



VC Automotive Group

*Innovative together*

# Sustainability Report

# 2023



Visscher-Caravelle

*Innovative car mats*



Vicim

*Innovative mouldings*



VANPROTECH

*Innovative car protection parts*





**Disclaimer**

This sustainability report has been developed by Visscher-Caravelle Automotive Group and provides the Environmental, Social and Governance impact of the company and its belonging subsidiaries for the year 2023. The content of this report is based on internal collection of data, information and is verified by the relevant stakeholders. For any concerns, please get in touch with your local contact person or via [sustainability@visscher-caravelle.com](mailto:sustainability@visscher-caravelle.com).

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Visscher-Caravelle has a corporate vision of “**Growth by nature**”. It embraces our ambition to contribute to the **greener society** and **cooperate with employees and society**. Our determination of success lies between the **harmony of sustainability** and **our culture of trust**.



our **VISION**



# Empowering Sustainability

Our vision 'Growth by Nature' is the driving force behind our commitment to sustainability. This guiding principle inspires us to align our business growth with the natural world's balance and resilience. It shapes our strategies and actions, ensuring that our development contributes positively to the environment.

As part of this vision, we have set the ambitious goal of achieving a net zero impact by 2039. This target reflects our dedication to reducing environmental footprint and fostering a culture of sustainability throughout our global organization. By prioritizing sustainable innovations, we aim to lead by example and inspire change across our industry and network.

In this sixth sustainability report, we detail the steps we have taken in 2023 and what actions we are going to take during our journey to 2039. We have highlighted our progress and efforts, and reaffirm our commitment to a sustainable future. The outline of this report is according to the ESG principles, respectively starting with Environmental, then Social, and last the Governance part.

### Period of reporting

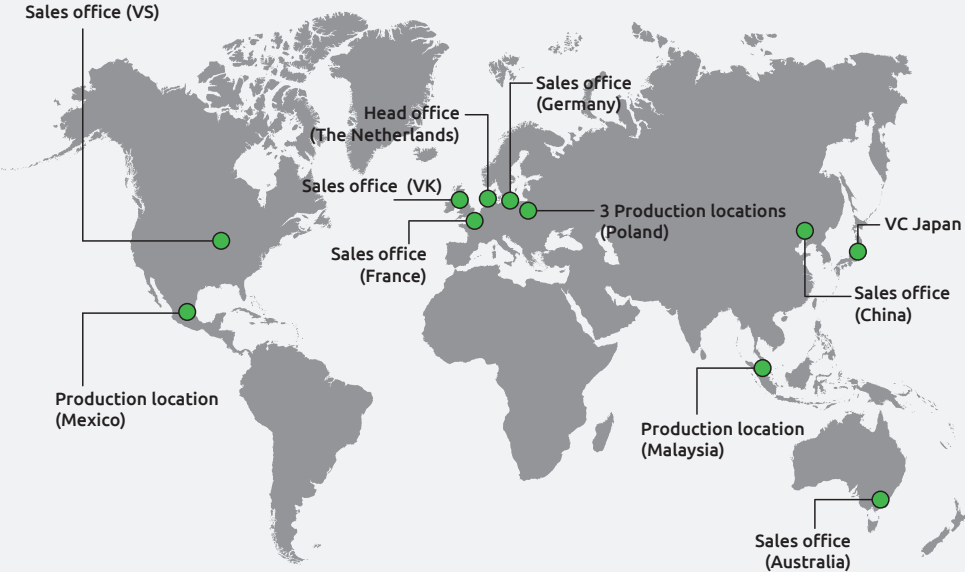
January 2023 – December 2023

### Reporting scope

This report covers all activities at our operations and locations globally

### Reporting standards

United Nations Global Compact (UNGC) / Communication on progress (COP) Guide







Introduction

Environmental

Social

Governance

Future goals



To become the **global market leader** and deliver **sustainable floorconcepts** for 20 million cars while having a **positive impact** within the automotive industry.



our **MISSION**



## Message from the board

The 2023 sustainability report marks the sixth edition of our annual sustainability reporting. Building upon our measures, new insights have been gained, and new practices are implemented. We continue to advance our product portfolio's with sustainability, always emphasizing to create positive impact across the supply chain. With over 2,000 employees working for Visscher-Caravelle Group, our reach goes beyond that. Inspiring and reaching them, their families, and communities shows that we bear a great responsibility. Lowering and preventing negative impact, and creating a positive one for the environment and society, is what we do.

As part of our 2023 initiatives, we started the preparations for the Corporate Sustainability Reporting Directive (CSRD), and took actions to ensure compliance from the mandatory reporting 2025 and ongoing. We have also integrated a carbon footprint calculation tool, called Ecoserve to ensure that our scope 3 emissions can be calculated with a reliable, transparent software and database. Our goal-setting and planning continue to focus on a carbon-neutral manufacturing and supply chain.

We remain dedicated to ongoing efforts to create a better world for current and future generations. Trust, affection, freedom, and safety form the foundation of how we conduct business and enable us to make sustainability efforts transparent. Our overarching goal is to become the global market leader and deliver sustainable floor concepts for 20 million cars while having a positive impact within the automotive industry.

*Regards,*

*Tiemen van Dijk*

*René van Dalfsen*

*Gerjan Last*

*Pawel Kalinski*

*Jacko van der Stege*

*Board, Visscher-Caravelle Group*







## About our group

Visscher-Caravelle Group, along with its affiliates Visscher-Caravelle, Vicim and Vanprotech, is a leading global Tier-1 supplier in the automotive industry. Our extensive global network, with manufacturing facilities in Poland, Mexico, and China, enables us to meet the diverse needs of our customers around the world. We are specialized in automotive interior solutions, particularly focusing on high-quality carpeting. Our core products includes textile and TPE car mats, as well as cargo mats and van protections made of wood and plastic. We are dedicated to maintaining our cultural values and placing a strong emphasis on our employees, recognizing them as our greatest assets.

### Facts and figures

#### Our people

Worldwide > 2.000

#### Sales

More than > 200 million EUR

#### ISO 14001

Our plants and office in The Netherlands certified with ISO 14001

#### ISO 45001

Our plant in Poland is certified with ISO 45001



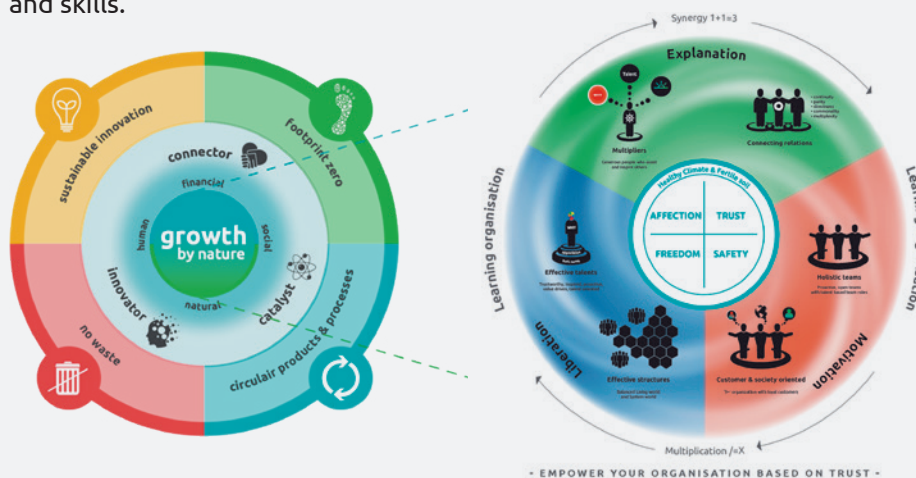


## Growth by Nature

Our organisational values form the basic foundation to build a healthy culture, where people experience safety, connection, trust, and freedom. The two models below illustrate how these values are connected with sustainability and leadership. It is the nature's philosophy that we apply within our organisation:

Trees do not grow into heaven. Instead, a tree drops seeds, creating new trees, a process called multiplication. Similarly, leaders share their knowledge to help others grow. Just as a tree thrives on diversity - sun, wind, rain, insects, and fertile soil - ensuring healthy growth, a team also needs diversity. Bringing together different skills strengthens the team.

You can recognize a tree by its fruit; healthy trees produce fruit. Similarly, leaders who grant their team members freedom and responsibility foster growth and ensure fruitful development. When these elements function well, a sustainable environment is created where natural growth leads to motivated employees who can grow the company and their surroundings through their knowledge and skills.



## Empowering Growth

Visscher-Caravelle Group is full in motion and despite the various crises of recent years, we are doing well both in terms of results and strategy. Visscher-Caravelle Group is a healthy, competitive, resilient and efficient organization, currently supplying approximately 11.5 million floormats to OEM customers worldwide. Our floormats and Vanprotection kits are perceived as commodity product and therefore we need to grow, to stay up front to our competition. Only the most efficient, fit and healthy automotive suppliers are able to survive sustainably within the industry.

We see this as an opportunity and expect to become the global market leader and by supplying around 20 million cars with sustainable flooring concepts in the future. We believe that we are able to growth together and want to assure that growth will be in balance for everyone personally and for the business. Therefore, we are building an empowering growth culture and connecting relationships with each other and our partners, to foster a foundation of this growth.





# Environmental performance

‘Growth by Nature’ is represented by the natural growth of a tree. When the right ingredients are available and present, natural growth can be realized. This approach is also implemented in our ambitions for the environment. The sustainability tree symbolizes both visible and invisible natural growth, perfectly aligning with our corporate vision.

This philosophy is embedded in our commitment to environmental stewardship. The sustainability tree visualizes this, with each branch representing a specific area of our environmental focus. By nurturing these branches, we aim to achieve sustainable growth that benefits both our organization and the planet.



## sustainable innovation

Commercializing sustainable innovation across the supply chain, local communities, and with new business models.



## no waste

Collaborating across the organization and supply chain to reduce waste, create new raw materials, and reach carbon neutrality.



## footprint zero

Scaling resource-efficient product designs with effective processes, minimized emissions, and sustainable transportation.



## circular products & processes

Minimalizing and preventing harmful output to the environment by using sustainable resources and technologies.



## awareness

Raising awareness of sustainability through the organization and with all stakeholders involved.



Our first environmental focus is on commercializing sustainable innovations throughout our organization, supply chain, and local communities, while also developing new business models. The second focus centers on achieving carbon neutrality -z called Footprint Zero. This involves creating resource-efficient product designs, optimizing production processes to minimize emissions, and implementing sustainable transportation systems.

Additionally, we emphasize waste minimization and prevention, which constitutes our third focus: No Waste. Finally, our fourth focus, Circular Products and Processes, aims to reduce and prevent harmful environmental outputs by utilizing sustainable resources and practices.

Within our environmental approach, we also contribute to the following United Nation’s Sustainable Development Goals: 7, 9, 11, 12, 13, 14, 15.



United Nation’s Sustainable Development Goals





## Visscher-Caravelle Poland uses 24% of green electricity



### Energy and emissions

In previous years, we calculated the carbon footprint emissions of all the three scopes. However, we determined this year that we could not continue in the way we were calculating the scope 3 emissions. We saw that without data from our suppliers and without a transparent and reliable dataset, the values of the carbon footprint were not accurate. And without having this confidence, we decided to change our approach in calculating carbon footprints. Since 2023, we decided to build our own carbon footprint software that enables us to make climate- and environmental impact calculations from our upstream supply chain. All purchased materials, the production process at suppliers, and the transport to our production facilities can be calculated via this software called Ecoserve, so the impact of our upstream supply chain.

In doing so, Ecoserve also shows the carbon footprint of individual products, which helps us to get insight into the impact our product has, and what will happen if we change a certain construction. This comparison can now be made. Besides carbon impact, other impact categories are included in Ecoserve. These categories come from the well-known Ecoinvent database, and thus makes our footprint data reliable, transparent and accurate to show and work with. From 2024 and ongoing, we will report our carbon footprint retroactively from our benchmark year 2017 for the scope 1, 2 and 3. This will be a process being included in the sustainability reporting from 2024 and ongoing as well.

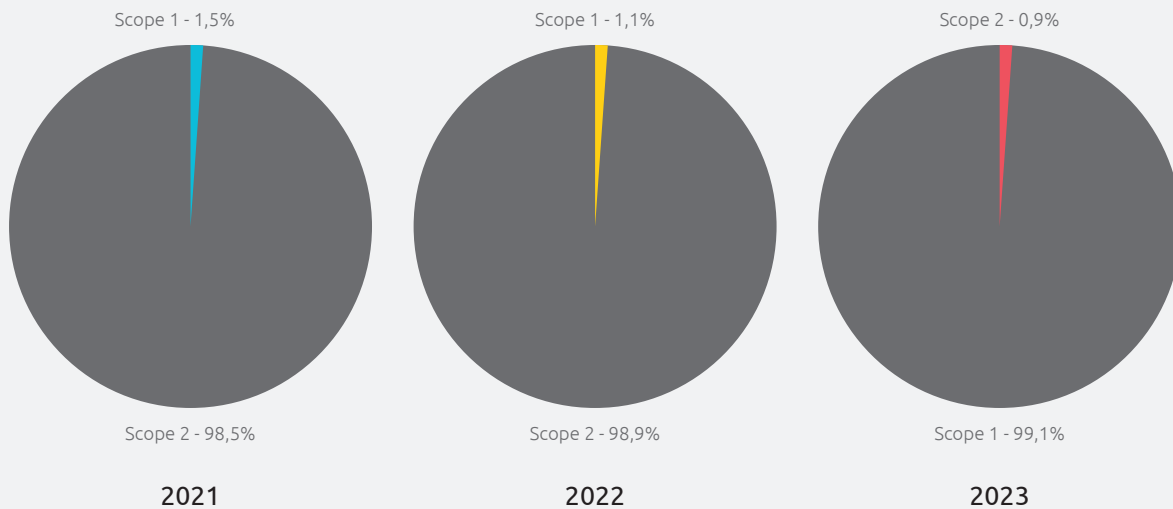
Continuous energy measurements help to reduce the consumption of energy across all our facilities. From 2023 and ongoing, we are measuring the energy consumption of our equipment to come to solutions on how to reduce and prevent (over) consumption.

Visscher-Caravelle Poland is measuring its energy consumption since 2003 and has realized significant reductions in consumption, despite the increasing sales. In the past three years for instance, the energy consumption of the plant decreased with 14%, and the sales increased with 9%.

### CO2 impact of scope 1 and 2 emissions

As stated previously, Ecoserve will help us to calculate the carbon footprint of our scope 3 emissions and we will be communicating this and the progress of how we reduce the CO<sub>2</sub>-footprint in next years sustainability report and ongoing. Below you see only the emissions of the gas and electricity consumption over the years. Gas consumption is significantly reduced due two reasons: measuring the consumptions helps to identify overconsumption and how to lower the energy, and replacing gas with electricity.





## footprint zero

**Developing resource-efficient product designs, effective production processes with minimalized emissions and implementing sustainable transportation systems.**

- Develop a climate-neutral travel policy by 2024.
- Reduce carbon emissions of transport with 80% by 2025.
- Achieve carbon neutrality at all manufacturing operations and locations by 2024.
- Achieve carbon neutrality at all key impact suppliers for VC relevant manufacturing operations by 2026.
- Achieve carbon neutrality at all direct suppliers for VC relevant manufacturing operations by 2030.
- Achieve a 100% upstream carbon neutrality supply chain by 2039.
- Achieve all manufacturing operations and locations environmental-friendly by 2030.



## circular products & processes

**Minimalizing and preventing harmful output to the environment by using sustainable resources.**

- Develop sustainable content solutions with a minimum of 70% for all product groups with 80% of the sales volumes by 2030.
- Develop recyclable product solutions with a minimum of 70% for all product groups respectively with 50% of the sales volumes by 2025, and 100% by 2030.
- Develop recycling technologies for all product groups respectively with 50% of the sales volumes by 2025, and 100% by 2030.





## Environmental impact

"Visscher Caravelle Poland launched a couple of years ago 'the Green Journey' and has initiated a whole range of diverse projects". Visscher-Caravelle Poland implements their sustainability ambitions through the lens of the R-ladder and have diverse projects behind it:

1. **Refuse:** Resignation from using materials and other products that cannot be reused;
2. **Reduce:** Reducing the consumption of renewable and non-renewable resources as well as materials and substances through the use of appropriate activities;
3. **Reuse:** Reusing products instead of throwing them away and replacing them with new ones;
4. **Recycle:** Reusing raw materials and products to reduce their impact on the environment;
5. **Repair/ Recover/ Restitution:** Recovering raw materials from waste to reuse them; this principle means introducing solution within the projects that enable repairing and reusing of materials and products;
6. **Rethink:** Analysis of habits and their impact on the environment, redesigning product construction to lower carbon emissions to zero, and undertake activities to proactively reduce and prevent waste.

With the aid of power consumption measurements, Visscher-Caravelle identifies how to lower the energy consumption and investigates ways to increase the use of renewable energy. In addition, with the use of a waste management is the company able to recycling different types of packaging and using more sustainable packaging.

## Efficiency throughout processes

Continuous improvement in production processes is crucial for boosting efficiency, responsible production, and sustainability. At Vicim, we regularly assess and refine our processes to reduce waste and meet our sustainability goals.

A significant enhancement is the installation of advanced oil filtering systems in our injection machines. These systems maintain oil quality by removing contaminants such as dust and water, which can damage machinery and degrade performance. By ensuring consistent oil quality, our filtering systems extend machine lifespan, improve efficiency, lower costs, and reduce production waste.

## Waste management

Each of our production facility work on ongoing process to responsibly reduce and prevent waste, and to ensure that sustainable waste streams are being used. To put our waste of our product categories in perspective, it shows why we are determined to yearly reduce our waste with 3%.



### Textile car mats

Due to erratic shape of an automat we always have significant cutting loss. general instead of numbers which results in 2 FTL full truck load weekly in Poland and more than 1 FTL in Mexico. Which ends up as fuel for electricity generation.

The redesign of products is important to reduce the footprint and come closer to a circular loop, but rethinking and improving existing processes is as important. All our facilities conduct diverse improvements to reduce either carbon impact, waste and energy usage, and Visscher-Caravelle has recently saved 1.5% cutting waste by implementing various nesting projects.

It is quite unfortunate that the textile waste ends up as fuel for the cement industry because it gets burned. There should be another destination prepared and taken care of. That is why we are rethinking the design of the products to make them recyclable, with the highest amount of recycled content and with lowest carbon footprint possible. In that way, we can give carpets a new destination by reusing the materials and keeping them in the loop.







### Van protections

Average van is furnished with protection panels to protect the bodywork, are products with also many erratic shapes resulting in a lot of cutting/sewing waste also in this industry (3 FTL per month). Most of this waste can be reprocessed within the wood panels industry. In recent years, we have achieved a significant milestone: 85% of our waste is now directed toward circular solutions.







## no waste

Collaborating across the organization and supply chain to reduce waste and reach carbon neutrality.

- Reduce the proportional waste of production by 3% of the material volumes per year.
- Create raw materials out of the production waste: 25% by 2025, and 100% by 2030.

### All weather mats

We soften 10,000 tons of TPE into rubber car mats, all weather mats. Here we have no waste because of their thermoplastic characteristic. The mat is circular but we have no return concept to recover it. We are researching how to get the product back for recycling, at its end-of-life. Taking into account that a car mat has an approximate lifetime between 7-10 years, it is key to develop a solution that is sustainable for the long term. Not only are our all-weather mats recyclable, but we are also committed to expanding the market presence of our 100% recycled mats, branded as 'Seronyl'.

VC Yimeng uses  
30% of green electricity







### Awareness sessions

Various awareness sessions were held throughout the facilities to talk about the sustainability program and its goals, with the ultimate goal to raise awareness and create alignment. This helps to build a culture where sustainability is embraced by everyone.

On World Environment Day, our colleagues in Mexico adopted 350 trees to help protecting the local environment in stimulating biodiversity.



The Visscher-Caravella Active Team in Poland promotes a healthy lifestyle by participating in various sports activities, like a triathlon and running competition. Besides stimulating a healthy lifestyle, the team also planted meadows and established houses for the bees to promote biodiversity in the surrounding.











We defined three important organizational values. We acknowledge these values as a guideline for every employee of the company worldwide:

- I am honest
- I perform
- I serve



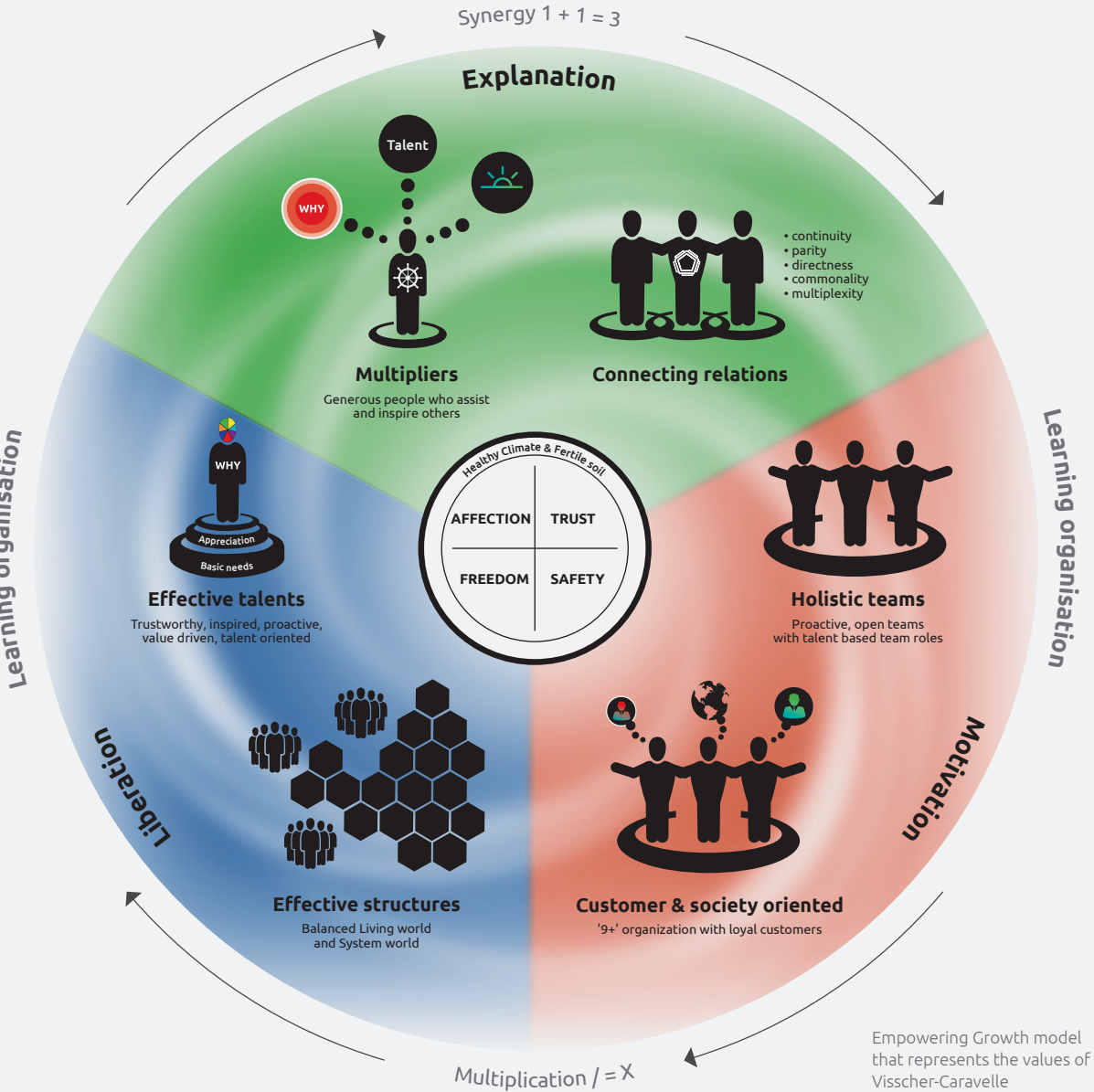
our **VALUES**





# Social performance

We believe in growing together, ensuring that this is in balance for both our people and the business. We have a global culture of empowering and creating strong relationships. Our values, as described in the introduction, form the basics for a healthy global culture. Safety, connection, trust, and freedom are the core elements belonging to this. As we have over 2.000 employees, it might be hard to send this message to everyone. But with our empowering leadership program we are able to train people on those core elements, to enable them for synergy and multiplication:







This model shows the organizational development framework within its core the 4 elements of creating a healthy climate and fertile soil. The three layers around the core show the six principles and it is supported by the outer circle, which represents continuous learning curve where synergy and multiplication developments are ongoing.

Within our societal approach, we contribute to also to the following United Nation's Sustainable Development Goals: 3 and 8



United Nation's Sustainable Development Goals

### Empowering leadership trainings

Since 2023, trainings about the empowering growth model started to be given to 80 leaders across the Visscher-Caravelle companies. The training sessions include a couple of days where one group of eight leaders of different entities and cultures come together to connect, and act in harmony. In this way, new perspectives and mutual understandings occur.





**Social impact**

Our organizations are all dedicated to work, implement and initiate a wide range of driving meaningful change, both within the own working environment as well as within local communities. This dedicated has led to amazing team building experiences, engagement with locals and fosters long-lasting and healthy relationships. Some examples of the initiatives held in 2023, include the following:

**Awareness for Women’s Day**

International Women’s Day in Queretaro, Mexico, where our colleagues raised awareness about this day and topic by buying donuts from the ‘Magic Hearts’ program that was implemented by the Vida Plena I.A.P. Foundation.



**Physiotherapy sessions**

Health and safety are the most important aspects that we need to cover within our organizations. Offering physiotherapy sessions and other health services is part therefore part of it. No one should be excluded in getting proper health care.





**Space improvements**  
In July 2023, we undertook a significant refurbishment of existing spaces, including an expansion of the canteen at one of our production facilities. This remodeling has led to excellent results.







### Supplies for schools

As preparation for the kids going to primary school, Visscher-Caravelle Mexico provided school supplies for locals kids. Another example of how we are working on different initiatives to engage with one another and driving positive change.





### A great activity

Our Vicim team organized an exciting adventure, taking us on an adrenaline-filled off-road trip through new trails. This activity was perfect for those who love a thrill, offering a great outdoor experience and the fun of driving. It was a fantastic way to build stronger connections and enjoy time together.





# Governance

In recent years, we have taken a number of governance related topics:



Scan the code or click [here](#) to review the Global Code of Conduct

Doing business ethically and with integrity, are the main focuses of doing business for us. Therefore, the supplier code of conduct addresses norms, values, and principles according to international standards and is being communicated throughout all our suppliers.



Scan the code or click [here](#) to review the Supplier Code of Conduct

The global grievance mechanism policy helps to detect any concerns our stakeholders, both internally our employees and externally suppliers and customers, may have. This policy is also publicly available and adhere the principles described in the global code of conduct.



Scan the code or click [here](#) to review the Global Grievance Policy

## Preparation for the Corporate Sustainability Reporting Directive

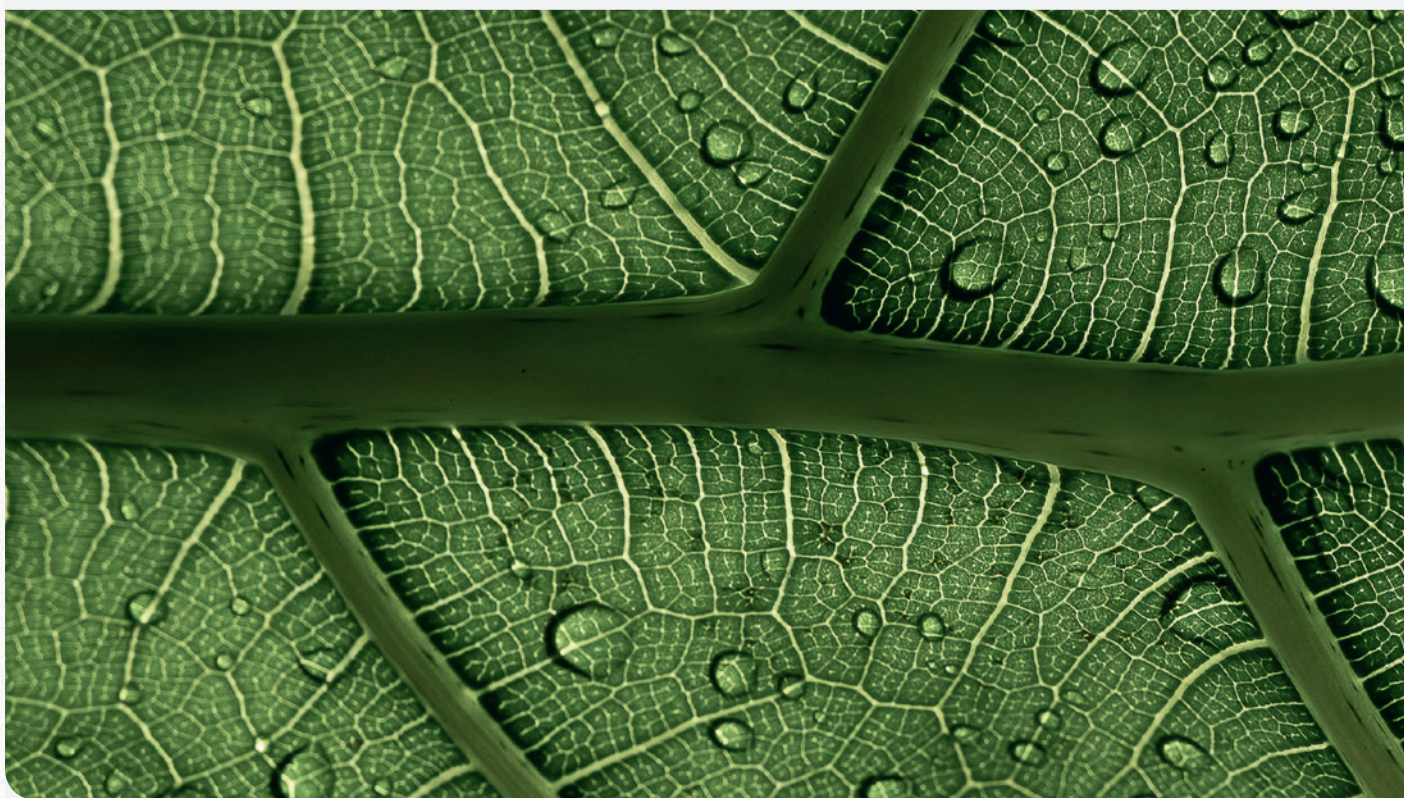
In previous years until now, we communicated our sustainability efforts through sustainability reports. From 2024 and ongoing, we will report accordingly to the Corporate Sustainability Reporting Directive (CSRD) and share with our stakeholders a yearly impact report. We are working on preparing all the data needed to ensure this impact report is complied with the CSRD. The double materiality analysis is also part of this preparation. We have shared the double materiality over the past two years, and are conducting the first analysis which will be shared in the sustainability report of 2024.

## Customer sustainability development

We participate in different sustainability platforms to ensure our customers receive up-to-date about our sustainability efforts. Participation in among others, the NQC platform and Ecovadis helps on its turn us to determine improvements.



For more information, please contact our sustainability department:  
[sustainability@visscher-caravelle.com](mailto:sustainability@visscher-caravelle.com)



VC Automotive Group

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