



FLEX|N|GATE

Flex-N-Gate

Sustainability Report

2023

European scope



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+ 3,800
Employees



16
Production
Plants



4
R&D
Centers

Plastics



Metals



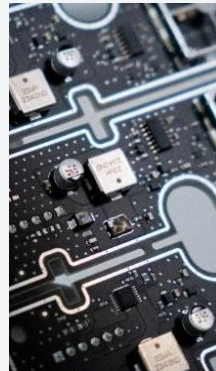
Mechanical Assemblies



Lighting



Electronics



5 ACTIVITIES





Flex-N-Gate Europe

In Europe, the manufacturing sites of Flex-N-Gate are located in France, Spain, Germany, the UK and Italy.

Flex-N-Gate France was created in 2017. There are 4 factories in France, specialized in injecting and molding plastics components (mainly to produce the bumpers for cars): Audincourt (headquarters), Burnhaupt, Marines and Marles-les-Mines. Our last site, Maubeuge, is a sequencing plant integrated into the factory of one of our clients.

In Spain, there are 6 Flex-N-Gate plants that have historically belonged to the group. They are grouped in a single juridical entity called Tubsa Automoción, S.L: Tubsa Automoción, Flex-N-Gate España, DAFE, Flex-N-Gate Plásticos, Flex-N-Gate Aragón and Flex-N-Gate Navarra. Except for Flex-N-Gate Plásticos, which is specialized in plastic injection molding, these sites produce lighting and metal components.

A seventh plant, which is not part of the Tubsa Automoción juridical entity, is located in Valladolid and produces plastic components for automotive exteriors.

In 2023, in order to be completely autonomous in terms of electronics for our lighting divisions, Flex-N-Gate acquired a factory in Treviso, Italy. The Treviso production site, located in north-east Italy, produces lamps, modules and components for automotive customers.

It has recognized expertise in thermal and mechanical assembly processes for glass, metal and plastic. As of 1 August 2023, Flex-N-Gate is grateful to have been able to integrate such a major world-renowned site and a high-calibre team of people who are leaders in the lighting market!





Plastics: Flex-N-Gate provides a full range of engineering services, from initial conceptual drawings to fully functional models.

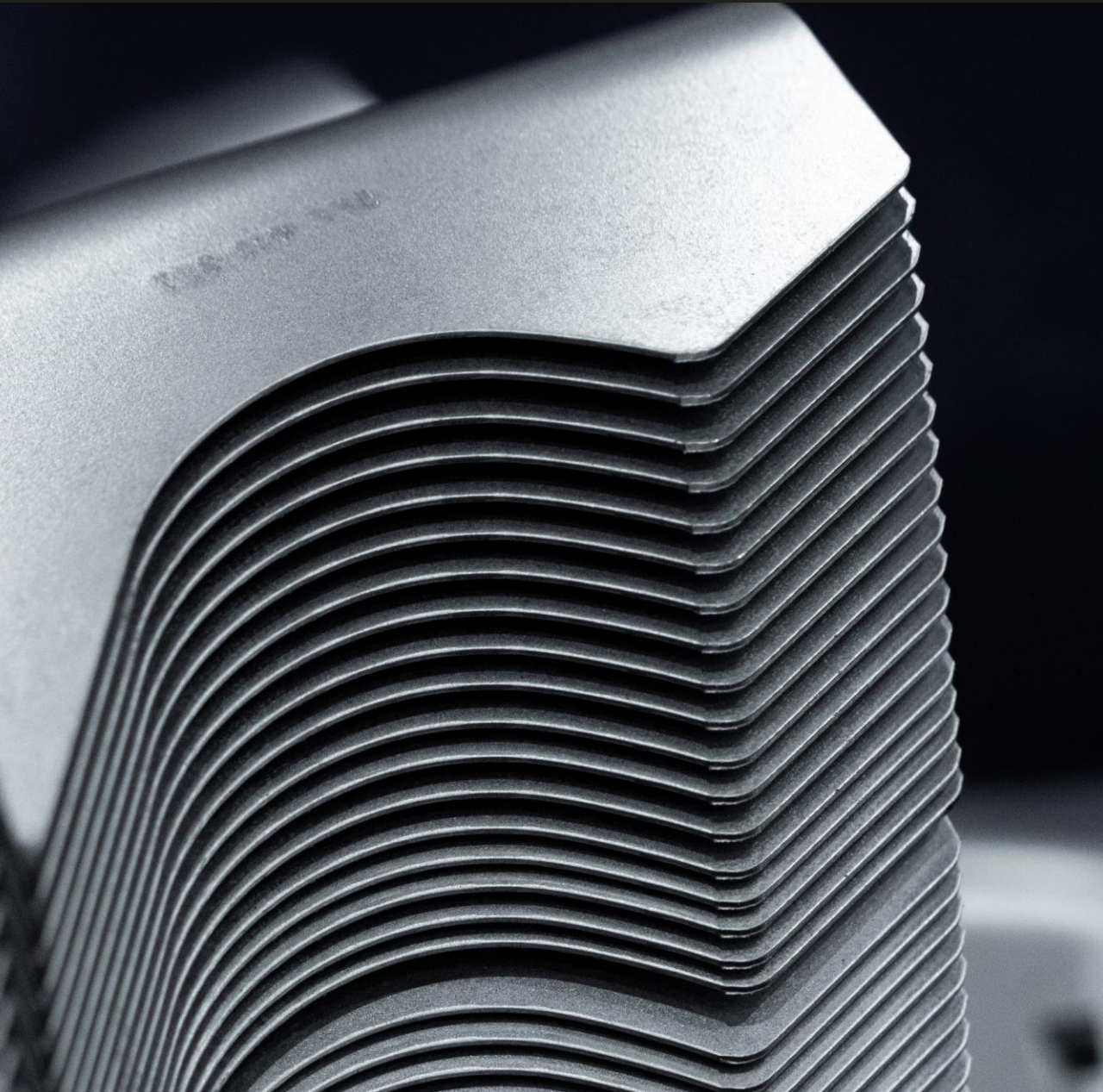
In our Research & Development centers, our technical teams manage feasibility analyses, kinematic studies, dynamic and fluid mechanics simulations for optimized product definition, as well as injection and compression tooling construction and validation.

In combination with our laboratory testing facilities, we provide complete physical and digital development and validation capabilities of our products during their life cycles to meet all customer requirements.

We utilize a wide range of technologies including injection, compression, low pressure, spin stack, and multi-shot molding.

Our class A finishing capabilities include paint, chrome, hard-coat, metalizing, hot stamping, pad printing, in-mold decorative films and other technologies to meet customer styling needs.

We offer complete manufacturing and system assembly solutions by combining production and development of metal parts with our plastic exterior parts and lighting systems, allowing us to provide our customers with complete modules that meet our customers' quality and logistics requirements at competitive prices.

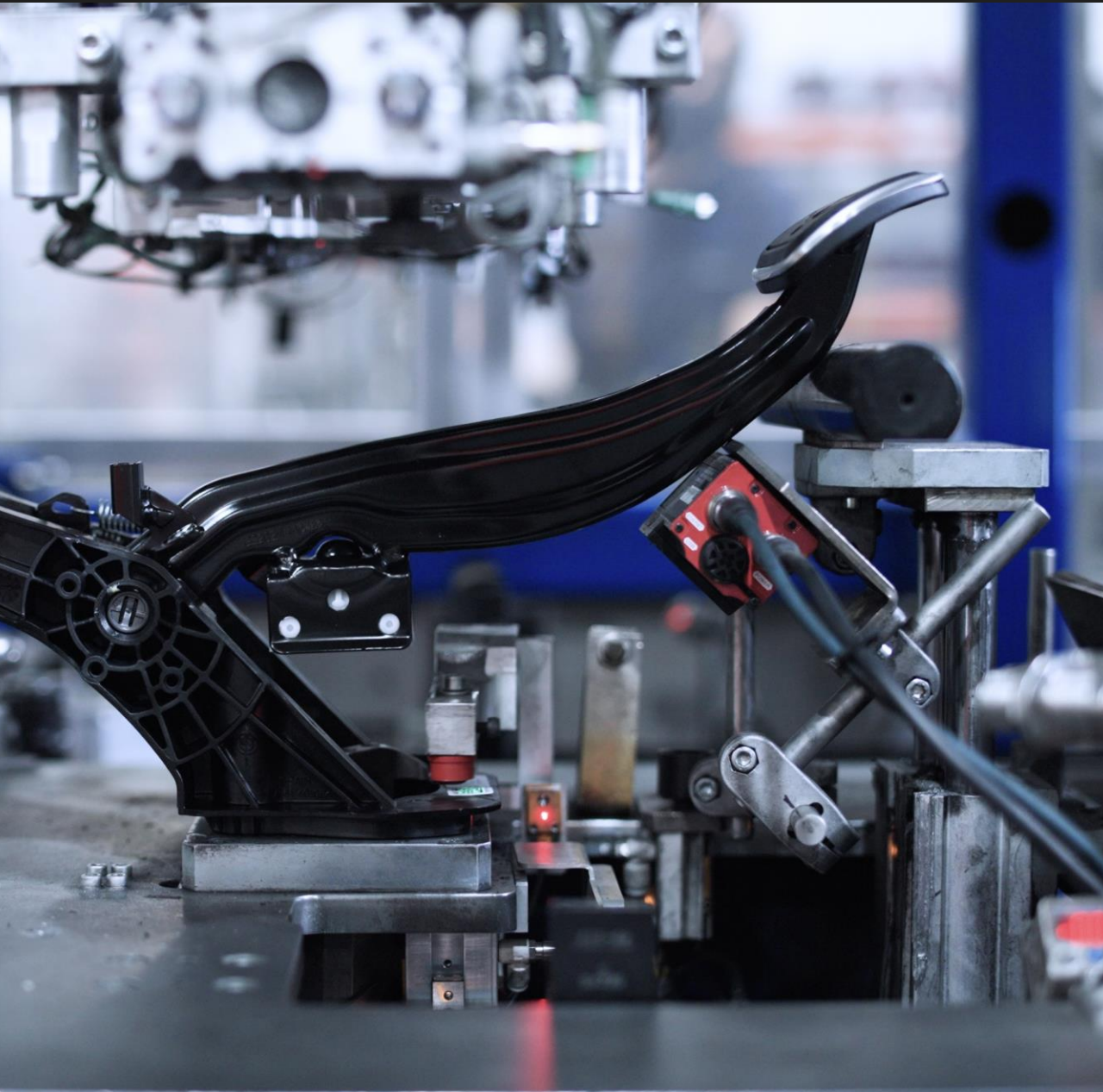


Flex-N-Gate is a leading full-service Tier One designer and manufacturer of high-quality, stamped metal components and complex assemblies.

We use progressive and transfer stamping processes for steel and aluminum parts, welding operations and in-house e-coating.

Our engineering and production centers in Europe support, design, test, and monitor every aspect of manufacturing for every part we produce. We can offer to our customers our experience and knowledge of the development, optimization and verification of the feasibility of these products.

Flex-N-Gate can build and test prototypes to confirm and validate the design. From initial design and simulation analysis to packaging and delivery, our metal product lines are the industry benchmark.



Flex-N-Gate is a key supplier, with global design and manufacturing capabilities for a range of mechanical systems.

Stamping, injection, welding and general assembly processes allow Flex-N-Gate to provide a wide range of different mechanical assemblies, along with production, under one roof. In addition, our capacity to paint in-house gives us greater flexibility and makes our products more competitive.

Our expertise in metal and plastics allows us to be material neutral and to offer the best possible solution to the customer.

We utilize synchronous and cell-type assembly systems with various levels of automation where appropriate.

On-line testing verifies that the product is functional and meets customer specifications.

Flex-N-Gate test labs, equipped with environmental chambers and life cycle & strength testers, are used to verify in the design and product validations that all products meet and exceed customer performance specifications.

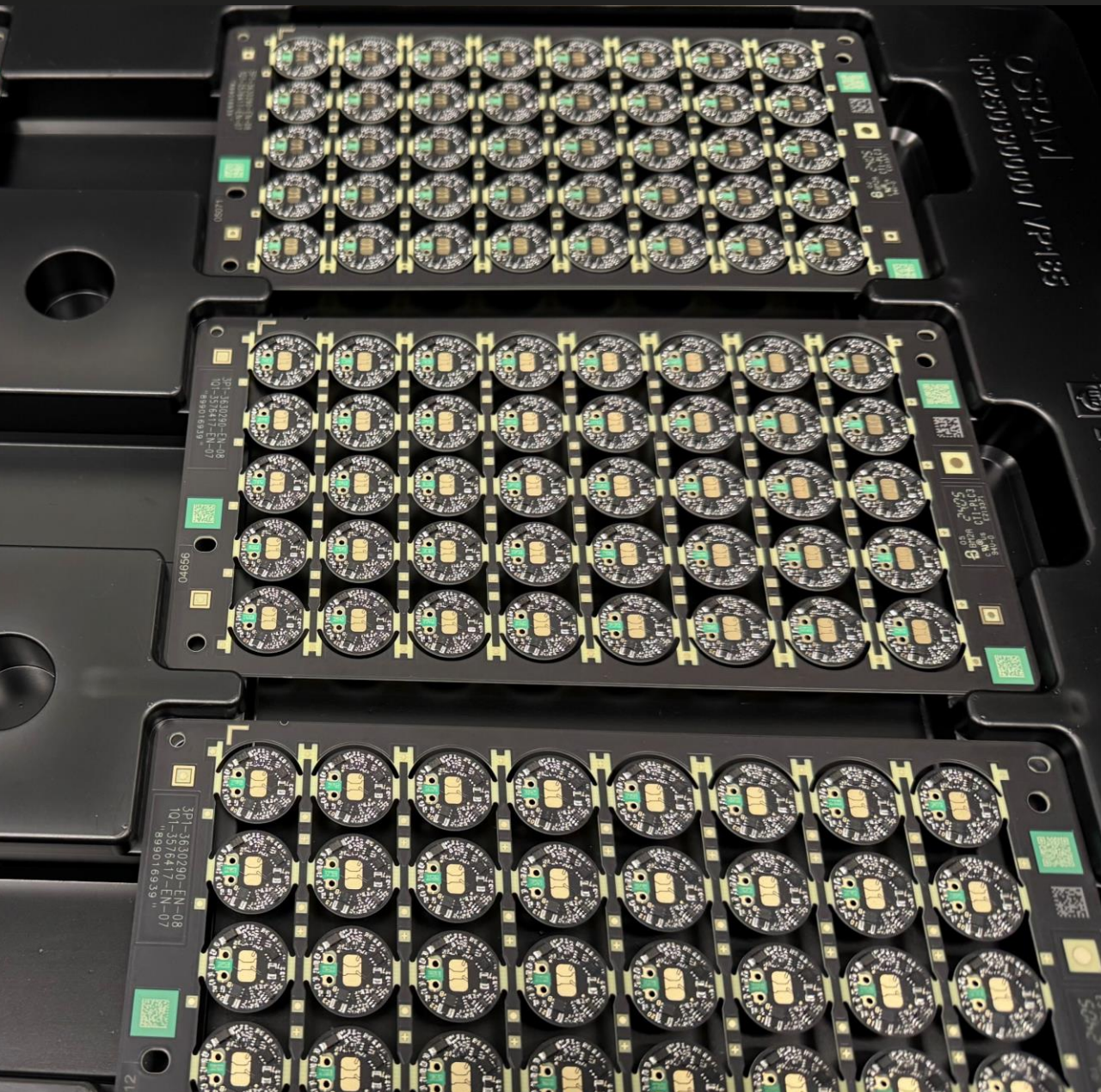


Lighting: With our premium technologies, Flex-N-Gate can support and accompany its customers in their journey towards excellence.

Combined with our extensive engineering skills (plastic, electronic, optics, manufacturing), our products respond to the values of customization, safety, mobility and the environment.

Our worldwide influence and specific requirements give Flex-N-Gate the agility to innovate, develop and industrialize through applications for light signatures, headlamps and traffic lights.

With our premium technologies, Flex-N-Gate can support and accompany its customers in their journey towards excellence.



Electronics: With our premium technologies, Flex-N-Gate can support and accompany its customers in their journey towards excellence.

Flex-N-Gate's electronics division plays a key role in the development of advanced solutions for automotive lighting. The electronics division offers a complete range of electronic solutions, from the design of LED technology boards to the manufacture and advanced testing of complex components.

Digitization of headlamp systems and their ever-increasing levels of technical complexity in terms of variable functionality are driving ever-higher demands on lighting electronics.

The Treviso plant is a key asset in ensuring the autonomy of our Flex-N-Gate Lighting and Electronics divisions. Thanks to the expertise of its teams, Treviso is a recognized leader in the manufacture of many intricate and high-precision electronic components. The site, with its 20,000 m² dedicated to production, is a benchmark for lighting components, and also offers excellent production and testing capabilities for electronic components.

Supply chain

Controlling the impact of suppliers
Business ethics

French scope

259 Production suppliers
99% in Europe / 60% in France

183 Molds & Equipment suppliers
92% in Europe / 48% in France

1,197 indirect suppliers
100% in Europe / 100% in France

Spanish scope

295 Production suppliers
97% in Europe / 77% in Spain

German scope

141 Production suppliers
99% in Europe

Italian scope*

* Acquisition 08/2023

Operations

Environmental impact of activities - Eco-design of products
Talent attraction and retention - Employees' health and safety

5 sites / 1,518 employees / 371 €m turnover

- o Audincourt (Headquarters + R&D)
- o Burnhaupt
- o Marines
- o Marles-les-Mines

Transformation, painting and assembly of plastic material, Lighting

- o Maubeuge

Assembly

7 sites / 1,046 employees / 239 €m turnover

- o DAFE
- o Espana
- o Aragon
- o Navarra
- o Tubsas Automocion (Headquarters)

Metals

- o Plasticos

Lighting, Plastics

- o Valladolid

Plastics

2 sites / 112 employees / 258 €m turnover

- o Offenau
- o Ingolstadt

Plastics, Assembly

1 site / 335 employees / 64 €m turnover

- o Treviso

PCB Assembly



Clients, end users

Production and delivery model –
Consumer health and safety –
Recyclability of products

Car manufacturers

France

Renault Nissan, Stellantis, Volkswagen, Volvo

Germany

Audi 97%
BMW

Spain

BMW, Ford, Volkswagen, Renault Nissan, Stellantis

Italy

PO mobility, OSRAM

Manufacturers' automotive plants

90% of Flex-N-Gate products

Spare parts platform

10% of Flex-N-Gate products

Use & end of life

Message from Brad Delorme

Dear colleagues,

As we have concluded another year and now having just moved into 2024, I would like to express my gratitude for your constant commitment and resilience in the face of challenges. Our ability to remain determined and united has been the driving force behind our great achievements.

2024 promises to be a year of challenges and opportunities. Our ambitions and energy must be focused on our collective results, to anticipate our customers' needs, while keeping Innovation and Corporate Social Responsibility at the heart of our strategy.

I know we can continue to count on each other to continuously demonstrate the same passion and energy that has carried us through. Together, aligned and determined, we will make 2024 a year marked by success.

I wish you and your families a very healthy and happy 2024.

Best regards,

Brad Delorme



Our vision:

Flexibility, agility, autonomy and initiative define our Flex-N-Gate identity.

We nurture these qualities and value our employees, who devise tailor-made, environmentally responsible technological solutions to meet the challenges of tomorrow.

From this vision flow our key values: commitment, cooperation, improvement and adaptability. These values unite our teams to support our customers and achieve our objectives through bold, innovative technological choices.








We Are Flex!





7 Pillars

After studying the threats to our business model, we established a CSR strategy based on the GRI Standards Core level. Our strategy is built around 7 pillars.

- | | | |
|--|----------------------------------|---|
|  | Innovation & Products | Products that contribute to green mobility |
|  | Health & Safety | Safe and healthy employees |
|  | Environment | Sites with limited environmental impact |
|  | Human Resources | Activity that attracts and develops talents in our territories |
|  | Sustainable Procurement | Ensuring supplies that limit serious harm to the environment, health and human rights |
|  | Business ethics | Healthy commercial relations |
|  | Territories | Contributing to the development of our territories |



Environmental Social Governance

Ratings



Flex-N-Gate received a Gold Medal for 2023 activities in France and Spain (top 2% of companies evaluated).

Ecovadis' overall score reflects the quality of the company's sustainability management system.

Overall score
Percentile **95th**

France



↗ **74**/100

Spain



↗ **75**/100



Flex-N-Gate received a rating of B for SAQ 5.0 for activities in Spain and France in 2023 (on a scale from A to D).

SAQ 5.0 manages sustainability issues and implements control mechanisms to verify compliance in the automotive industry supply chain. SAQ 5.0 examines suppliers' performance on a number of key human rights and sustainability themes.



CDP SCORE REPORT - CLIMATE CHANGE 2023

Flex-N-Gate received a grade of C for all plants worldwide in 2023 (on a scale from A to D).

CDP holds the largest environmental database in the world, and rated nearly 23,000 companies on their climate change approach.

CDP's climate change program aims to reduce companies' greenhouse gas emissions and mitigate climate change risk.





Environmental Social Governance



ATTESTATION DE DÉLIVRANCE DE LA CHARTE D'ENGAGEMENT RSE

de l'Union des Industries et Métiers de la Métallurgie (U.I.M.M.) à

FLEX N GATE
18 bis Rue de Verdun 25 400 AUDINCOURT

+

Cette attestation est l'expression de l'engagement de l'entreprise en RSE selon le référentiel RSE de l'UIMM soutenant une approche de Performance Globale Industrielle.

Elle est décernée à l'issue de l'évaluation initiale niveau 1 en date du 22 mai 2024 réalisée sur site par un conseiller référencé par l'UIMM et circonstanciée par un rapport établissant une synthèse et les résultats (rapport n° UIMMBEM90_202405_002)

Cette attestation est délivrée pour une durée de 3 ans avec l'engagement de FLEX N GATE à mettre en œuvre les actions de progrès retenues lors de l'évaluation sous réserve de la réalisation d'une évaluation de suivi au cours de la deuxième année suivant l'obtention de la charte.

+

Fait à Besançon, le 28 mai 2024

Le Président de l'UIMM
M. Éric TRAPPIER



Le Président de UIMM Franche Comté
M. Jean Luc QUIVOGNE








Flex-N-Gate France Headquarters in Audincourt has taken part in a CSR assessment by the UIMM and has signed up to a "Responsible Commitment" charter.

4

R&D
Centers



100

Projects



550

Patents





Flex-N-Gate Europe

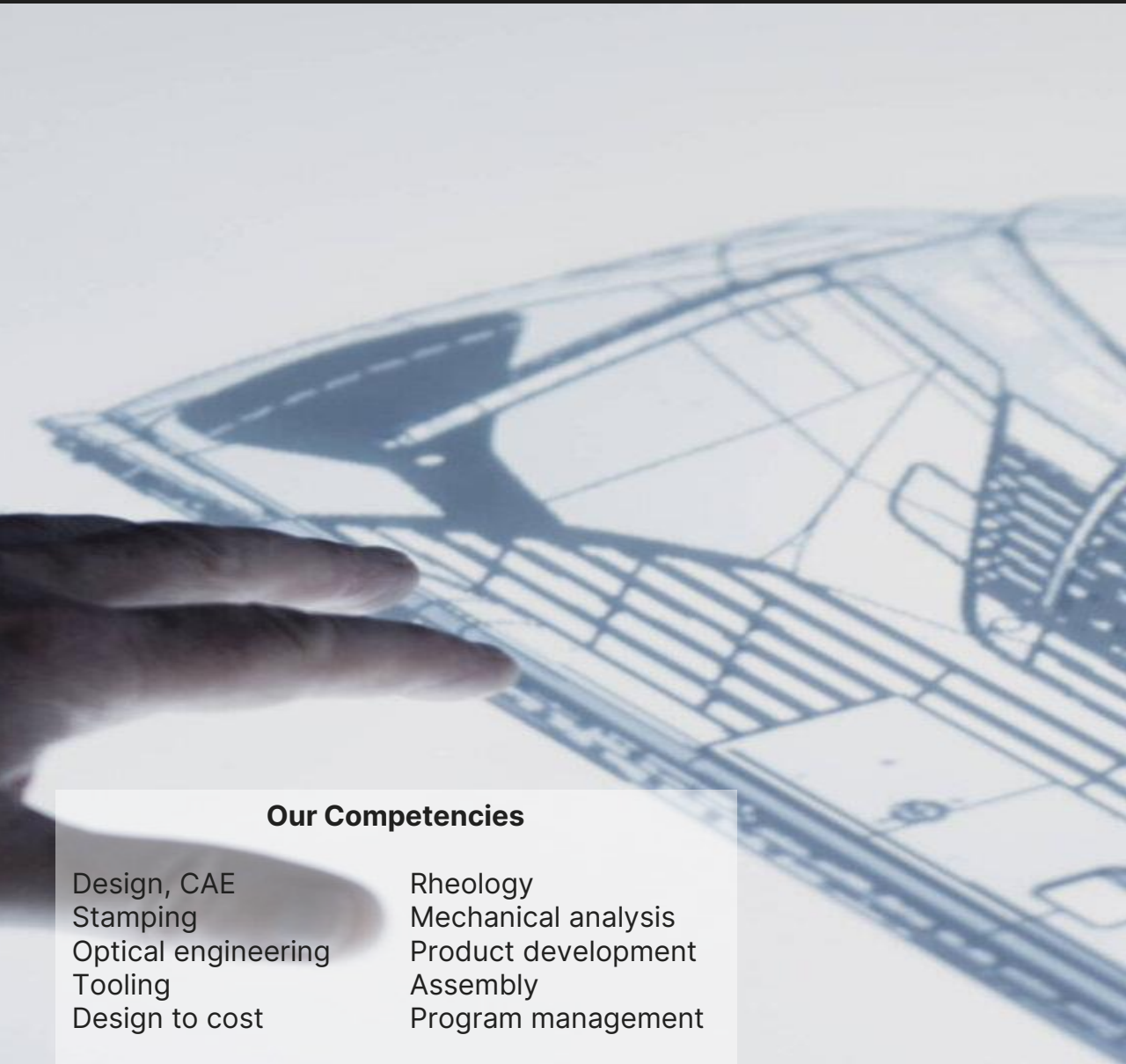


Flex-N-Gate is proud to contribute to the success of our client Renault's Scenic E-Tech Electric, car of the year 2024, with the following equipment:

- front bumper, equipped with an innovative front face and a polycarbonate grille combined with an atypical decoration.
- rear bumper with integrated aerodynamic function
- rear panel
- rear spoiler
- technical front panel

These components, developed at the Flex-N-Gate Audincourt R&D center and industrialized on four of our European sites reflect our commitment to Quality, Innovation and Excellence :

- Flex-N-Gate Marles Les Mines,
- Flex-N-Gate Marines,
- Flex-N-Gate España,
- Flex-N-Gate Sabadell.



Our Competencies

- | | |
|---------------------|---------------------|
| Design, CAE | Rheology |
| Stamping | Mechanical analysis |
| Optical engineering | Product development |
| Tooling | Assembly |
| Design to cost | Program management |

Instinctively innovative

Flex-N-Gate is focusing on the mobility of the future: enhanced perceived quality, function integration, lightweight solutions through innovation.

We manage global programs and are able to develop and integrate all components.

Flex-N-Gate is taking into account the needs of our customers, offering personalization and customization, and supporting them with eco-friendly solutions.

- **Eco-friendliness:**

There is consensus on the scale of the climate challenge, and the urgent need for the automotive industry to bring new solutions to face this challenge. Among these, the rise of the Battery Electric Vehicle (BEV) has a great impact on design and architecture. Work on vehicle efficiency is a key element in reducing emissions, and the use of green materials will contribute to reducing environmental impact.

- **Personalization & Customization :**

Integrated light signature has become the most striking feature, involving advanced decorative technologies: Light is the new chrome.

- **Mobility of the future:**

Vehicles now integrate many Advanced Driver Assistance Systems (ADAS), enabling significant improvement on passenger and pedestrian safety. Most of these systems are acting without any human intervention, such as Advanced Emergency Braking System (AEBS).

All these advanced technologies are profoundly reshaping vehicle architecture.

Instinctively innovative

Flex-N-Gate works on 4 innovation pillars:

- Lighting
- Attractiveness
- Efficiency
- Materials

Lighting:

Flex-N-Gate's modular application of adaptive driving beam technology gives customers the ability to insert this system into any headlamp construction that meets their needs.

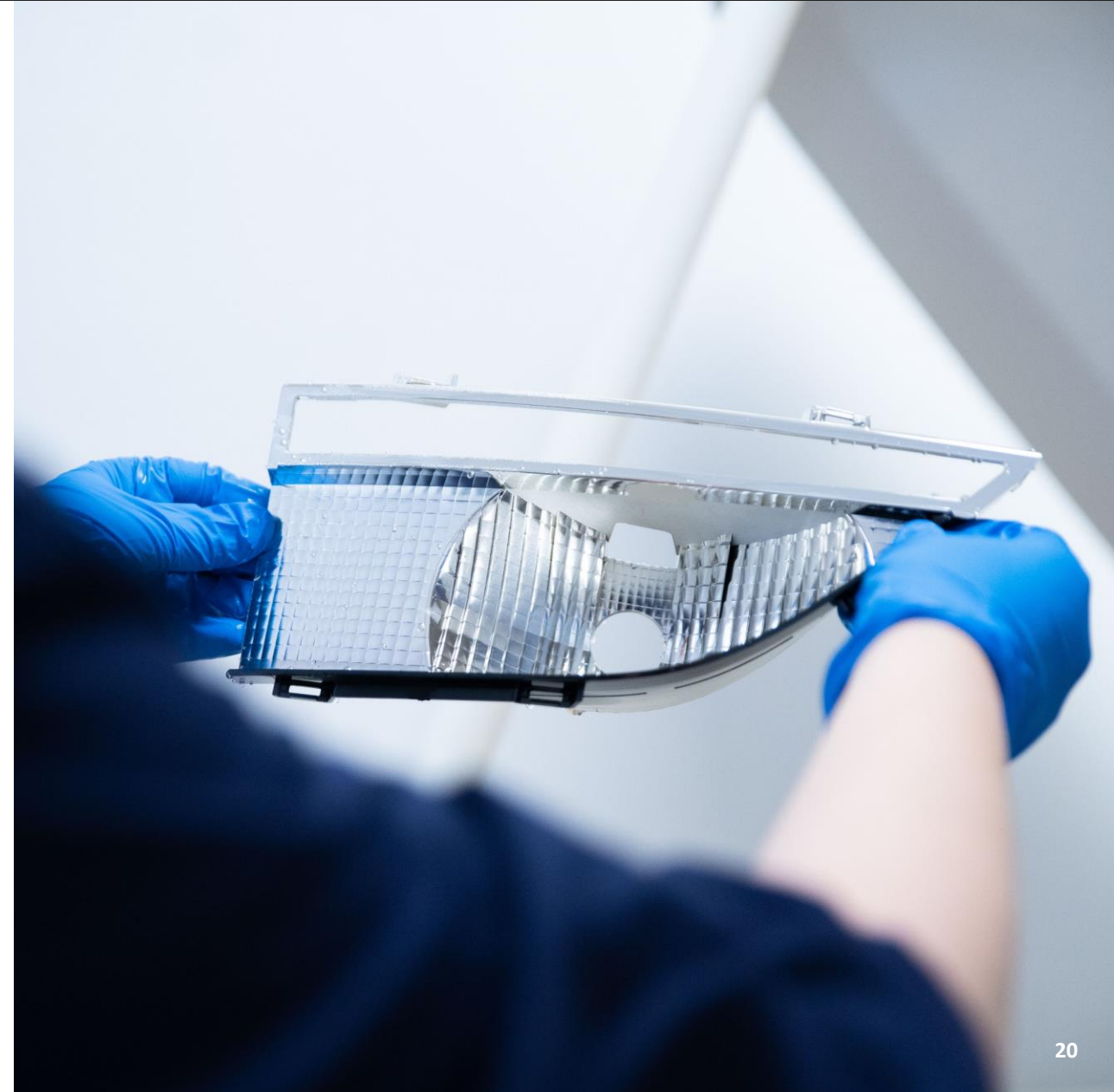
Our patented FLEX F/X technology gives our customers' lamps a one-of-a-kind appearance while providing all necessary rear lamp functions.

FLEX F/X can achieve everything from a completely homogenous lit appearance to an appearance of "explosions", giving our customers' vehicles a signature look when out on the road.

At Flex-N-Gate, we are always pushing technology forward to find the solutions for the boldest ideas of our customer's design studio.

Attractiveness:

At Flex-N-Gate, we keep looking for alternative decorative techniques, and above all, get them to an industrial maturity level that allows a safe launch and a perfect quality level. Our innovations allow OEM to provide different decorations with no additional tools.





Instinctively innovative

- **Vehicle efficiency and aerodynamics :**

Reducing CO2 emissions is also involves aerodynamic efficiency.

By developing passive (e.g. air ducts) and active (e.g. spoiler) solutions to improve the Cx ratio of the vehicle, Flex-N-Gate contributes to improving the carbon balance of the vehicle, and also extend the range of electric vehicles.

As these are often visible parts, the customer can really see the efforts the car manufacturer is putting into combating climate change: that's why we call this "Premium Aerodynamics".

- **Weight reduction:**

As a supplier of large components, for both metals and plastics, Flex-N-Gate is taking on the challenge, and works on creative solutions to make your vehicles lighter and reduce their CO2 impact.

For example, we launched our first full-thermoplastic tailgate, which allows customers to benefit from a 20-25% reduction compared with a metallic tailgate.

The development of a front end module allows our customers to save 1.2kg / vehicle on a high-volume platform is an other example.

2.8 kg eq CO₂
per kg plastic
product with 30%
recycled material
and green energy



21%
Decrease in CO₂
with 30% recycled
material and green
energy



100%
Life Cycle
Assesment during
RFQ for Tier 1





Pilier social

Formation en Ecoconception

Dans un contexte d'urgence écologique, Flex-N-Gate souhaite renforcer sa démarche d'écoconception (un des piliers de l'économie circulaire) et participer activement à réduire son empreinte environnementale.

Afin de mieux appréhender les enjeux, une formation à l'écoconception a été dispensée fin septembre par l'AFNOR sur notre site d'Audincourt auprès de différents métiers (Bureau d'Etudes, Outillage, Innovation, Achats, Commerce et Programme).



15 personnes des équipes Centrales/R&D ont ainsi été formées :

- aux fondamentaux de l'écoconception (démarche préventive et innovante qui permet de réduire les impacts négatifs du produit sur l'environnement, sur l'ensemble de son cycle de vie, tout en conservant ses qualités d'usage)
- aux outils et méthodes tels que la matrice multi-impacts multi-étapes, la roue de Brezet, l'Analyse du Cycle de Vie, etc.
- à l'usage de la Base de données « Empreinte » de l'ADEME (Agence De l'Environnement et de la Maîtrise de l'Energie)

Les participants sont repartis avec la mise en perspective de l'outil socle de l'évaluation environnementale : **l'analyse du cycle de vie.**

En parallèle, depuis plusieurs mois, un groupe pilote a déjà mené un diagnostic écoconception avec l'ADEME pour le développement de cette démarche .

Main ways to reach Carbon Neutrality

With the threat of global warming, all industries are making considerable efforts to eco-design their products.

- Flex-N-Gate applies **eco-design** and **eco-conception** to the processes and products, to find new concepts and materials, reduce quantities of materials, increase the lifespan of products and increase green material in our products.
- We have implemented a **Life Cycle Assessment process** in accordance with ISO14040 to quantify the environmental impacts of our products and evaluate the results of eco-conception to reduce the CO2 footprint over their lifetime and end of life (reuse, reparability, recycling).
- **Life Cycle Assessment methodology** is now a know-how of the Flex-N-Gate team. An LCA engineer has been recruited to carry out an LCA during the RFQ, development and innovation phases. Emission factors from the Gabi Database were used as initial assessments but for several months we collect primary data.
- **Eco-conception** training has been deployed for all development and purchasing staff.

Main ways to reach Carbon Neutrality

- Materials / Recycled or bio-sourced materials in products**

2 types of plastics are used in our products : Thermoset and Thermoplastic (considered recyclable).

Among the different solutions to reduce the CO2 impact of car manufacturing, the selection of appropriate raw materials has a strong impact.

Flex-N-Gate’s R&I team strongly favors green materials, either recycled or bio-sourced, while making sure our products will still be performant and compliant in terms of products specifications. Our ambition is to use 30% green materials (recycled or bio-sourced) for our plastic products launched from 2025.

Recycled plastics are fully integrated into the recycled material supply chain.

For example, using 30% recycled materials with green electricity consumption (100% hydroelectric energy) allows us to reduce our CO2 emissions by more than 21% during the production of bumper.

Flex-N-Gate Europe (plastics)	2020	2021	2022	2023
% of Recycled materials used	10	20	30	33
% Recovery of production scraps	90	99	99	99

Flex-N-Gate Europe (metals)	2020	2021	2022	2023
% of Recycled production scraps	100	100	100	100



Flex-N-Gate Europe*	2020	2021	2022	2023
Scope 1&2 (tCO2e)	16,987	17,974	14,181	13,907
Scope 1 (tCO2e)	8,124	9,187	8,217	7,667
Scope 2 (tCO2e)	8,863	8,787	5,964	6,240

*Except Treviso Plant



Main ways to reach Carbon Neutrality

- **Regarding Scope 1 and 2**, all plants monitor greenhouse gas (GHG) emissions. **Energy audits** are carried out every four years for all plants and an action plan is managed by each plant in order to reduce its energy consumption (LEDs, insulation, detection of compressed air leaks, implementation of cooling units, use of compressor heat, speed variation on pumps, destratification of the air, etc.) **with an objective of a reduction of 25% by 2025 and 42% by 2030.**

French plants have introduced annual **GHG measurements** carried out by an external third party in order to assess our direct and indirect emissions (Scope 1 and 2). An automated energy consumption recording system is deployed in all French plants. By implementing energy management, plants increase energy efficiency

75% of French plants buy green energy and have certificate for green energy produced using hydropower. This means that 2.2 ktonnes of CO2 are avoided.

Moreover, studies are underway to introduce local renewable energy sources at our sites and find alternative solutions to fossil fuels.

- **Regarding Scope 3**, Flex-N-Gate is developing a supply chain strategy by:
 - Reorganizing the purchasing **of raw materials by introducing 30% recycled or bio-sourced materials by 2025 and 50% by 2030.**
 - Reducing transport emissions and waste produced by our activities
 - Improving waste sorting and finding new recovery methods
 - Working with the entire value chain.

Last but not least, **compensation of CO2 emissions** will be launched by implementing **carbon offset projects.**

Quality is in our DNA

Flex-N-Gate designs, develops, validates and launches a wide range of exterior and interior plastic and metal components and assemblies, and various product applications with multiple finishes and process complexities.

- Group companies have established dedicated organizations and processes to ensure product and process quality.

These organizations and processes are designed to prevent, detect and correct quality problems as soon as they occur.

The robustness and effectiveness of these organizations and processes are verified by internal audits.

- They are also subject to ISO 9001 and **IATF 16949 certification** for all of the technical centers and factories.
- The **Quality Policy** governs the teams throughout the whole value chain: from the design of our products and our services, to the support of each of our customers, everywhere in the world.
- To ensure that the Quality Policy is applied, **the Quality Management System (QMS)** is used to identify the requirements linked to quality results. These requirements form the basis and are continuously improved.

Flex-N-Gate has set quality targets consistent with its ambition in customer satisfaction.



100%
Production
Plants Certified
ISO 9001



100%
Production
Plants Certified
IATF 16 949



Reliability
Availability
Maintainability
Safety Analysis



Each Plant
Has a Quality
Improvement
plan





Quality is in our DNA

• Consumer Safety :

Customer satisfaction is a core value of Flex-N-Gate's strategy. Flex-N-Gate ensures that every part produced at every checkpoint complies with safety standards. Successive records are kept, from supplier to customer.

Flex-N-Gate integrates end-user security into its processes throughout its value chain:

- Safety of components and materials: work with suppliers via the Supplier Quality Requirements.
- Safety in design: realization of preventive analysis of failure modes and their effects
- Safety checks during production and in the laboratory: application of systematic control points and different conditions of use are tested (temperature on the road/in storage, humidity, salinity, dust, mud, snow, frost, vibration, etc.)
- Continuous improvement: implementing assessment and audit programs.
- Traceability: Recording each part produced in safety compliance, in the FNG plant, from the supplier to the customer, to analyze any problems.
- Alert and problem resolution system: reporting a non-conformity and creating a corrective action plan.

Our quality teams carry out **Reliability, Availability, Maintainability and Safety Analyses** (in accordance with ISO 26262) on our products to guarantee the safety of end users. This involves analyzing failures, along with their causes and effects, and establishing a criticality threshold (FMEA). This helps to protect road users, drivers and pedestrians alike against injuries caused by vehicle defects and to control warranty returns;

16
Production
Plants in Europe



3011
Workforce in
Europe



50%
Operations
Manpower in
Europe



24%
Women in
Management
Positions



2363
Employees
Trained



Social policy and fundamental rights

Flex-N-Gate social policy is deployed in the group and embraces universally applicable social principles, with support and guidance from international organizations of the highest reputation.

Through our social policy, we:

- Express our support for universal human rights,
- Promote equal opportunity for our employees at all levels,
- Respect our employees' voluntary freedom of association, and collective bargaining that protects and promotes fundamental labor rights,
- Remunerate our employees to enable them to meet at least their basic needs,
- Provide a safe and healthy workplace,
- Promote fair competition.

Fighting against discrimination and promoting diversity

- **Diversity and inclusion** are an integral part of Flex-N-Gate's commitment to equal opportunities. Flex-N-Gate fosters an environment in which we respect the different characteristics of our employees, including but not limited to gender, age, ethnicity, nationality, religion, sexual orientation and disability.
- The Code of Conduct expresses Flex-N-Gate's commitment to maintaining a fair and inclusive workplace, free from favoritism, violence, sexual and non-sexual harassment, or any form of discrimination, including, but not limited to, discrimination against women. 100% of employees are trained in the Ethics Code.

Flex-N-Gate Europe Workforce	2021	2022	2023
France	1,610	1,636	1,518
Spain	1,051	1,028	1,046
Germany	192	184	112
Italy	-	-	335
TOTAL	2,853	2,848	3,011



Flex-N-Gate Europe*	Proportion of Women		
	2021	2022	2023
France	25%	21%	25%
Spain	31%	33%	35%
Germany	20%	21%	23%

*Except Treviso Plant



COMUNICACION INTERNA DE FLEX|N|GATE

Un duo, un mismo trabajo:

Pilar y Rafa - Lift Truck Driver Logistic Warehouse (FlexNGate Plásticos)



Hace más de 5 años que ambos forman parte del equipo de FlexNGate como Lift Truck Driver (Carretillero/a). Los dos se caracterizan por su profesionalidad, positivismo y, buen humor; cómo se nota que cada día disfrutan de su trabajo!

Pilar: *La libertad que me da el gestionar mis propias tareas, el ser autónoma y ponerme el reto de poder acabar mi faena al final de mi jornada, es lo que más me gusta de mi trabajo.*

Rafa: *Lo que más me gusta de mi trabajo es que somos un equipo, y nos llevamos muy bien. Nos motivamos y nos superamos cada día para realizar nuestra faena en nuestra jornada.*



For the Women's Day, all our sites will celebrate pairs or teams of employees.

Fighting against discrimination and promoting diversity

- Flex-N-Gate promotes **equal employment** opportunities and diversity, in which everyone is valued for their contribution to the company.
- A **policy of non-discrimination** in hiring has been implemented and prohibits discrimination and favoritism. Selection processes guarantee equal opportunities and the absence of discrimination based on age, gender, ideology or nationality.
- Flex-N-Gate considers the **balance between men and women** in its core activities and key positions to be a fundamental objective of its responsible and sustainable development, and of its employees' quality of working life.

All employees in Spanish plants were trained in 2022 regarding harassment, and an equality plan for 2022-2024 was concluded after negotiation with unions. An agreement is in place for French plants regarding gender diversity. and in all plants a special women's rights day was organized with workshops to raise awareness among employees about diversity and inclusion as well as equality.

- The topic of **end-of-career** planning is addressed in French plants in employment and competencies action plans and in the agreement on jobs and career paths.
- Employees of Flex-N-Gate can anonymously report any **situation of discrimination** or harassment via the "Lighthouse" hotline that is externally managed by a third-party.
- **Harassment** advisors have been appointed in each French plant and the Group has launched initiatives on respect and issues relating to sexual, moral and racial harassment. A dedicated confidential hotline has been deployed and communicated to all employees (listening and support platform for employees).

FLEX N INFO FLASH

L'INFORMATION INTERNE DE FLEX|N|GATE

ÉDITION 2023 : #SEEPH2023

27ème Semaine européenne pour l'emploi des personnes handicapées (SEEPH) se déroulera du lundi 20 au dimanche 26 novembre 2023



Retour sur la Semaine Européenne pour l'Emploi des Personnes Handicapées chez FNG



Flex-N-Gate Europe*	France	Spain	Germany
Disability rate	6%	2.4%	1%

*Except Treviso Plant

Disability

- Flex-N-Gate's **policy on the social and professional integration of disabled people** has been implemented worldwide through various collective agreements, with the aim of keeping disabled workers in employment, acting preventively and promoting their integration into the workplace. Adopting this approach makes it possible to:
 - Offer employment opportunities to disabled people
 - Encourage the integration of disabled employees by raising awareness among employees throughout the year and reinforcing the company's policy on integrating disabled people.
 - Take measures to support and retain disabled employees by providing them with adapted work solutions or specially adapted workstations.
 - Improve knowledge of collective agreements and measures to assist the employees concerned and implement preventive measures.
- Flex-N-Gate in France **has made a 3-year commitment to Agefiph** (Association de Gestion du Fonds pour l'Insertion des Personnes Handicapées) by signing an agreement dedicated to disability. The agreement aims to:
 - Promote the integration of people with disabilities.
 - Develop disability awareness initiatives.
 - Establish a climate of trust to encourage the declaration of a disability.
- We are also partners of ESATs, establishments providing work and professional support for people with disabilities
 Throughout the year, Flex-N-Gate has had a number of disability-related initiatives:
 - The Giant Barbecue at the Audincourt plant was an opportunity to recruit sports volunteers interested in the Joelette race project on the occasion of the Lion (half-marathon).
 - Disability Week, in November.

Recruitment and Talent Attraction

- **Recruitment follows a formalized policy** deployed by the human resources department with:
 - No discrimination or favoritism.
 - A guarantee that the selection process is completely objective and impartial.
 - Respect and humility towards each candidate.
 - Verification of age.
 - A guarantee at all times of absolute confidentiality and correct treatment of candidates' personal data in accordance with Regulation (EU) 2016/679.
 - Transparency in providing information about the company, the plant and the job.
- **Internal and external communication is provided on job opportunities.**

The media strategy was maintained on the LinkedIn page and enabled the publication of the employer brand to be aligned and harmonized.

- Flex-N-Gate participates in some “speed recruitment” events organized in different cities, and works with headhunters for positions that face a shortage of recruits (maintenance, tooling, etc..).

In Spanish plants a program to attract the over 30s have been unemployed for a long time was put in place and resulted in the hiring of several people.

Flex-N-Gate Europe *	2023
Number hired	240
Women hire rate	34%
Workers hire rate	52%
Executive hire rate	21%

*Except Italy & Germany





Recruitment and Talent Attraction

- **Partnerships with schools**

Flex-N-Gate's ambition is to create a widespread culture of continuous learning that leverages in-house experts and enhances learning in the flow of work and continuous development.

Each site has created partnerships with various schools (technical and engineering schools, high schools etc.) This leads to participation in recruitment forums and presentations at conferences on innovation.

Targeted recruitment processes have been deployed within the Company worldwide to support the onboarding and integration of new talent. Flex-N-Gate aims to recruit diverse talent, based on a recruitment policy developing attractiveness and equal treatment.

Flex-N-Gate's participation in the 12th Semaine de l'Industrie (Industry Week) has enabled us to promote our expertise, know-how and innovations to young people, while affirming our commitment to inclusion and gender diversity in industry.



Because training and transmission of knowledge are essential values for our teams, it was with great pleasure that we participated in the UTBM Crunch Time.

A group of students worked hard on a challenge launched by our Innovation team!

Development of Competencies

• Skills development

Flex-N-Gate has continued to be a magnet for talent, developing skills and employability, and promoting diversity and equal opportunities.

All employees are assigned to a profession and a job family, allowing a job and skills-driven mapping, cross-functionally throughout the organization.

Anticipation and development of skills helps Flex-N-Gate to identify the best match between future needs and current resources. This new transformation needs the support of all employees and employee representatives to overcome challenges together and deliver economic and social performance for a sustainable future.

• Trainings plans

All sites develop their training plans each year and some training courses can lead to obtaining a certificate of professional (CQP in France).

As quality certification is compulsory in France for all providers of skills development initiatives wishing to access public and mutualized funds, the Qualiopi mark covers all providers, including independent trainers, delivering initiatives in the following areas:

- Training;
- Skills assessments;
- Validation of acquired experience;
- Apprenticeship training.

Marles-Les-Mines plant training is QUALIOPi certified and this plant has participated in HR labels.

Flex-N-Gate Europe *	2021	2022	2023
Employees trained	2,170	2,220	2,363

*Except Treviso Plant



Development of Competencies

• Career management

At Flex-N-Gate, we set up a career management procedure which is enhanced by a personnel review with the management, to discuss the situation of managers and employees.

Annual interviews are conducted to assess employees' performance, give them feedback and allow them to share their expectations and needs regarding training.

At the end of their career, proposals are made to employees to enable them to benefit adapted timetables, progressive retirement and tutoring for the transmission of skills.

Agreements have been reached for working from home, the right to switch off (French plants) and wage increases. After each long period of work stoppage (maternity leave, paternity leave, sick leave, work stoppage, etc.) a meeting is held with the employee.

• Talent management

In Flex-N-Gate activity and practice we aim to attract and retain diverse talents. The talent management approach seeks to diversify profiles and experiences and to identify and look for talent within the organization. The focus on strategic skills allows the organization to identify future needs and current resources.

Flex-N-Gate partnered with the Automotive Talent Show as a sponsor in 2023 in Spain; this was an opportunity to present the career paths of some of our employees.

• International mobility

A job system informs all employees of open offers on a platform.

The internal mobility process is divided into different phases:

- Assessment of internal skills and potential
- Recognition and reward system
- Communication and transparency
- Monitoring and evaluation
- Training and development



Flex-N-Gate Europe joined the Automotive Talent Show 2023 in Barcelona as a sponsor!



Compensation and Benefits

Employee wages and benefits are provided in accordance with applicable regulations, prevailing industry practices, and applicable labor contracts. Wages and benefits are designed **to be fair and sufficient to cover basic needs and enable a decent standard of living for workers and their family members.**

Extra-hours are paid and there are possibilities for bonuses depending on the employee performance.

2023, as in 2021 and 2020, was characterized by a period of partial activity. Training sessions were organized during the day of partial unemployment to maintain employees' remuneration as close to 100% as possible. It was also possible to monetize for the loss linked to partial activity.

An economic supplement was provided for employees to compensate for their partial activity.

Flexible remuneration is offered to Spanish workers each year. They can choose to dedicate a part of their annual wages to healthcare services, transport and a childcare service, with no taxation on the chosen amount. Parents can take parental leave.

Sites follow a **flexible working hours policy**, allowing employees to manage their working hours with the approval of their manager.

Employees representatives propose social and cultural benefits to all employers, with payment of sport licenses, participation in cultural activities and leisure activities (cinema, theme parks, etc.).

Flex-N-Gate **travel standard** is deployed in French plants to ensure safe and comfortable work travel, and explain rules for business trips and invitations.



11 DE MAYO DE 2023

FLEX N HEALTH



Taller de Mindfulness

MC MUTUAL

Dentro del marco de acciones de Flex-N-Health, has sido INVITADO a un Taller de Presencial de Mindfulness de 1,5 h de duración total que se realizará el día 18 y 19 de mayo en la Sala de Formación.

Étude Bien-être au Travail auprès de l'ensemble des salariés de Flex-N-Gate

Dans un contexte troublé lié à la crise du Covid 19 et suite aux questions soulevées par les partenaires sociaux relatives aux conditions de travail sur l'ensemble des sites, la Direction a proposé de mettre en place une Etude Bien-être au Travail.



774 personnes parmi les 1 620 salariés de Flex-N-Gate ont répondu au questionnaire du 30 mai au 22 juin 2023. C'est un taux de réponse satisfaisant.

	Number of people who answered the survey
Spain	836
France	774

Talent retention

- Health and care**

All employees are covered by mandatory healthcare system and mutual health insurance. Employees have medical health checks regularly.

A health system is accessible to employees through the daily presence of a nurse on several sites and a doctor from time to time.

A social assistance service is offered on all sites, with physical or telephone support from social workers. A listening and support platform is also available to provide employees with psychological support.

- A work-life balance policy** has been launched .

In Spain, employees can finish earlier on Fridays by working a little more Monday to Thursday, and a working home policy has also been implemented for suitable positions.

A climate survey, "Flex-N-Opinion", was launched in Spanish plants. The response rate was 81% and an action plan was deployed in 2023. Another initiative was deployed regarding mental health with the program "Flex-N-Health", which permits employees to take part in health activities in their free time.

In France, a working home agreement was signed in 2022, after a successful year.

- A work-life balance program** was launched in all French plants.

A French Steering Committee, made up of employees, staff representatives and members of the management, was formed to support the implementation and monitoring of this approach. With the support of an external firm, Stimulus, which specialises in psychological health at work, a Quality of Life at Work survey was launched in 2023 in France to identify actions that would improve well-being at work.

Talent retention

- Retirements**

Flex-N-Gate implemented an additional retirement plan for some of its employees (engineers and executives).

- Organization of working hours**

In every European country, working hours are equal to or less than the legal working week or industry practices. Every year, working hours are negotiated with social partners.

- Employee savings plan**

Employee savings plans allow employees to invest in diversified instruments (shares, bonds, monetary) with a varied yield / risk ratio.

Involvement of employees

Flex-N-Gate undertakes to:

- communicate regularly to all employees on the orientations and stages of progress.
- distribute regular internal news publications highlighting concrete actions implemented.
- provide information about the strategies on town halls and team meetings.
- respond to the questions raised related to the strategic plan.

The approach for managing HR topics aims at becoming more participative by asking employees their opinions on human resources topics (inclusion in working groups, survey, etc..).



Team Building Managers in Spain

Flex-N-Gate*	2020	2021	2022	2023
Turnover rate in Spain	0.7	5.4	7,2	4.9
Turnover rate in France	2.9	2.5	3.2	4.9
Turnover rate Target	-	<2.5%	<10%	<10%

*Except Italy & Germany

Involvement in local life

- **Local Suppliers**

The different plants' commercial relations are mainly oriented towards local suppliers in the country of operation.

- **Local schools**

Partnerships with schools and universities help to attract local talent and maintain links with the education system, through visits, work placements, apprenticeships, etc.

- **Local activities**

Each Flex-N-Gate entity participates, through sponsorship, in local sporting and cultural events, and sponsors local sporting activities such as trails and races linked to their respective calendars.

Flex-N-Gate joined forces with the Lion half-marathon between Belfort and Montbéliard.

In Flex-N-Gate entities, a number of events are held throughout the year to fight cancer.

- **Partnerships with “Pole du Futur / Etupes”**

Flex-N-Gate Europe is joining forces with regional representative of the PFA Automobile to respond to the major challenges of the development of mobility.

Flex-N-Gate subscribes to GPA (Automotive Plastic Group).

- **Partnership with association dedicated to disability**

Flex-N-Gate purchased a joëlette (adapted sport and leisure wheelchair) for an association dedicated to disability.

- **Working with local schools**

A visit to the Audincourt plant was organized for young people who had dropped out of schools.

The Lion Race where employees carried a young disabled child in a "joëlette".



“Les Mulhousiennes”, a race against cancer which in 2023 enabled the acquisition of a new echo-endoscope for the Mulhouse Sud-Alsace Regional Hospital (GHRMSA).

This race is celebrating its 10th anniversary! A weekend of solidarity, festivities and unforgettable moments in 2023 for this special occasion. Large participation of Flex-N-Gate employees.





In Flex-N-Gate entities , a number of events are held throughout the year to fight cancer.



I Valladolid Bike Contra el Cáncer

SÚBETE A TU BICI DEL 2 AL 4 DE JUNIO

INSCRIPCIONES ABIERTAS DEL 10 AL 19 DE MARZO EN: valladolidmarchacontraelcancer.org

PRECIO DE LA INSCRIPCIÓN:
30€ (incluye maillot GOBIKO)
Apuntarse sólo o en grupo
y consigue tu reto: 10k, 20k y/o 50k

RECOGIDA DE MAILLOTS A PARTIR DE 29 DE MAYO EN:
Matveleto: paseo de Zornilla, 157
Samaritane: calle Embajadores, 29
Carril bici: calle San Quirce, 13



FLEX N INFO GAP

LUNDI 17 AVRIL 2023



SITE D'AUDINCOURT

Co-Voiturage Une application pour le site d'Audincourt

Dans le cadre de nos actions RSE, le service HSE de Flex-N-Gate vous propose de découvrir Karos. Karos est l'appli n°1 de covoiturage pour les trajets domicile-travail. Créée en 2014, c'est **déjà 4 millions de trajets réalisés**, l'équivalent de plus de 4 000 tonnes d'émissions de CO2 évitées.

Pas de contraintes, ni d'engagement ! La communauté de covoiturage Karos a plus de 600 000 utilisateurs en France.

- Conducteurs : économisez vos frais de carburant (+ 97€ / mois en moyenne)
- Passagers : covoiturez gratuitement et gagnez du temps !

Rattachez-vous à l'espace personnalisé de notre entreprise pour retrouver tous les bénéfices (covoiturations gratuits, machine à cadeaux, etc...) :

- Téléchargez Karos : <https://www.karos.fr/phone/>
- Créez votre compte
- Enregistrez l'adresse de travail
- Renseignez notre entreprise



Mobility plan / Involvement in local life

In 2023, actions regarding the Mobility plan were deployed at the headquarters in Audincourt, France.

- **Carpooling** was offered to employees in association with different platforms. Employees could benefit from a legal bonus of €100 and drive or have someone drive them to work.

The results over 6 months showed:

- 600 carpooling journeys made in 6 months with an average distance of 21 km,
- 13,440 km of single-occupancy driving avoided, representing 1.5t of CO2 avoided in 6 months,
- shared savings of €2,074 for all participants.

- In spring 2023, tests of **electric bicycles** were organized with Evolity (a public transport company) to offer hire at extremely attractive prices in conjunction with the local authority.



100%
Employees
GDPR training
in Europe



100%
Cybersecurity
and Ethics
Training in
Europe



0
Incidents
Reported via
the Grievance
Hotline



Social Policy and Fundamental Rights

Flex-N-Gate monitors stakeholder awareness of human rights risks or violations and establishes processes to prevent, mitigate and report potential and actual negative human rights impacts. Various due diligence processes are designed to alert us to potential abuses by our suppliers or other companies.

Flex-N-Gate reinforces its commitment to global principles by emphasizing compliance with relevant local legislation.

- **All policies and commitments** have been publicized to employees.

A code of ethics is sent to all employees, who must sign it on arrival at the premises.

An HR policy was rolled out in Spanish factories in 2022 covering: child labour, wages and benefits, working hours, modern slavery, freedom of association and health & safety at work. Flex-N-Gate monitors social indicators and communicates them globally in a transparent manner.

- **Flex-N-Gate takes environmental and social impacts** into account in its decision-making.

Flex-N-Gate shares its values and requirements with its suppliers, subcontractors and industrial partners and is committed to acting in a socially responsible manner when sourcing its products.

Flex-N-Gate aligns itself with the principles of the Universal Declaration of Human Rights and strives to select all suppliers based on the quality and competitiveness of their products and their social, ethical and environmental principles : Flex-N-Gate's general terms and conditions of purchase incorporate requirements in terms of fundamental human rights and the environment.

Procedures are in place to mitigate risks related to health and safety in the supply chain workforce, the prohibition of human rights abuses such as child and forced labor, and to act for environmental protection.



Conflict Minerals

“Conflict minerals” is the term used to describe the following minerals: gold, wolframite, cassiterite, coltan and their derived metals, which include tin, tungsten and tantalum.

Flex-N-Gate is committed to ensuring that our supply base is not mining minerals that fund armed groups in the Democratic Republic of Congo (DRC) and adjoining countries.

Flex-N-Gate also includes the supply chains related to these minerals as part of our due diligence efforts.

- Flex-N-Gate has a **policy** addressing issues related to "conflict minerals". As part of this effort, we expect our suppliers to have a policy in place and implement a system to trace the origin of any of these minerals that might be supplied in products shipped to Flex-N-Gate. We expect our suppliers to conduct a "reasonable country of origin inquiry".
- We use the **Conflict Minerals Reporting Template (CMRT)** to identify refiners and smelters in our supply chain.
- In conjunction with the Responsible Minerals Initiative (RMI), we encourage suppliers to **undergo an audit** via the RMI's Responsible Minerals Assurance Process (RMAP).
- We have a **cross-functional team** in place to evaluate supply chain risks and to implement risk mitigation measures for identified supply chain risks.



Ethical Culture

Flex-N-Gate provides its suppliers and employees with a helpline to report problems of misconduct or fraud in the course of their work with the company.

- Stakeholders can report any breaches of **the code of ethics** (corruption, harassment, discrimination, etc.) through the website www.lighthouse-services.com/flex-n-gate. This anonymous hotline is managed by an external company mandated to receive and process alerts on ethical issues. **The alert system** is communicated to employees in the code of ethics when they arrive, through posters or on specific days.
- The existence of a reporting and case management system means that behaviour or processes that contravene the code can be detected quickly, thereby limiting any potential negative impact on the company and its stakeholders.

Protection of data privacy

Flex-N-Gate is committed to protecting the privacy of the data that employees share with us.

- **A Policy** describes how Flex-N-Gate may collect, use and share information, particularly in connection with the operation of our website, and the options available to employees to update, manage, export and delete their data. It represents a commitment to transparency with our customers and employees regarding our data collection, use, retention and sharing practices.
- **GDPR rules** are presented to all employees during their onboarding and a data collection form is offered for signature. If employees want to exercise their rights they may contact a data controller for the Flex-N-Gate Digital Services by email at privacyofficer@flexngate.com.



Flex-N-Gate Europe*	2021	2022	2023
Claims regarding personal data	0	0	0
Code of conduct violations	3	0	2
Incidents reported via the alert procedure (corruption, fraud...)	1	1	0

*Except Treviso Plant



Security of Information

The Security Operation Center team is responsible for monitoring the company's information systems in order to protect against cyber-attacks and ensure the IT security of all installed infrastructures.

- Using dedicated IT security software, our team monitors the network layer on a daily basis, right down to the software on each of the company's workstations, in order to detect potential anomalies and make immediate corrections in collaboration with the local teams at each site.
- Based on an Information Security Management System (ISMS) close to the ISO 27001 standard, Flex-N-Gate's IT system is adapted to the requirements of the automotive industry and the exchanges between the various players in the sector.

The information management system consists of setting up an information risk assessment, implementing actions to reduce the risks and auditing the actions implemented.

The backup system (data and equipment configuration), network availability, window survey updates and sequenced architecture KPIs are monitored as critical KPIs.

Flex-N-Gate Europe	French Employees	Spanish Employees
	Rate	Rate
Employees trained in cybersecurity	100%	100%
Employees trained in GDPR	100%	100%
Employees trained in ethics code	100%	100%
No. of employees trained in business ethics (Purchasing & Sales employees)	100%	100%

Ethical Culture

Several procedures and certain ERP systems, such as SAP, enable validation controls to be put in place for actions carried out by the sales, purchasing and management control departments.

- The purchasing department monitors the financial reliability of suppliers. To ensure regulatory compliance prior to the establishment of new business relationships and for existing suppliers (including temporary employment agencies), an electronic attestation platform is used for French suppliers, allowing third-party verification of all legal and administrative documents.
- In addition, each of the Flex-N-Gate plants around the world operates with a varying level of autonomy, which needs to be reviewed on a regular basis. In order to effectively review and analyse plant operations, a detailed internal audit program has been developed. A risk-based approach is applied to the audit program, so that not all areas will be examined to the same degree as others, depending on the results of the preliminary steps carried out during each audit.

Every year, the company's accounts are audited by the statutory auditors to ensure that they are true and fair and comply with current standards.





Anti-Corruption Policy

The Group is committed to fighting corruption by adopting a zero-tolerance policy. No behaviour that constitutes a corruption offence and that is discovered or brought to our attention will go unchallenged.

- The members of the Management Committee pass on and clarify the anti-corruption policy to the various levels of the organisation. They participate actively and with conviction in its promotion, both internally and externally.
- Several ERP procedures and limitations are in place to control the main risks identified.
- To ensure compliance with regulations, the company's accounts are audited annually by statutory auditors to ensure that they are true and fair and comply with current standards on corruption.
- Stakeholders can report any corruption violations through the 'Lighthouse' alert system.

Flex-N-Gate Europe	2021	2022	2023
Claims regarding Corruption	0	0	0

73 %
Plants
certified ISO
45001
in Europe

100 %
New
employees
trained in
health &
safety &
ergonomics
during
induction

85 %
Ergonomics
station
assessments



5 SAFETY FOUNDATIONS



Always Lock Out Tag Out.



Always wear approved PPE.



Be diligent with lifting, rigging and cranes.



Expect the unexpected with a forklift.



Use approved harnesses when working at heights.

Certifications

- 3 French manufacturing plants (Audincourt, Burnhaupt & Marles les Mines) are certified ISO 45 001.
- 7 plants in Spain (Aragon, Dafe, Espana, Navarra, Plasticos, Tubsas and Valladolid) are certified ISO 45 001.
- The Italian plant in Treviso is certified ISO 45 001.

Health and Safety

• Health & Safety policy

Flex-N-Gate has formalized a Health & Safety policy, which is revised annually and applies to all Group facilities worldwide.

Each plant follows a Health & Safety roadmap with specific quantitative and operational targets. These objectives are monitored during management reviews or monthly plant reporting.

• Program

Flex-N-Gate identifies safety as a priority with a program called "ZERO In On SAFETY" that focusses on 5 main foundations :

- Lock out/Tag out (of equipment & equipment lock identification)
- PPE (Personal Protective Equipment)
- Safety with regard to cranes
- Cohabitation between forklifts and pedestrians
- Working at Height

• Regulatory Watch

Flex-N-Gate plants work with an external consultancy engaged in a process of Social and Environmental Responsibility which provides information on the requirements and legislation applicable to our factories.

Health and Safety

Flex-N-Gate acts to:

- Prevent injury, illness and death by identifying and assessing all risks affecting the health and safety of all employees, temporary staff or subcontractors, and by managing and monitoring all accidents, incidents or near misses
- Promote health and safety to support and improve employee health and commitment
- Empower everyone to contribute to workplace improvement
- Deploy an effective management system to set solid standards, measure our results and impact, and support continuous improvement.

• Communication

Each plant communicates on different health and safety topics, such as prevention, benefits of sport, etc.

Different pocket guides (forklift, chemical risks) have been deployed.

Flex-N-EHS flash is communicated to employees by their managers.

Each month, a standardized document called “safety talk” is available to share information on a subject related to safety or ergonomics.

At Spanish locations, financial assistance for sports club membership was introduced in 2023.

• Training

Each new employee and temporary worker follows a mandatory onboarding program which includes health, safety and ergonomics modules. This training is renewed regularly with a knowledge questionnaire at the end of training.

Employees can also access specific training depending on their workstations: CACES training, electrical clearance training, ATEX, etc.

APRIL 2023

FLEX N HSE

HEALTH, SAFETY AND ENVIRONMENT CULTURE BY



Safety indicators

OHS - Occupational Health and Safety

LTIR, RIR, ERIR: you have probably already heard about these HSE indicators, but do you know what they correspond to in practice?

• LTIR: Lost Time Incident Rate

$\frac{\text{Number of lost time work accidents reported}}{\text{Number of hours worked}} \times 200,000$

• RIR: Recordable Incident Rate

$\frac{\text{Number of reported work accidents with and without lost time}}{\text{Number of hours worked}} \times 200,000$

• ERIR: Ergonomic Reportable Incident Rate

$\frac{\text{Number of reported ERGO work accidents with and without lost time}}{\text{Number of hours worked}} \times 200,000$

To recap: If you are the victim of a work-related accident, you must inform your employer of your work-related accident by any available means. **This must be done on the day the accident occurred or within 24 hours at the latest.**

The employer must then report each accident to the CPAM (primary health insurance fund) within 48 hours. In this way, each incident is recorded and logged.



Monthly monitoring of indicators allows us to:

- ◊ know the current situation,
- ◊ draw conclusions about our occupational safety management system,
- ◊ identify our areas for improvement.

Our goal is to improve health and safety in the company



Focusing on safety as a priority

Air pollution

Environment



Many gases, materials and products can contribute to air pollution from the moment they are volatile or fine enough to remain temporarily or permanently in the air.

These are the main air pollutants.

• Greenhouse gases

◊ carbon monoxide, sulphur dioxide, nitrogen dioxide, ozone

Greenhouse gases are undoubtedly the most well-known pollutants, especially for their role in global warming.

Generally, combustion generated by human activities generates too much release of these gases and has a detrimental influence on the climate.



• Heavy metals

◊ mercury, zinc, copper, lead, etc.

Heavy metals are found in the air mainly through human actions, especially combustion in industry or energy generation.

Some of these heavy metals are in gaseous form such as mercury, but most of them are in the form of fine particles.

• Particulate matter

Pollutant particles are chemical compounds that can be released by human activities in several ways.

Transport, wood heating and industry are therefore significant emitters of particles that pollute the air.

Health and Safety

• Provision of PPE

All employees and temporary workers are provided with PPE by the company. They have access to PPE (noise-cancelling plugs, gloves, etc.). PPE audits are carried out and refresher campaigns are launched when needed.

• Chemicals Management

All products on the production site are subject to a safety data sheet, which is used to assess the chemical risk in terms of exposure, fire and explosivity, as well as the associated environmental risk.

Depending on changes in regulations, certain products or molecules in a product's composition may be banned from use on site, in which case substitution research is carried out. This was the case for certain molecules in our supplies, such as PFAS and, more recently, cumene.

Any introduction of a new product is subject to a chemical risk analysis, which may result in:

- Banning it from the site
- Introduction under derogation with employee exposure measurement
- Introduction with measures for specific use
- Searching for less dangerous substitutes
- Acceptance

ÉQUIPEMENTS
Équipements adaptés lors de l'utilisation de produits. (Voir la Fiche de Données de Sécurité spécifique aux produits utilisés).

- Charlotte de protection
- Lunettes de sécurité étanches
- Masque adapté
- Gants de sécurité
- Combinaison blanche antistatique
- Chaussures montantes de sécurité chimique
- Coiffe chaussures

PRÉVENTION DU RISQUE CHIMIQUE
Règles essentielles pour les produits chimiques.

BESOIN D'UN NOUVEAU PRODUIT

Un produit chimique doit toujours être validé par le service HSE avant sa première utilisation !

ÉTAPE 1 Je fournis la fiche de demande d'un nouveau produit et sa FDS (Fiche de données Sécurité) au service HSE* du site.

ÉTAPE 2 Le service HSE et le médecin du travail évaluent les risques d'exposition à ce produit dans les conditions d'utilisation décrites dans la fiche de demande. Si le produit est approuvé, on passe à l'étape 3, sinon il faut trouver un autre produit : retour à l'étape 1 !...

ÉTAPE 3 Le produit est approuvé pour utilisation sur site. J'aide la fonction HSE et l'infirmière dans (le cas échéant) à élaborer la fiche utilisateur, parce que c'est moi qui connais le mieux les conditions d'utilisation.

ÉTAPE 4 La fiche utilisateur et l'instruction de travail sont affichées au poste de travail. J'en ai pris connaissance et j'ai été formé aux risques du produit. Je peux commencer à travailler en toute sécurité avec le nouveau produit.

*HSE : Health Safety Environment (Santé Sécurité et Environnement)

UTILISATION

Avant tout, je m'équipe pour me protéger !

SIGNIFICATION DES PICTOGRAMMES

- JE POUSSÉ !
- JE FLAMBE !
- JE FAIS FLAMBER !
- JE RONGE !
- JE TUE !
- JE SUIS SOUS PRESSION !
- JE POLLUE !
- JE NUIS GRAVEMENT À LA SANTÉ !
- J'ALIÈRE LA SANTÉ OU LA COUCHE D'OZONE !

ATMOSPHÈRE EXPLOSIVE

Il faut me relier à la terre pour prévenir les étincelles !

STOP ! Zone ATEX... Respectez les consignes !

Une zone ATEX est une zone à risque d'explosion. Des précautions spécifiques s'imposent pour éviter une explosion : mise à la terre, ventilation, matériel électrique adapté. Seules les personnes autorisées peuvent pénétrer dans ces zones.

Flex-N-Gate Europe	2021	2022	2023
Annual Hours Worked	4,824,671	4,987,894	5,603,273
Number of recordable accidents	77	84	95
Number of recordable accidents with lost days	105	114	113
Ergonomics Recordable Incident Rate	-	-	19
Lost Days	3,394	3,872	5,540
Gravity Rate	0.14	0.15	0.14

Country	Lost Time Incident Rate / Recordable Incident Rate	2021	2022	2023
France	LTIR	3.10	3.41	3.24
	RIR	4.02	4.04	3.89
Spain	LTIR	3.78	3.71	5.14
	RIR	5.04	5.81	5.37
Germany	LTIR	0	0	0
	RIR	3.97	2.73	0
Italy	LTIR	-	-	0
	RIR	-	-	0.78
Europe	LTIR	3.13	3.35	3.39
	RIR	4.27	4.55	3.89

Health and Safety

- **Risk analysis**

All plants conduct occupational risk assessments formalized in dedicated documents which are updated for every change. Analyses are made regarding different topics (cuts, shock, circulation, mental risks, ergonomics, chemicals, ATEX, air exposure, etc.).

- **Incident management and follow-up**

Each accident is declared on the internal platform, Velocity EHS, to which all EHS managers have access in order to share best practices and areas of improvement across countries and plants.

This alert is distributed to the entire EHS network and all staff are informed.

An analysis of the accident is carried out to initially identify immediate protective measures, and then to define the root causes. A document (LSS) is shared as best practice in each plant which informs the employees concerned.

At country level, EHS teams in all plants meet weekly to share information about accidents within the plants.

- **Psycho-social risks**

An assessment of psycho-social risks in Spain plants was carried out in 2022. An action plan was deployed.

In France, a psycho-social risks survey was launched with an outside company in 2023.

The results show a lower level of stress than at national level.

- **World Safety Day and World Environment Day**

Factories deployed workshops during World Safety Day on 28th April and/or World Environment Day on 5th June 2023. In total, 95% of plants deployed at least one health and safety campaign.

24 DE MAYO DE 2023

FLEX N HEALTH



Desde **Flex-N-Health** estamos muy contentos de poder anunciar que hemos conseguido una mejora de las condiciones del centro deportivo **DiR METASPORT POLINYÀ**: son 5000m² de instalaciones, Piscina cubierta, 5 pistas de pádel, 1 de esqualx, sala de fitness y 4 salas de actividades dirigidas, servicio de menú diario y catering, y que se encuentran ubicadas a tan sólo **7 minutos** de nuestra planta, en el municipio de Polinyà.

La tarifa mensual del club, es de 44,95 euros, y nos ofrecen un descuento del 25% si se inscriben 5 personas trabajadoras de Flex-N-Gate Plásticos y un 30% si se inscriben más de 15, además de beneficiamos de la **matrícula gratuita**.

5 personas inscritas → 32,90 €

15 personas inscritas → 29,90 €

¿Te animas a promover el deporte y que nos beneficiemos de las mejores condiciones?

Para concentrar las primeras altas y poder gozar de la cuota reducida desde el primer día, canalizaremos las primeras 5 inscripciones desde Recursos Humanos.

Si ya estás inscrito en éste club, es muy importante que nos lo hagas saber para poder gestionar correctamente el cómputo.

Si necesitas información adicional o quieres visitar el club, no dudes en asistir directamente a sus instalaciones para preguntar.

Flex-N-Health

Health and Safety

• Medical resources

Each Flex-N-Gate production unit is staffed by trained first-aiders. Their role is to provide first aid to any victim of a work-related accident or illness, as well as to participate in the company's prevention efforts.

Flex-N-Gate believes that health must be considered a holistic matter and that achieving occupational health goals requires improvement of the comprehensive health of the employees. Prevention covers the activities dedicated to occupational risks and exposure assessment related to any health consequence from work activities. Occupational follow up includes monitoring, examinations to check for consequences of exposure, assessment of fitness to work and any potential limitations. It includes individual follow up by physicians, nurses, physiotherapists, and/or psychologists to consider early symptoms, either physical or psychological, before requiring long or complex treatment, and fosters sustainable employability.

The medical check-up is carried out for newcomers and when the employee has been on sick leave or maternity leave, or absent due to non-occupational or occupational accident or illness.

Fulfilling the requirements of local regulations, that differ from country to country, nurses focus on prevention, occupational follow up, emergency care and health education.

Ergonomics

The ergonomics team works to improve the working conditions of employees with the aim of anticipating risks associated with future work activities, and proposing measures to:

- Prevent ergonomically-related workplace accidents such as repetitive strain injuries
- Identify and assess all ergonomic risks affecting the health and safety of all staff
- Manage and monitor all ergonomics-related accidents, incidents and near-misses.

This team is divided into sub-teams.

The central team is responsible for developing standards and deploying company guidelines and tools. It works with manufacturing engineering to ensure that ergonomic standards are met when purchasing and installing new equipment and programs.

The team of site ergonomists analyzes and improves ergonomics in their respective facilities.

• Ergonomics policy

Ergonomics is fully integrated into the health and safety policy and applies to all facilities.

• Program

An ergonomics memorandum standard is updated regularly and is deployed in each factory. Regarding development projects, all relevant operations must be validated by HSE/Ergonomics and employees from the sector of activity.

• Training

As with health and safety training, each new employee and temporary worker follows a mandatory onboarding program which includes ergonomics modules. This training is renewed regularly.

• Ergonomic Assessment

A tool enables us to carry out ergonomic assessment of workstations, leading to the construction of improvement due to actions plan followed monthly.



Flex-N-Gate Europe	French plants		Spanish plants	
	2022	2023	2022	2023
Workstation analyzed (%) with new tool*	82%*	95%*	80%	54%*
Target	-	100%	-	100%

Flex-N-Gate Europe	2022	2023	Target
Ergonomics in Program Average of Humantech score at SOP (French & Spanish Plants)	9.7%	10.3%	<10%
Employee having Ergonomics Training (French Plants)	16.3%	10.2%	10%

80%

Plants certified
ISO 14001
in Europe



100%

Employees
trained
regarding
Environment



75%

Green Energy in
Scope 2 in
France



21%

Green Energy in
Scope 2 in Spain



Environment

• Environmental policy

Flex-N-Gate group has formalized an environmental policy, that sets up qualitative objectives for waste reduction, environmental protection, pollution prevention, sustainable use of resources and compliance with national or local regulations.

Each plant has adapted its environmental roadmap with specific quantitative and operational targets, mainly on waste, pollution and carbon footprint. These objectives are monitored during management reviews or monthly plant reporting.

• Environmental Risk Analysis

In accordance with ISO 14001 certification, a risk analysis is carried out on each site locally to assess their criticality, and mitigation actions are implemented. In 2023, a conformity assessment was established with regard to the best available techniques for paint treatment with solvents in all plants concerned.

• Regulatory Watch

Flex-N-Gate plants work with an external consultancy engaged in a process of Social and Environmental Responsibility which provides information on the requirements and regulations applicable in our factories

• Training

Each new manufacturing employee and temporary worker follows a mandatory onboarding program which includes environment modules such as waste sorting, fire intervention, energy consumption, etc.



Certifications

- All 4 French manufacturing plants (Audincourt, Burnhaupt, Marines & Marles-les-Mines) are certified ISO 14001.
- All 7 Spanish plants (Aragon, Dafe, Espana, Navarra, Plasticos, Tubs and Valladolid) are certified ISO 14001.
- The Italian plant (Treviso) is certified ISO 14001.

Environment

• Water consumption and treatment

Closed loop production processes have enabled water consumption to be reduced, and very strict monitoring of water consumption, including on the paint line, helps to eliminate potential leaks. Certain paint lines are equipped with a refresh tower in a closed loop and some plants are equipped with recovered heating on the cooling tower.

Technical departments conduct regular inspections to identify potential water leaks.

Flex-N-Gate does not discharge wastewater directly into groundwater, seas or oceans. All discharges are connected to municipal wastewater treatment plants.

Several inspections or audits are carried out internally and by third parties to ensure the compliance of discharges.

• Soil management

Flex-N-Gate assesses the environmental risks of its industrial projects by systematically conducting audits and assessing the environmental impact.

If necessary, onsite investigations may include the analysis of soil, surface water or groundwater, or gas of soil samples in order to determine the presence of any potential impact.

Depending on the results, measures such as monitoring, containment or remediation actions are implemented. Our environmental experts liaise closely with the authorities involved in order to comply with local regulations.

Flex-N-Gate Europe*	2021	2022	2023	2023
	Water consumption (m ³)			Water intensity ratio (m ³ /k€)
France	40,638	35,707	34,817	0.09
Spain	33,974	35,396	33,304	0.14
Germany	1,590	1,540	1,868	0.007
TOTAL	76,202	72,643	69,989	0.08

*Except Treviso Plant



Environment

Waste Management

Flex-N-Gate has appointed certified subcontractors to manage hazardous and non-hazardous waste, with the aim of recovering waste.

Additionally, sites are filtering and reusing oil in their production processes for as many life cycles as possible.

Several compactors were put in place in plants to avoid collection truck journeys.

Circular economy, materials

In France, each plant is equipped with a shredder to reduce plastic production waste to granules and avoid stockpiling or incineration. The shredded granules are reintroduced into the supplier's value chain.

Solvent used is returned to the supplier so that it can be regenerated and made available again.

Of the 3 plants with painting lines in France, two of them are using directly regenerated solvent.

New waste treatment channels are constantly being sought. In addition, a waste contract in France was reviewed in 2022 with recovery objectives of 85%.

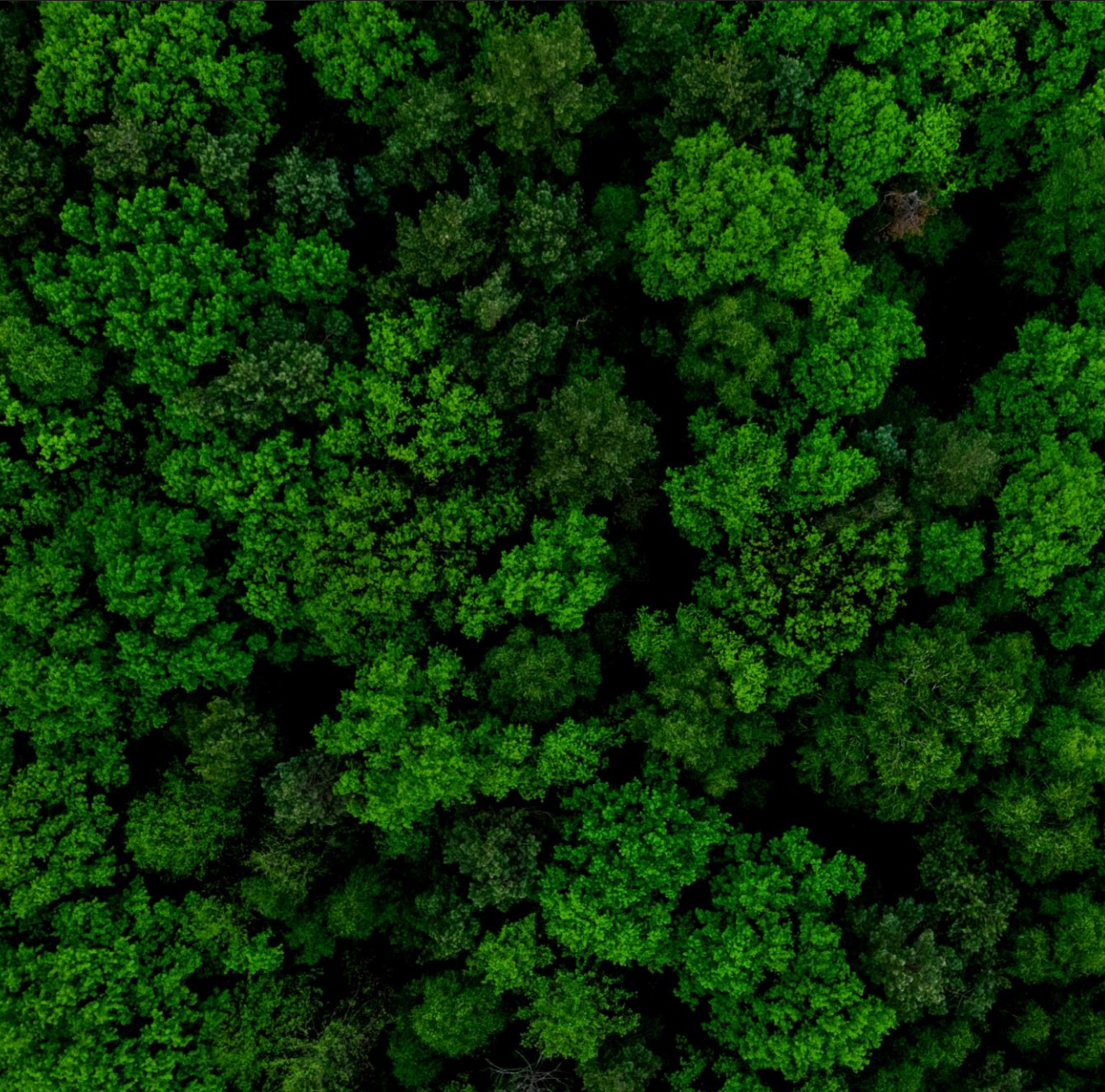
All sites are equipped with specific waste collection centers for wood, paper, plastic and for all other waste generated on site. Waste is either recovered or recycled.

As part of our efforts to improve waste sorting, a collection system for food waste (bio-waste) from our company restaurant was set up in Audincourt. The collected bio-waste is used to produce electricity and heat via a heating co-generation unit and as a base for spreading as fertilizers.

Flex-N-Gate Europe*	2021		2022		2023	
	Hazardous waste (t)	Non-Hazardous waste (t)	Hazardous waste (t)	Non-Hazardous waste (t)	Hazardous waste (t)	Non-Hazardous waste (t)
France	2,346	2,793	2,200	2,963	2,028	3,036
Spain	177	12,851	191	14,682	166	15,684
Germany	5	131	5	115	5	221
TOTAL	2,528	13,575	2,396	17,760	2,199	18,941

Flex-N-Gate Europe*	Recovery rate		
	2021	2022	2023
France	72%	77%	79%
Spain	98%	98%	98%
Germany	79%	80%	81%
TOTAL	93.2%	92.4%	93.3%

*Except Treviso Plant



Environment

- **VOC monitoring**

Solvents used in paint lines are reprocessed and reused.

A diagnosis of paint booths was carried out by a third party in anticipation of the regulations regarding “Best Available Techniques” that will become effective in 2024. A dedicated action plan has been formalized .

VOC (volatile organic compounds) emissions are monitored and thermal oxydators are in place on serial paint lines to eliminate VOCs.

- **Pollution risk analyses**

100% of manufacturing plants have carried out an environmental risk analysis and review it annually. Actions plans have been implemented.

Procedures are in place for accidental oil leakage and specific plans have been implemented to avoid and reduce it, such as a retention cabinet.

- **Improvement plan**

In line with ISO 14001, environmental analysis are carried out in all plants concerning their activities. Plants follow a roadmap based on the main critical impacts identified.

A survey plan exists for each plant which measures:

- Discharges into the air, soil and water
- Noise
- Waste
- Other potential environmental impacts.

Maintenance plans are monitored monthly to reduce these impacts with quantitative targets, for example regarding waste, GHG, oil, etc.

Environment

Energy consumption management and GHG emissions

A platform for monitoring greenhouse gas emissions allows the collection of data (Scope 1 & 2) for each plant (electricity, natural gas, petrol)

Energy audits are conducted and actions plans followed.

In addition plants in France have greenhouse gas measurements carried out by a third party in order to control our direct emissions (Scope 1) and our indirect emissions (Scope 2) . GHG emission are analyzed with actions plans.

Green energy contracts have been signed for the French plants at 75% of the level of the consumption in France.

An action plan is managed by each plant in order to reduce its energy consumption and best practices are shared between plants (LED, destratification, etc.). Several studies are ongoing regarding the installation of photovoltaic panels in France and in Spain .

Plants in France set up remote reading to reduce it and an action plan regarding the tertiary decree was initiated in 2022 to reduce office space consumption in Audincourt.

Flex-N-Gate Europe*	2021		2022		2023	
	Scope 1 (tCO2)	Scope 2 (tCO2)	Scope 1 (tCO2)	Scope 2 (tCO2)	Scope 1 (tCO2)	Scope 2 (tCO2)
France	7,988	2,944	7,236	2,553	6,374	2,544
Spain	763	4,792	524	2,605	878	2,717
Germany	436	1,051	457	806	403	979
TOTAL	9,187	8,787	8,217	5,964	7,667	6,240

*Except Treviso Plant

Flex-N-Gate France	2021	2022	2023
Electricity (MWh)	62,360	62,316	62,076
Green Electricity	75%	75%	75%
Natural Gas (MWh)	43,737	39,603	34,888

Flex-N-Gate Spain	2021	2022	2023
Electricity (MWh)	16,639	17 120	17,724
Green Electricity	21%	21%	21%
Natural Gas (MWh)	3,136	3,182	4,623

Flex-N-Gate Germany	2021	2022	2023
Electricity (MWh)	2,242	2,134	2,594
Green Electricity	30%	30%	30%
Natural Gas (MWh)	1,638	1,716	1,513

Flex-N-Gate Europe*	2021	2022	2023
Electricity (MWh)	81,241	81,570	82,394
Green Electricity	62%	62%	62%
Natural Gas (MWh)	48,511	44,501	41,024

*Except Treviso Plant



Environment

Flex-N-Gate is committed to acting for the preservation of the environment, forests, rivers, seas and oceans.

The preservation of biodiversity also represents an essential environmental protection issue for the Group.

- **Plastic granule loss prevention**

As part of the AGEC (anti-waste and circular economy) law, Decree No. 2021-461 requires sites involved with the production, handling and transport of industrial plastic pellets (GPI) to have their provisions for the prevention of losses and discharges into the environment audited.

Audits took place at the beginning of 2023, in the French plants, for industrial plastic granule loss prevention.

All plants were certified regarding plastic granule loss prevention.



Environment

• Product use and end of life

The end-of-life of Flex-N-Gate products complies with the ELV directive.

This directive lays down measures to prevent and limit waste from end-of-life vehicles (ELVs) and their components, by ensuring their reuse, recycling and recovery. It also aims to improve the environmental performance of all economic operators involved in the vehicle life cycle.

When a vehicle reaches the end of its useful life, it can be sent to an approved ELV (end-of-life vehicle) center. These centers dismantle the vehicles, recover the reusable parts and recycle the materials. This helps to reduce the environmental impact.

Flex-N-Gate follows REACH regulation that forbids the inclusion of dangerous material in its products.

IMDS reports are carried out to control the absence of substances ranked "very high concern" in relation to the REACH regulation.

For suppliers, a follow-up of the due diligence is integrated into a specific section of the newly developed suppliers' questionnaire.

• Product carbon footprint

During the consultation phase of the automotive program, Flex-N-Gate assesses the life cycle of each product and ensures that consumption is reduced as much as possible by offering recycled materials.





Biodiversity

Biodiversity Risk Identification

3 sites have been identified as being close to protected areas such as Natura 2000, ZNIEFF, etc. Several initiatives are in place to contribute to the preservation and enrichment of biodiversity:

- Installation of Beehives 🐝

We received two beehives managed by a local beekeeper in Burnhaupt-Le-Haut plant. These hives can house up to 80,000 bees each, and play a key role in pollination. The honey produced will be harvested and distributed among our employees.

- Eco-pasturing 🐏,

Our eco-pasturing initiative began with 17 sheep and 4 lambs, which are now tending our green spaces naturally. This sustainable method helps control vegetation while preserving our local environment.

- Prohibition of the use of phytosanitary products for the maintenance of sites is in place in all plants.

These initiatives reflect Flex-N-Gate's commitment to integrating sustainable, environmentally-friendly practices into our daily lives.



259

French
Production
Suppliers



1,197

French
Indirect
Suppliers



295

Spanish
Production
Suppliers



100%

of buyers
trained in
CSR



Sustainable Supply Chain

Flex-N-Gate is committed to managing the key elements of a **sustainable and responsible supply chain**:

- Supplier business relationship
- Social and environmental impacts of suppliers
- Supplier-specific risk management.

Flex-N-Gate acts in a socially responsible manner and in accordance with sustainable practices at all levels of the supply base and encourages suppliers to adopt similar practices.

Supplier location is an important strategy : Having suppliers close to Flex-N-Gate manufacturing sites supports the local community and reduces the risk of supply disruption.

Flex-N-Gate's aim is to sell equipment that meets customer expectations, in compliance with social, environmental and ethical standards and in accordance with human rights.

• **Purchasing policy and fundamental rights**

Flex-N-Gate Europe has formalized a new supply chain policy which applies to all facilities.

Flex-N-Gate Europe's responsible supply chain approach is one of the key elements of its social and environmental responsibilities.

Before selecting a supplier and committing to a contract, Flex-N-Gate Europe pays attention to three criteria (among others):

- Performance,
- Quality,
- Corporate Social Responsibility.



Sustainable Supply Chain

• Innovation

Flex-N-Gate involves its core and strategic suppliers in a disruptive innovation process, which is essential in order to meet commitments on reducing CO2 emissions, improving air quality and finding more sustainable materials e.g., increased recycled content for use in our products.

• Conflict minerals

The risk of conflict minerals use by our direct suppliers is very limited. However, given that some conflict minerals can be included in electronic components, there is a follow-up of the presence and origin of gold, tungsten, tin and tantalum minerals. This due diligence is integrated into a specific section of the questionnaire sent to our suppliers.

Building strong responsible supply chains is an important focus.

• Host territories

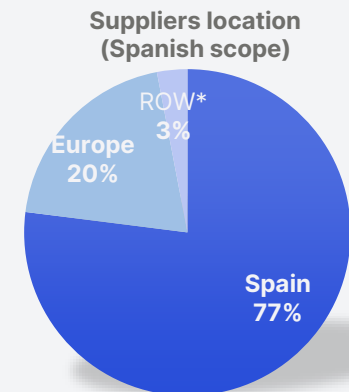
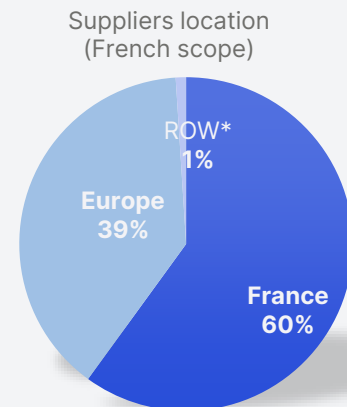
It is essential to stimulate local production close to end markets. Flex-N-Gate implements optimization measures such as identifying local suppliers, helping them acquire the necessary skills and encouraging current suppliers to relocate close to end markets. Having local suppliers benefits the environment by reducing CO2 emissions.

• Complaints procedure

Flex-N-Gate provides a reporting hotline to suppliers and employees who wish to report misconduct or fraud issues while working with the company. The calls are kept confidential and go through the third party reporting provider, the Lighthouse Corporation. Employees will not be subject to reprisals for reporting or supplying information about potential violations, except in cases where those employees are responsible for the violation.

Flex-N-Gate France	2021	2022	2023
Production Suppliers	246	246	259
Spend €(k)	95,178	104,241	108,060
Molds & Equipment Suppliers	87	59	183
Spend(€k)	32,567	69,640	66,568
Indirect Suppliers	1,103	401	1,197
Spend (€k)	53,551	41,446	43,911

Flex-N-Gate Spain	2021	2022	2023
Production Suppliers	246	246	295
Spend (€k)	95	117	119



*Rest of the World

Sustainable Supply Chain

- Buyers' training**

100% of buyers were trained in CSR topics including anti-corruption rules and sustainability issues.

A purchasing manager has attended a training course on Sustainable Supply Chain Management. This module was cascaded to all buyers.

- Business review with suppliers**

Performance reviews are carried out with suppliers, at least once a year for the main ones, and include CSR topics. Topics discussed include the main items of the questionnaire to which specific attention needs to be paid (specific for each supplier and considering the process criticality), as well as certifications. Action plans for the key points are then defined and monitored between the two reviews.

- Flex-N-Gate Europe Purchasing General Terms & Conditions**

These are distributed to suppliers with each purchase order and includes social aspects on working conditions, salary, labor practices, minimum age of employees, forced labor and environment requirements. These are accepted by suppliers.

- Suppliers are informed of best practices and regulatory changes and can benchmark themselves by comparing their CSR performance against the industry average,

- The suppliers are expected to communicate, each year, their own CSR commitment and performance and their EcoVadis score.

Flex-N-Gate France	2023	Target end 2024
Total number of suppliers	1,639	-
Suppliers who received the CSR survey	193	-
% of suppliers who responded	60%	80%
Total Spend of all suppliers (€k)	218,439	-
Total spend of suppliers who received the CSR survey (€k)	17,087	-
% of spend of suppliers covered by CSR survey or Ecovadis	65%	70%
Overall Average CSR Score	50/100	52/100
Overall Ecovadis Average	65/100	68/100

Flex-N-Gate Spain	2023	Target end 2024
Total number of suppliers	295	-
% of suppliers who responded	20%	25%
% of spend of suppliers covered by CSR survey or Ecovadis	18%	25%
Overall Average CSR Score	48/100	50/100
Overall Ecovadis Average	60/100	62/100

Flex-N-Gate France	2023	Target end 2024
Production Suppliers certified ISO 14 001 (French scope)	56%	58%
Production Suppliers certified ISO 45 001 (French scope)	22%	24%
Molds & Equipment Suppliers certified ISO 14 001 (French scope)	11%	13%
Indirect Suppliers certified ISO 14 001 (French scope)	5%	7%

Flex-N-Gate Spain	2023	Target end 2024
Production suppliers certified ISO 14 001 (Spanish scope)	42	50%



Sustainable Supply Chain

- **Supplier CSR questionnaire**

Since 2021, a Corporate Social Responsibility questionnaire has been in use. Its purpose is to ask suppliers about their practices on the topics of health & safety, the environment, social issues, human rights and conflict minerals.

This questionnaire is deployed to the whole base of existing suppliers and is a requirement for every new vendor, except if they have an Ecovadis assessment or equivalent.

The purchasing team evaluates and monitors suppliers' CSR performance through a rating based on the questionnaire completed by the supplier. A supplier reassessment is conducted at least every 3 years to monitor performance improvement.

- **Addition of CSR criteria in the evaluation of offers**

CSR and carbon criteria have been added to the supplier nomination committee template. It now includes data on ISO 14001/45001 certification and the distance between Flex-N-Gate's factories and the supplier.

CO2 emissions have also been added in order to assess the supplier's carbon cost in freight offers.

- **Audits**

Supplier audits include specifications covering the topics of the environment, health & safety and ergonomics. A file with the panel of suppliers is regularly updated and monitored for certifications such as ISO 14001, ISO 45001.

Some vendors may leave the panel because of poor operational performances in general, or in the event of issues related to any CSR topic, as long as the purchasing organization is aware.

Sustainable Supply Chain

• Risk Matrix

A supplier risk analysis process is in place and covers the whole production portfolio.

5 items are analyzed and rated between low risk and critical risk :

- Social,
- Environment,
- Safety,
- Ethics,
- Conflict minerals.

Two risk dimensions are analyzed: commodity and country.

For country-related risks, a ranking has been drawn up based on information from databases such as human rights index, harassment index, gender equality, political stability, country's labor security, corruption index, energy consumption, recycled materials, etc.

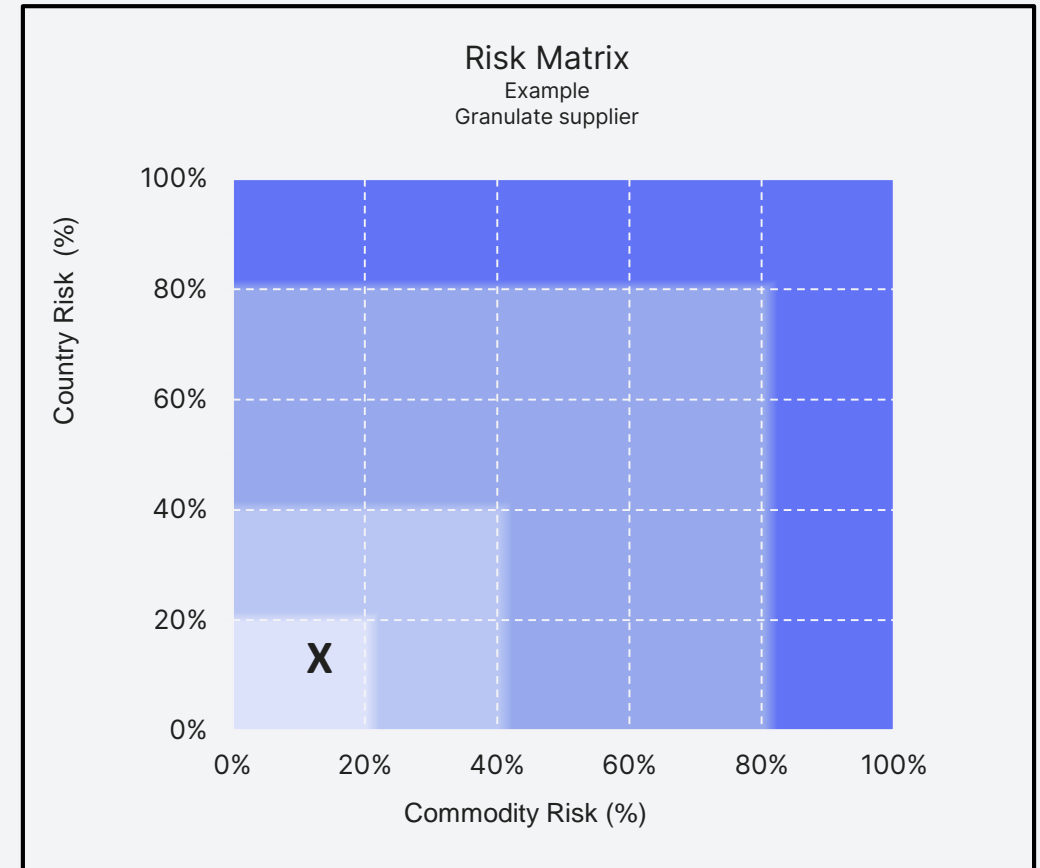
• Action plan

All production suppliers are classified, taking into account the commodity and country risk.

An action plan is implemented when the supplier is classified "medium, high risk, critical risk" for country or commodity.

• Disability

Flex-N-Gate plants also partner with ESATs, (establishments that provide work and professional support for people with disabilities), for example for wire harness assembly, maintenance of green spaces etc. For each activity, Flex-N-Gate makes an assessment of the possibility of working with disability associations.



	Number of suppliers concerned
Low risk	154
Medium risk	146
High risk	24
Critical risk	0



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