to proper level/time to eradicate bacteria / virus

ACTIVE TECHNOLOGY



PASSIVE TECHNOLOGY = No action required by consumer to activate technology

ACTIVE TECHNOLOGY = Consumer activates technology to affect result



APPENDIX

APPENDIX

SASB Auto Parts Metrics Tracker - 2025

Source: SASB Sustainability Accounting Standard — Auto Parts, page 6. One row per metric with a single 2025 data-entry field.

DISCLOSURE TYPE	TOPIC	SASB CODE	METRIC / DATA POINT	UNIT OF MEASURE	2025 DATA	NOTES / SASB GUIDANCE
Sustainability Disclosure Topic & Metric	Energy Management	TR-AP-130a.1	Total energy consumed	Gigajoules (GJ)	723,463	
Sustainability Disclosure Topic & Metric	Energy Management	TR-AP-130a.1	Percentage grid electricity	Percentage (%)	100.0%	
Sustainability Disclosure Topic & Metric	Energy Management	TR-AP-130a.1	Percentage renewable	Percentage (%)	0.0%	We are formulating a renewable energy strategy.
Sustainability Disclosure Topic & Metric	Waste Management	TR-AP-150a.1	Total amount of waste from manufacturing	Metric tonnes (t)	20,599	
Sustainability Disclosure Topic & Metric	Waste Management	TR-AP-150a.1	Percentage hazardous waste	Percentage (%)	8.0%	
Sustainability Disclosure Topic & Metric	Waste Management	TR-AP-150a.1	Percentage recycled waste	Percentage (%)	92.0%	
Sustainability Disclosure Topic & Metric	Product Safety	TR-AP-250a.1	Number of vehicles recalled	Number	0	
Sustainability Disclosure Topic & Metric	Design for Fuel Efficiency	TR-AP-410a.1	Revenue from products designed to increase fuel efficiency or reduce emissions	USD	N / A	Data not available, but we focus on developing automotive interiors materials that will reduce the carbon footprint from the OEM's vehicles.
Sustainability Disclosure Topic & Metric	Materials Sourcing	TR-AP-440a.1	Description of management of risks associated with the use of critical materials	N / A	We manage risks with our suppliers via Assent and the required CMRT.	

continued...

DISCLOSURE TYPE	TOPIC	SASB CODE	METRIC / DATA POINT	UNIT OF MEASURE	2025 DATA	NOTES / SASB GUIDANCE
Sustainability Disclosure Topic & Metric	Materials Efficiency	TR-AP-440b.1	Percentage of products sold that are recyclable	Percentage (%)	N / A	Data not available
Sustainability Disclosure Topic & Metric	Materials Efficiency	TR-AP-440b.2	Percentage of input materials from recycled or remanufactured content	Percentage (%)	10.6%	In 2025, 8,513,942 lbs of recycled resin purchased, which is 10.6% of our overall spend.
Sustainability Disclosure Topic & Metric	Competitive Behavior	TR-AP-520a.1	Total amount of monetary losses from legal proceedings associated with anti-competitive behaviour regulations	USD	\$0	If any, describe the nature, context, and corrective actions taken because of monetary losses.
Activity Metric	Operations	TR-AP-000.A	Number of parts produced	Number	N / A	Data not available
Activity Metric	Operations	TR-AP-000.B	Weight of parts produced	Metric tonnes (t)	N / A	Data not available
Activity Metric	Operations	TR-AP-000.C	Area of manufacturing plants	Square metres (m²)	317,170	

**2026
CORPORATE
SUSTAINABILITY
REPORT**