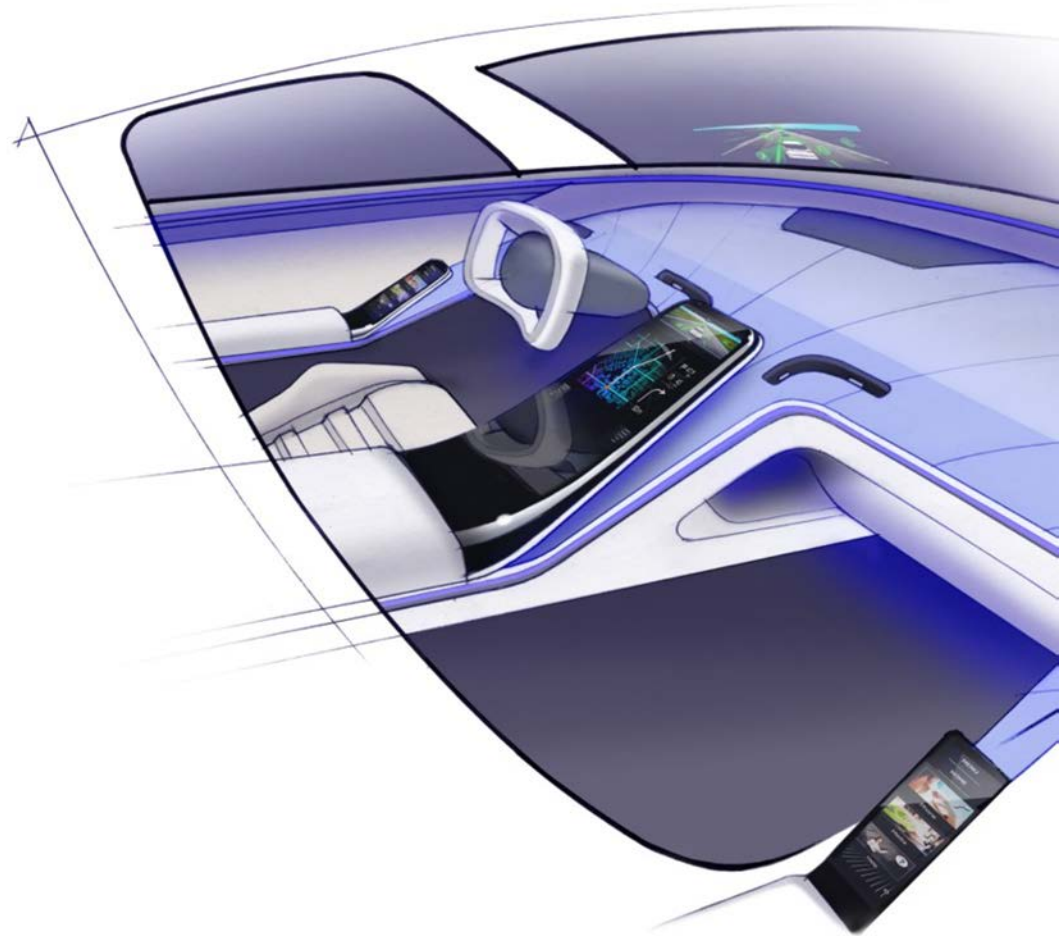


International Automotive Components

January 12, 2021

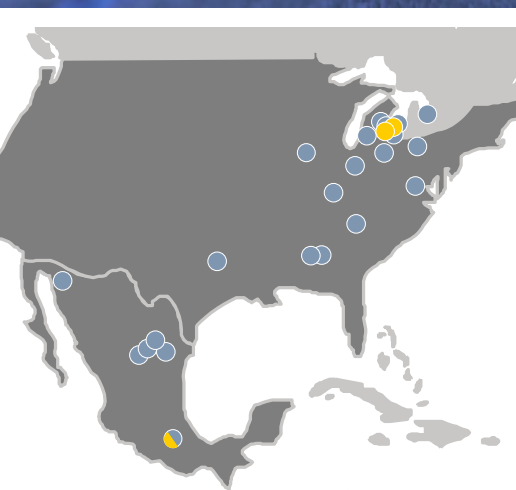
Kelly Bysouth

Chief Supply Chain Officer, IAC Group



IAC Global Overview

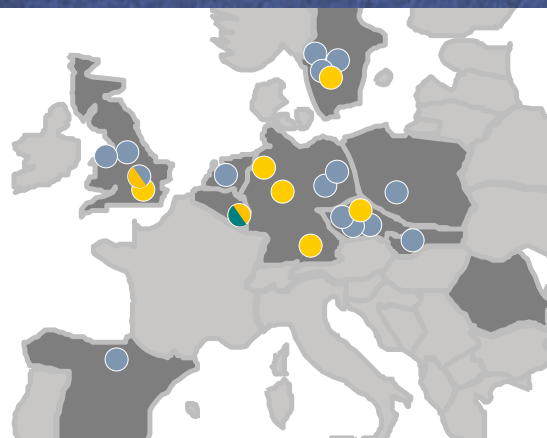
Manufacturing, Business & Innovation Centers



21

3

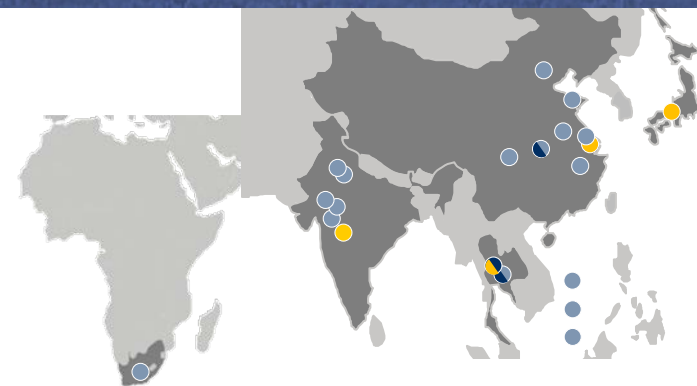
NORTH AMERICA



12

9

EUROPE



12

4

2

ASIA/AFRICA

- Anniston, AL
- Arlington, TX
- Greencastle, IN
- Iowa City, IA
- Madisonville, KY
- Alma, MI
- Mendon, MI
- Port Huron, MI
- Southfield, MI⁽¹⁾
- Troy, MI
- Warren, MI
- Wauseon, OH

- Strasburg, VA
- Cottondale, AL
- Maple, ON
- Windsor, ON
- Hermosillo, MX
- Monterrey, MX
- Northern Monterrey, MX
- Toluca, MX
- Saitllo, MX

- Hodonin, CZ
- Prestice, CZ
- Prestice II, CZ
- Düsseldorf, DE⁽¹⁾
- Ebersberg, DE
- Plattling, DE
- Rüsselsheim, DE
- Zwiesel, DE
- Luxembourg, LU
- Born, NL
- Opole, PL

- Lozorno, SK
- Logrono, ES
- Färgelanda, SE
- Gothenburg, SE
- Lassby, SE
- Skara, SE
- Basildon, UK
- Eimdon, UK
- Halewood, UK
- Scunthorpe, UK

- East London, ZA
- Beijing, CN
- Changshu, CN
- Chongqing, CN
- Hangzhou, CN
- Shanghai, CN
- Shanghai,
- CN⁽¹⁾

- Wuhan, CN
- Yantai, CN
- Chakan I, IN
- Chakan II, IN
- Manesar I, IN
- Manesar II, IN
- Nashik, IN
- Pune, IN
- Yokohama, JA
- Rayong, TH

(1) Regional headquarters

18,000 employees worldwide

Instrument Panels & Consoles



- **Instrument Panel Assemblies**
 - Tailored Wrap
 - Hard Surface
 - Soft Surface
- **Cockpit Assemblies**
- **Center Consoles**

Doors Systems



- **Door Panel Assemblies**
 - Tailored Wrap
 - Hard Surface
 - Soft Surface

Headliner & Overhead Systems



- **Overhead Systems**
- **Headliner Substrates**

Bumper Fascias & Exterior Trim (Europe)



- **Bumper Systems**
- **Rear End Spoilers**
- **Rocker Moldings**
- **Sun Visors**
- **Grilles**
- **Fascia Moldings**

IAC supplies all major global OEM's including GM, Ford, FCA, Daimler, VW, BMW, Toyota, Honda & Tesla

Cashflow



- Crisis management
 - ✓ Bleed off excess inventory
 - ✓ Monitor accounts payable activity
 - ✓ Ensure stability of supply!
- Optimization
 - ✓ Production scheduling agility
 - ✓ Updated inventory policy & planning parameters
 - ✓ Best in class material cost & payment terms
 - ✓ Enhanced planning tools to create end to end visibility

Supply Chain Risk



- How do we see it?
 - ✓ Effective strategic sourcing to rationalize the supply base
 - ✓ Knowledge of Tier 1 supplier health (i.e. Financial, Operational, etc)
 - ✓ Illuminate the extended supply network
- How do we react?
 - ✓ Identify alternative sources of supply
 - ✓ Conduct scenario planning
 - ✓ Evaluate shipping options/secure capacity