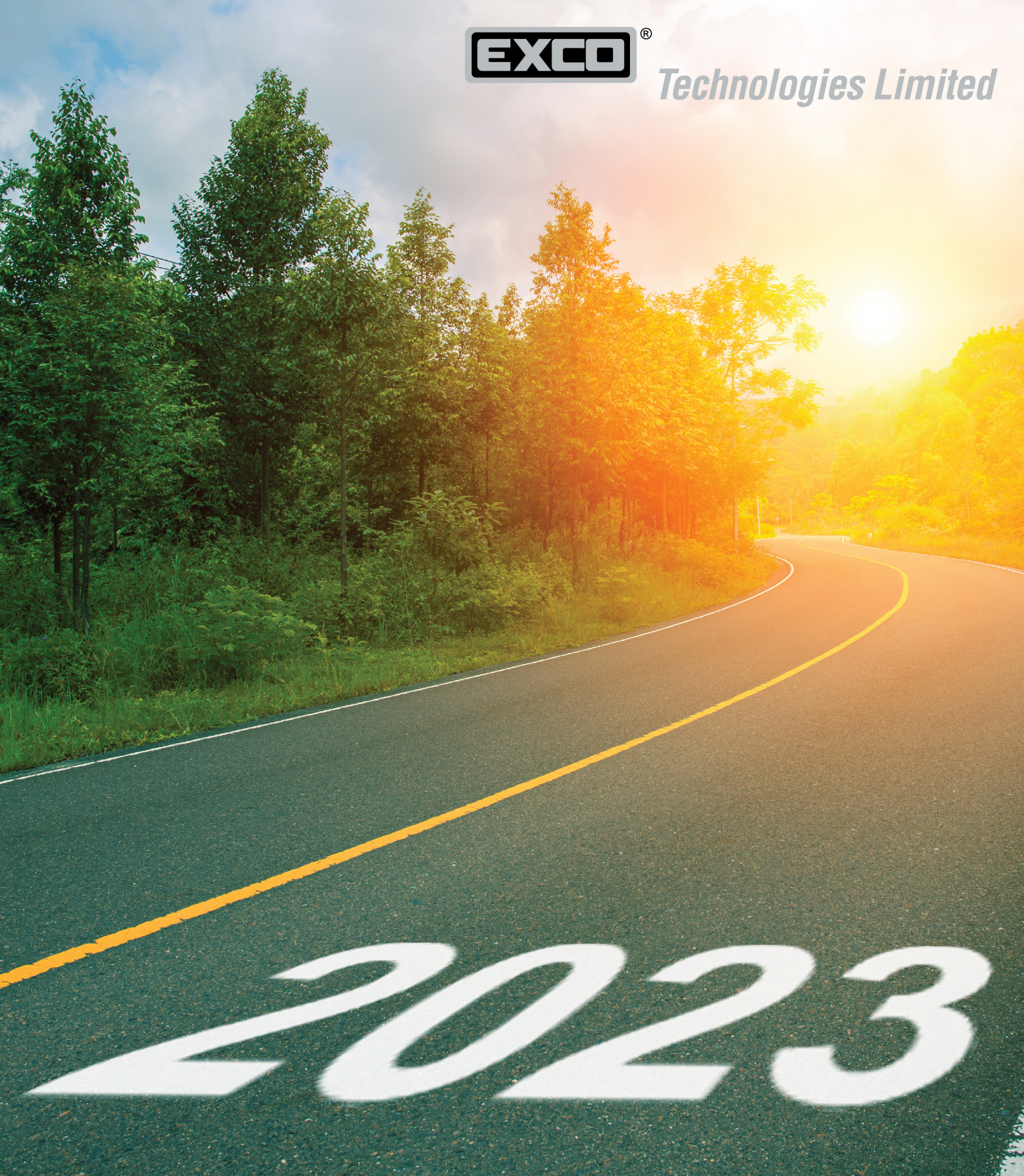




Technologies Limited



Sustainability Report



Sustainability Report 2023

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“Social responsibility is a core value at Exco, and sustainability is a key priority that is embedded in our capital allocation choices and strategic decisions. We believe that being a responsible company is critical to achieving our vision — to be the benchmark for innovation, efficiency and quality in the industries we serve.”

Darren Kirk, CEO

Exco Technologies Limited is a global supplier of innovative technologies servicing the die-cast, extrusion and automotive industries. Through our 21 strategic locations in nine countries, we employ approximately 5,000 people and service a diverse and broad customer base.

Exco was founded on a commitment to excellence, a culture of entrepreneurship, and a dedication to ethical business practices. Environmental, Social and Governance (ESG) factors are an integral part of our strategic decision making and capital allocation decisions. Our growth profile is strong, driven by the decarbonization of the transportation sector and broader environmental sustainability trends, coupled with Exco’s leadership in innovation in vehicle lightweighting and sustainable production processes.

We recognize that our people are the most critical resource for our success. This view drives our commitment to upholding workers’ rights, maintaining superior health and safety performance, and supporting diversity.

Looking at our business strategies through the ESG lens is critical to our success in the world where investors, consumers and regulators are increasingly concerned with issues of environmental and social sustainability. We also understand that as a business we are poised to achieve greater success in an economy that is sustainable and prosperous. As such, it is essential to us that we are doing our part in building a global society where human rights are respected, the environment is preserved for future generations, and institutions are healthy and strong.

OUR CORE VALUES

Exco was founded on a commitment to excellence and a culture of entrepreneurship. We encourage continuance of these traits by providing incentives for our managers to grow their business and giving our employees the latitude to push the envelope on innovation. We are also mindful that sustainable operations require the benefits of diversity at all levels of our organization, a focus on all of our stakeholders, and above all, a safe and healthy work environment. Of course, we fully commit to conducting our business in an ethical, transparent and responsible way and we expect the same from our business partners. We summarize these characteristics with our published values:



Safety: We strive for all our employees to go home unharmed.



Entrepreneurial spirit: Our culture fosters idea generation and risk taking.



Excellence: We set the standard for high quality craftsmanship.



Integrity: We expect honesty and transparency in all our dealings.



Accountability: We empower our people to make decisions and reward them accordingly.



Inclusion: We believe that a diverse workforce delivers the best results.



Social responsibility: We are focused on a sustainable future through implementation of our ESG strategic priorities.

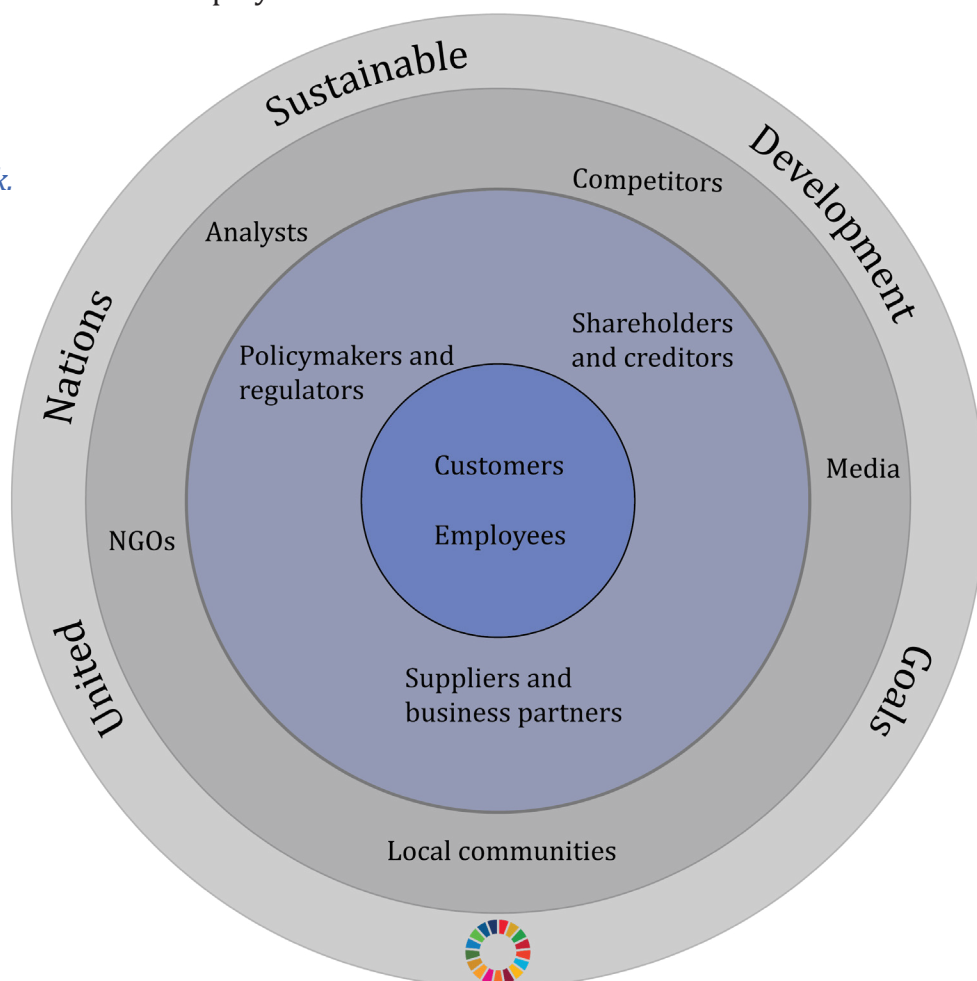
STAKEHOLDER AND MATERIALITY ASSESSMENT

Stakeholders network

Our stakeholders consist of numerous organizations and individuals across our value chain who impact us or are impacted by the way we do business. We regularly conduct a stakeholder assessment process to ensure that we understand the extent and nature of interdependencies between our business and these constituents. In determining our stakeholder assessment strategy, we prioritize stakeholder relationships based on (i) their potential influence on Exco, (ii) the extent of the impact that our business operations have on them, and (iii) the nature of the relationship, such as existence of legally binding contracts and/or potential for financial and reputational impact. As shown in Exhibit 1 below, our customers and our employees

are the stakeholders that are most fundamental to the operation of our business and to whom we have the most significant responsibilities. They are the “inner core” of our stakeholder network. Our “outer” stakeholder network includes other constituents who are further removed from our day-to-day operations, but are nevertheless strategically important. As further discussed below, the United Nations Sustainable Development Goals represent the overarching larger framework with which we seek alignment. That said, we ultimately aim for sustainable value creation for all of our stakeholders, which includes long-term profitability for the benefit of our shareholders.

*Exhibit 1:
Exco's stakeholders network.*



Materiality assessment

Sustainability reporting is one of the ways in which we work to facilitate a deeper dialogue with our key stakeholders. Our goal was — and continues to be — to understand their expectations and concerns, and ultimately to build strong, reciprocal relationships that are mutually beneficial and supportive.

The stakeholder dialogue helps us ensure we are aligned with our core values, mission and vision, and also forms an integral part of our risk management process. We use the understanding we gain from this process to further refine our ESG strategy, risk management and reporting. Specifically, our assessment of stakeholders' needs and concerns is reflected in collating the list of ESG topics relevant

to our business, and to develop the matrix of relative materiality of different topics (see exhibits 2, below, and 3, next page).

Identification of relevant ESG issues and their respective materiality is not a static process, and we continue to revise and update this assessment as we collect feedback from our stakeholders. For example, this year we reassessed the materiality of the topic *Responsible sourcing and supply chain management*, identifying it as a highly significant issue to our stakeholders, and a significant issue to Exco, particularly in light of Canada's new *Act to enact the Fighting Against Forced Labour and Child Labour in Supply Chains Act and to amend the Customs Tariff*.

Exhibit 2: List of significant ESG topics

Environmental

Decarbonization of the sectors we serve and continued innovation
Responsible use of resources — waste management, material toxicity and recycling
Responsible use of resources — energy efficiency and emissions management
Climate risk management

Governance

Ethics, conflicts of interest, and anti-corruption
Fair competition
Cyber and information security
Board diversity and effectiveness
Accounting and business records

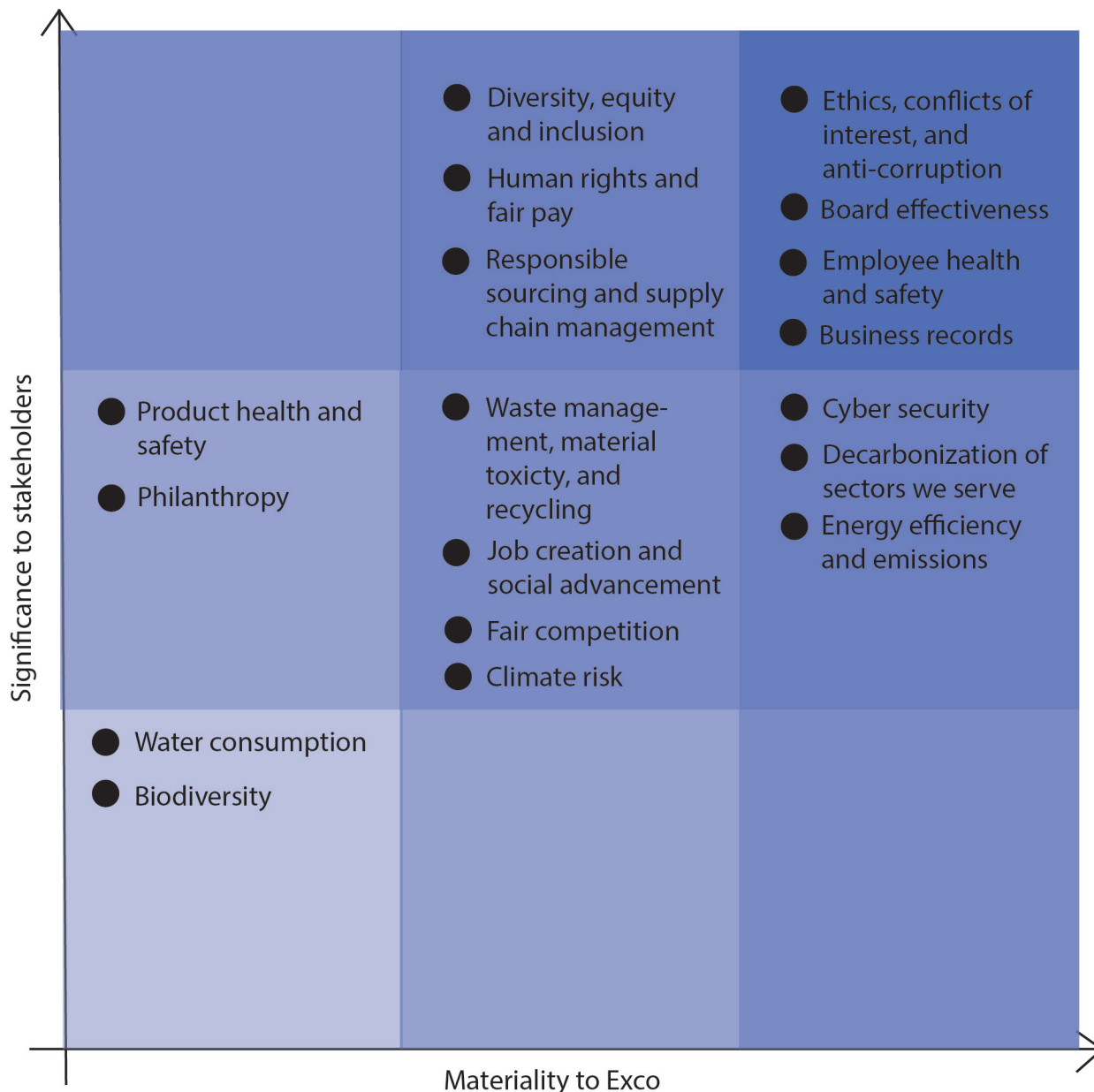
Social (People and Communities)

Employee health and safety
Job creation and social advancement
Human rights, fair pay and workers' bargaining rights
Diversity, equity and inclusion
Product health and safety
Philanthropy
Responsible sourcing and supply chain management

The materiality map shown in Exhibit 3 drives the extent of information on each topic that we include in this report, as well as the type of metrics that we use to measure and manage our sustainability

performance. For example, while we qualitatively review all of the topics listed, we aim to collect and report quantitative data on issues of high significance to Exco and/or our stakeholders.

Exhibit 3: ESG Materiality Matrix.



Alignment with Sustainable Development Goals

In thinking of our business model alignment with broader social and environmental objectives, we also look to the United Nations Sustainable Development Goals (SDGs), as we also did in prior years (see Exhibit 4). The United Nations General Assembly established the SDGs in 2015 as part of a sustainable development agenda to be achieved by 2030. They identify 17 most pressing social and environmental issues, which have been endorsed by all 193 United Nations Member States in 2015. We continue to look to SDGs and their related targets to help us further refine and organize our own

sustainability agenda, set our goals and objectives, and determine appropriate metrics to measure our progress. Although we do not prioritize projects that would exist solely to advance the UN’s 2030 Agenda, we seek to create a symbiotic, positive and harmonious relationship between our own goals and the sustainable future. We believe that such alignment is ultimately good for our business and for our growth, as it helps us manage our costs and maximize our business opportunities in a sustainability-oriented marketplace.

Exhibit 4: United Nations Sustainable Development Goals














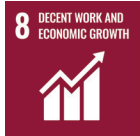


Key Performance Indicators













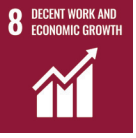




In choosing our Key Performance Indicators shown in Exhibit 5 (next page), we prioritized the topics that are most important to our stakeholders and/or that carry the most potential impact on our business, while also referring to the SDG Compass business indicator database to align our Key Performance Indicators with the SDGs. This year we started to report on quantitative KPIs, in addition to providing qualitative discussion on key ESG is-

ssues (see Exhibit 5).

This process is iterative, and we will continue to use it to publish information on our sustainability performance, collect feedback, update our priorities, and revise our strategy. Our KPIs will be updated annually, allowing for better understanding and transparency of Exco’s performance trends over time.

Exhibit 5: Key Performance Indicators and alignment with SDGs.

| ESG Issue | Alignment with SDGs | Performance measures | Reference |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| Ethics, conflicts of interest, and anti-corruption |  | Total percentage of employees made aware of organization's ethics and anti-corruption policies and procedures. | p. 31 |
| Board effectiveness |    | Composition of the Board and its committees by executive or non-executive; independence; tenure; expertise; gender and membership of underrepresented social groups. | p. 32 |
| Accounting and business records |  | Disclosure on effectiveness of internal controls over financial reporting. Independent auditor's report on consolidated financial statements. | Annual Report Annual Report |
| Employee health and safety |  | Rates of lost time incidents, lost day incidents and injuries per number of hours worked. | p. 24 |
| Diversity, equity and inclusion |   | Workforce breakdown by gender in total and in management positions. | p. 26 |
| Human rights and fair pay |    | Ratio of median pay to local minimum wage in key regions. Percentage of employees provided health insurance coverage. Percentage of workforce under minimum age admissible to work. | p. 25 p. 27 p. 27 |
| Responsible sourcing and supply chain management |    | Number of substantiated instances of child labor and forced labor in the supply chain or own operations. | p. 28 |

| ESG Issue | Alignment with SDGs | Performance measures | Reference |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Cyber security |  | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data. | p. 31 |
| Decarbonization of sectors we serve |   | Description of product lines associated with electric vehicles and other low-carbon products and services. | pp. 12-15 |
| Energy efficiency and emissions |    | <p>Total energy consumption per dollar of revenue.</p> <p>Metric tons of carbon dioxide equivalent (tCO2e) GHG Protocol Scope 1 and Scope 2 emissions.</p> | <p>p. 19</p> <p>p. 20</p> |
| Climate risk management |   | Identification of company's climate change risks with potential to generate a substantive change in business operations, revenue or expenditure. | <p>p. 20</p> <p>Annual Report</p> |
| Waste management, material toxicity, and recycling |    | Number of divisions ISO 14001 certified. | p. 17 |
| Job creation and social advancement |    | Ratio of median pay to local minimum wage in key regions. | p. 25 |
| Fair competition |  | Qualitative review targeting no anti-competitive practices. | p. 31 |
| Product health and safety |  | Qualitative review targeting continuous improvement. | p. 28 |
| Philanthropy |  | Qualitative review. | p. 29 |

DECARBONIZATION OF THE SECTORS WE SERVE

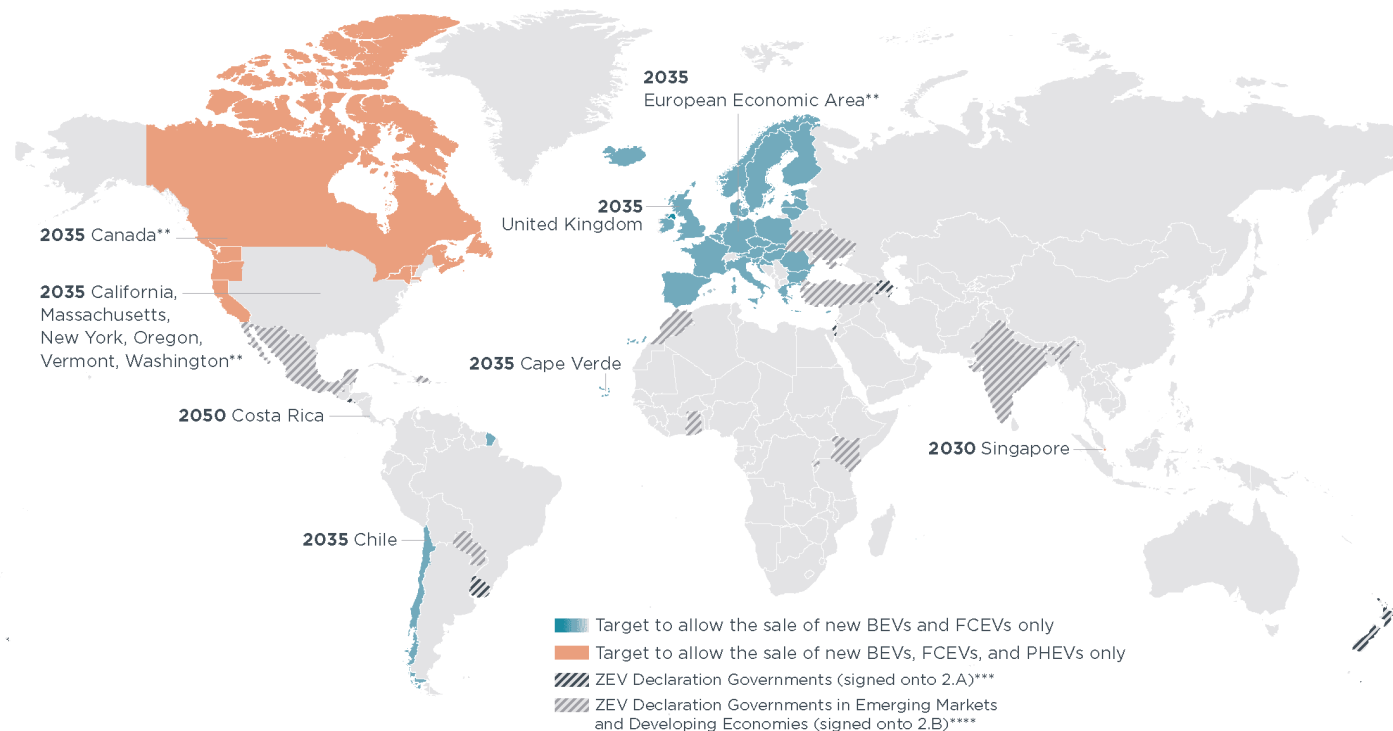
As a global provider of innovative components and solutions to the industrial and automotive markets, Exco has an important role to play in the decarbonization of the global economy and in accelerating collective action on climate change mitigation. In particular, in the automotive sector, Original Equipment Manufacturers (OEMs) continue to move towards hybrid and electric vehicles and to make their vehicles lighter for higher fuel efficiency. Ex-

co's products form an integral part of this industry transformation, as over 70% of the ultimate customers we serve are automotive OEMs.



Exhibit 6: Governments continue to transition towards electric vehicles.

Governments with official targets to 100% phase in sales of new zero CO₂ emission cars and vans/light trucks by a certain date* (Status: Through July 2023)



* Includes countries, states, and provinces that have set targets to only allow the sale or registration of new battery electric vehicles (BEVs), fuel cell electric vehicles (FCEVs), and plug-in hybrid electric vehicles (PHEVs). Countries such as Japan with pledges that include hybrid electric vehicles (HEVs) and mild hybrid electric vehicles (MHEVs) are excluded as these vehicles are not plug-in hybrids.

** The Canadian province of British Columbia has a regulation to enforce its 2040 target, as do California, Massachusetts, New York, Oregon, Vermont, and Washington for their 2035 targets. The European Union (EU) also has a regulation enforcing its 2035 target; it is applicable to the member states of the European Economic Area (EEA), that is the 27 EU member states and, pending adoption by the EEA Joint Committee, to some or all EEA European Free Trade Association (EFTA) states, which include Iceland, Liechtenstein, and Norway. Norway has set a 2025 phase-in target and Austria, Denmark, Greece, Iceland, the Netherlands, and Slovenia have set 2030 phase-in targets, but those are not binding.

*** Zero-Emission Vehicle (ZEV) Declaration signatories to 2.A committed to phase-in targets by 2035 for leading markets and by 2040 globally. Countries with existing official targets (binding and non-binding) are not separately highlighted, including Austria, Belgium, Canada, Cape Verde, Chile, Croatia, Cyprus, Denmark, Finland, France, Greece, Iceland, Ireland, Liechtenstein, Lithuania, Luxembourg, Malta, Netherlands, Norway, Slovenia, Spain, Sweden, and the United Kingdom.

**** Zero-Emission Vehicle (ZEV) Declaration signatories to 2.B committed to work intensely toward accelerated proliferation and adoption of zero-emission vehicles.

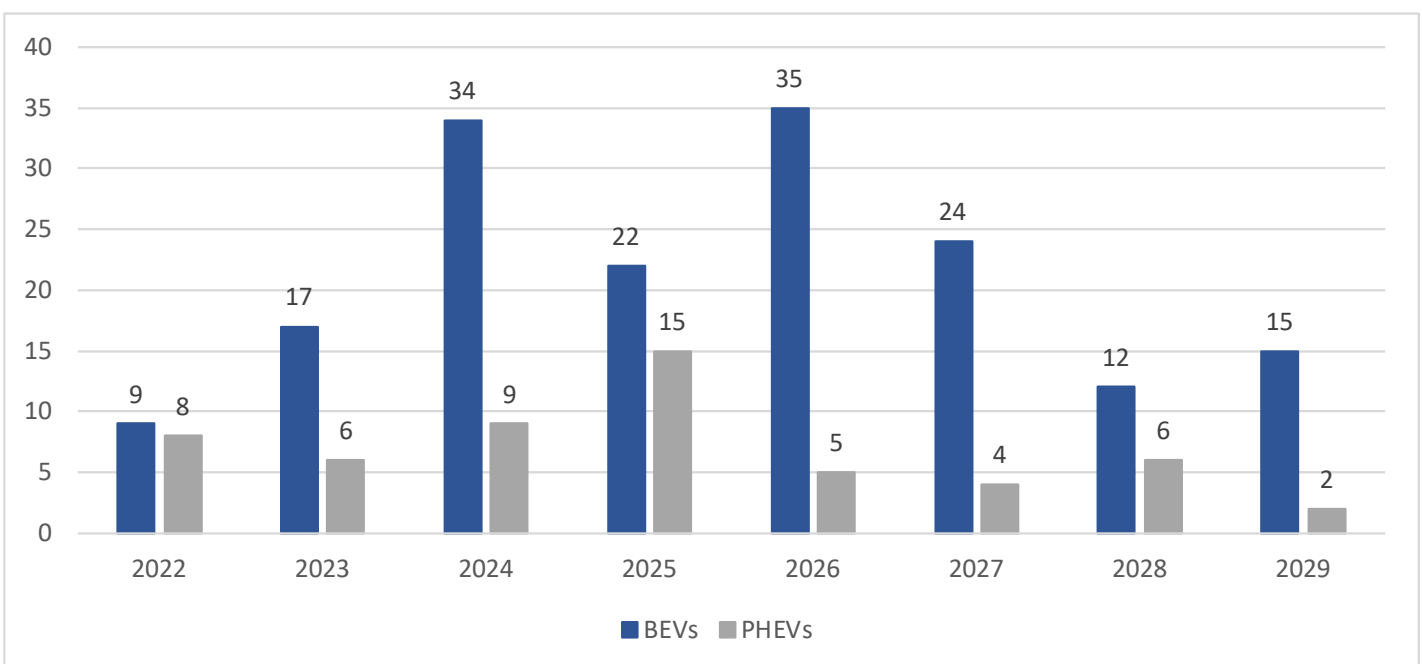
Powering the decarbonization of the transportation sector

The decarbonization of the transportation sector is critical to the achievement of the Paris Agreement, which has an objective of “holding the increase in the global average temperature to well below 2 °C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5 °C above pre-industrial levels”. Today, transport relies on fossil fuels more than any other sector, according to the International Energy Agency (IEA). Based on IEA’s World Energy Outlook (WEO, 2023), oil use for road transport is responsible for nearly 45% of global oil demand. Meanwhile, the next several decades will see significant growth in global transport demand due to population growth and rising standards of living, particularly in the emerging markets.

Despite the projected growth in demand for transport, the IEA’s Net Zero Emissions by 2050 Scenario (a roadmap to 1.5 °C temperature rise limit) calls for continued decline in transport-related carbon emissions.

In an effort to achieve ambitious emission targets, governments around the world continue to tighten emission requirements, offer incentives to improve fuel efficiency, and encourage adoption of EVs (see exhibit last page). According to the IEA, the market share of electric cars in new registrations reached 14% in 2022. Electric vehicles are expected to comprise one in five cars being bought in 2023, as compared to one in 25 just three years ago. Out of over 300 new vehicle models launching between 2022 and 2030, a majority are expected to be battery electric (BEV) or hybrid vehicles (see exhibit below). As electric vehicles continue to capture growing market share and conventional internal combustion engine vehicles face increasingly demanding fuel efficiency targets, the industry transformation will play to Exco’s strengths and offer opportunities for growth. Technological advancements will continue to define the industry landscape, and Exco’s products are a key part of this process.

Exhibit 7: New launches of EVs, including BEVs and plug-in hybrid electric vehicles (PHEVs).



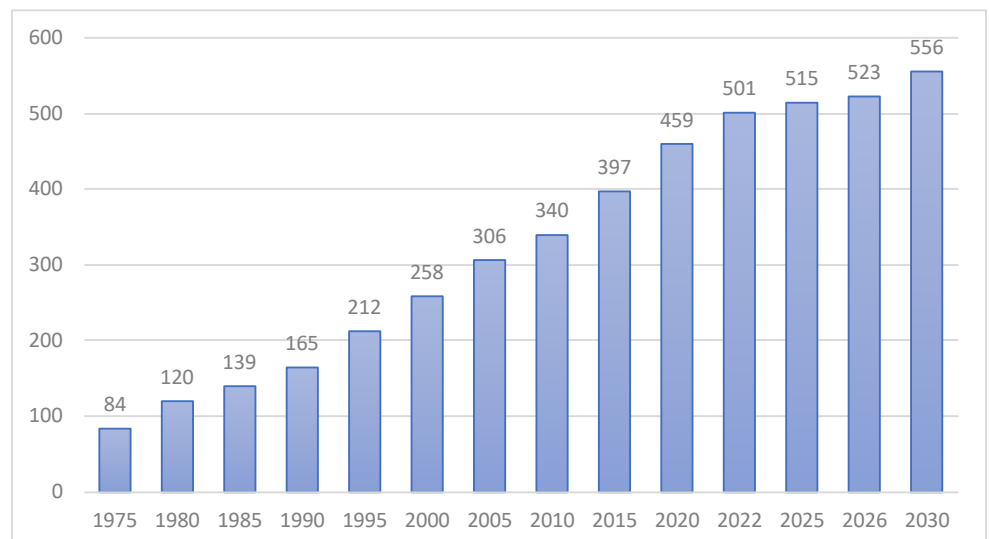
Source: Ducker and LMC Automotive Q4 2022

Vehicle lightweighting technology leadership

As the automotive industry adapts to ever-tightening fuel efficiency standards, lightweight metals, such as aluminum and magnesium, are increasingly displacing steel in order to make conventional (internal combustion engine or ICE) vehicles more environmentally friendly. Electric vehicles, which are heavier than ICE, make an even more extensive use of aluminum components to reduce weight and therefore maximize battery range. In addition, as customers continue to demand advancements in convenience and entertainment features, manufacturers must try to fit in more features in the same or similar-sized vehicle, further driving increase in use of light-weight materials. The shift to aluminum is also driven by benefits such as recyclability, corrosion resistance and crash energy absorption.

A significant amount of new tooling will be required to support these trends. This growth is expected in the application of both the extrusion and die-cast components over the next several years according to a number of independent market studies. Exco's Casting and Extrusion segment, which comprises roughly half of our revenues, is especially well positioned to benefit from this ongoing transition, as it is a leading producer of tools that shape aluminum and magnesium and does not manufacture tooling for steel components.

*Exhibit 8:
Aluminum consumption
in light vehicles in North
America from 1975 to 2030
(in net pounds per vehicle).*



Source: Ducker Q1 2023

Historically, some of the main applications of die castings in the automotive industry have been for powertrain components including transmission housings and engine blocks. Most of the innovation needed to achieve the global emission reduction goals must come from improvements to these components. The move from 4, 5 and 6 speed automatic transmissions to 8, 9 and 10 speed automatic transmissions, in redesigned form, will continue to dominate the North American powertrain landscape well into and beyond 2025. Four and three-cylinder engines will also increase in dominance over larger engine blocks (such as V6 and V8). Exco plays an important role in this process in several ways:

1. The transition to newer powertrain components requires new tooling, which must be designed and manufactured, driving up demand for tooling generally.
2. OEMs increasingly require these tools to be delivered in a much shorter lead time than in the past, creating an advantage for vertically integrated and local providers such as Exco.
3. The tools will need to be rebuilt throughout their useful lives, creating additional recurring revenue streams. As we engineer dies to have the capability to be rebuilt and reused several times over their life span, their useful life is extended and waste is minimized.

OEMs are complementing powertrain improvements with other lightweighting initiatives in order to achieve their emission reduction goals. Most significantly, various steel components in the structure of the vehicle are being replaced with extruded and die-cast light-weight metals such as aluminum and magnesium. This is driving up the demand for the tooling Exco provides to make components such as instrument panels, shock towers, and bumper beams, to name a few.

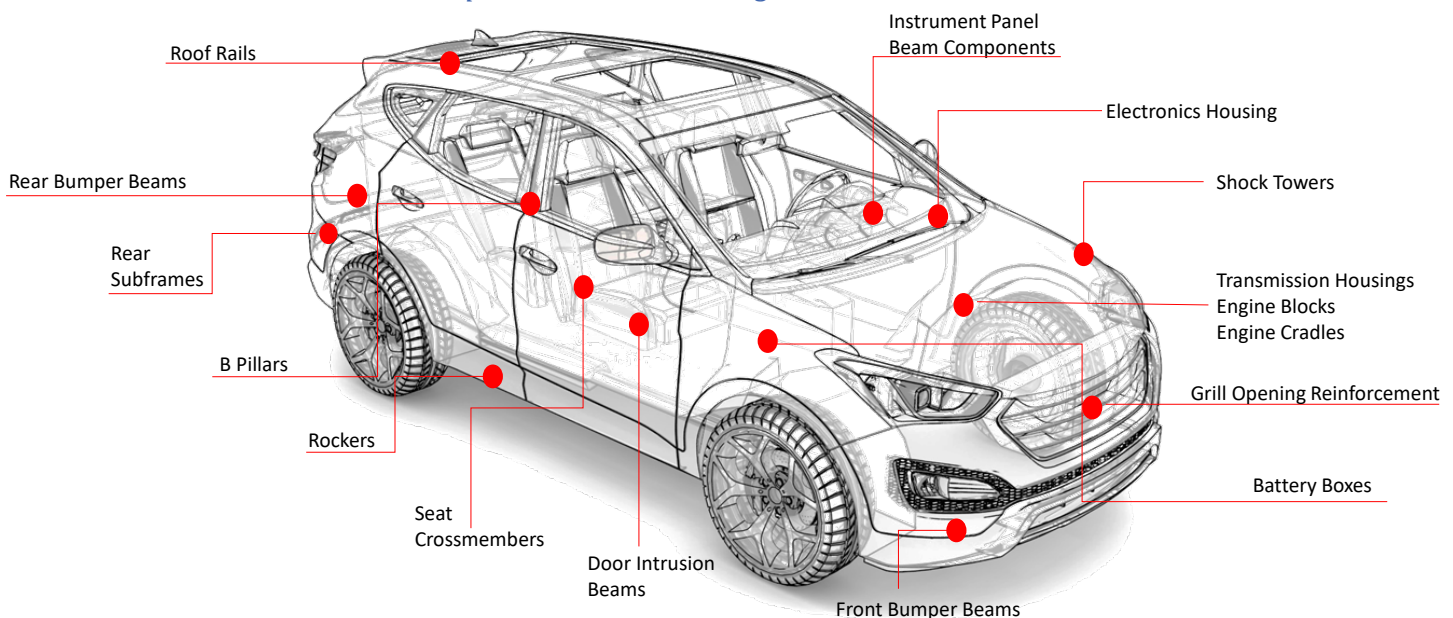
More recently, die-cast aluminum components have been increasing significantly in both size and complexity. OEMs and their suppliers are increasingly using die casting machines that are much larger than those used previously (so-called giga-presses). This enables them to cast entire subframes of the vehicle rather than assembling numerous stamped metal components, creating significant manufacturing efficiency gains. Europe is implementing giga-castings at a particularly fast rate, and Asian OEMs are also heavily utilizing this process, especially for EVs. The trend has also kicked off in North America, and we expect giga-castings to proliferate in this market as well.

The tooling required to facilitate this process is

Exhibit 9: Both Internal Combustion Engine and Electric Vehicles are using an increasing number of extruded and die-cast aluminum components to reduce weight.

also much larger and more complex, limiting the number of players able to compete effectively. We are making significant additional investments in our people, equipment and processes to remain a leading supplier in this market.

Our Automotive Solutions group, which manufactures products for the interior passenger compartments and cargo hold areas of vehicles, is also a contributor to vehicle lightweighting trends. Exco's Automotive Solutions segment typically makes products that are lighter in weight than competing products. For example, Neocon offers lightweight material options that are an ideal fit for vehicles regardless of powertrain, be it ICE, hybrid or electric. By incorporating a foaming additive during the extrusion process and creating air voids in the base layer, Neocon created a thermoplastic rubber (TPR) product that is 45% lighter than a traditional thermoplastic elastomer (TPE) injection moulded alternative. In addition, Polydesign has been incorporating lighter weight plastic injection moulded substrates into their assemblies on recent EV platforms. These newer materials, which combine polypropylene powder with natural fibers, reduce the weight of the manufactured parts by almost three times.



Continued innovation

As sustainability trends continue to shape the evolution of the sector, Exco is committed to ongoing innovation to develop new and better products that support the low carbon economy. We continue to develop new technology in line with most recent sustainability trends, recognizing that harnessing the power of science is critical to global progress towards Sustainable Development Goals and is essential to our continued growth.

Exco has a long history as a leader in innovation. We have skilled and passionate engineering teams. Our culture fosters idea generation and risk taking, with entrepreneurship and excellence forming part of our core values. One clear example of this is demonstrated with our progress in additive manufacturing. We are now regularly designing and incorporating 3D printed components into our moulds which greatly enhances the overall quality and performance of the die-cast process. The use of additive manufacturing in this regard is growing strongly. And we have a clear lead evidenced by our receipt of the 2019 Automotive News prestigious PACE award, which honors selected automotive suppliers for groundbreaking technology. Components produced using additive technology greatly reduce the environmental footprint over traditional subtractive metalworks, as steel transportation

weight is reduced, while scrap and waste are minimized in the manufacturing process.

Our Neocon business has been pioneering advancements in recycling methods and technologies. For example, in collaboration with UBQ Materials, they developed a climate positive bio-based thermoplastic, that is extrusion capable, derived from advanced household waste conversion. Switzerland-based sustainability consulting firm Quantis conducted a “Cradle-to-Gate” Life Cycle Impact Assessment to determine a CO2 reduction environmental benefit of this revolutionary thermoplastic, concluding that for every 1 kg created, almost 12 kg of CO2 equivalent are prevented from polluting the environment over a 20-year period (see p. 18). This and other initiatives made Neocon this year’s recipient of Mobius Award in large business category from Divert NS, which is a not-for-profit corporation championing recycling in Nova Scotia.

In addition, Polydesign signed a Memorandum of Understanding with Al Akhawayn University to adapt bio-degradable products to replace PVCs and traditional leather in interiors. These will be on display in December 2023 at the Stuttgart Interiors Show.

To the left:

Neocon becomes this year’s recipient of Mobius Award in large business category from Divert NS, which is a not-for-profit corporation championing recycling in Nova Scotia. The award recognizes Neocon’s pioneering performance in recycling practices and technologies (see p. 18).

For example, through Neocon’s efforts, they have been able to divert 1,171,094 kg of plastic waste and 101,897 kg of wood pellets from landfills in 2022 alone.



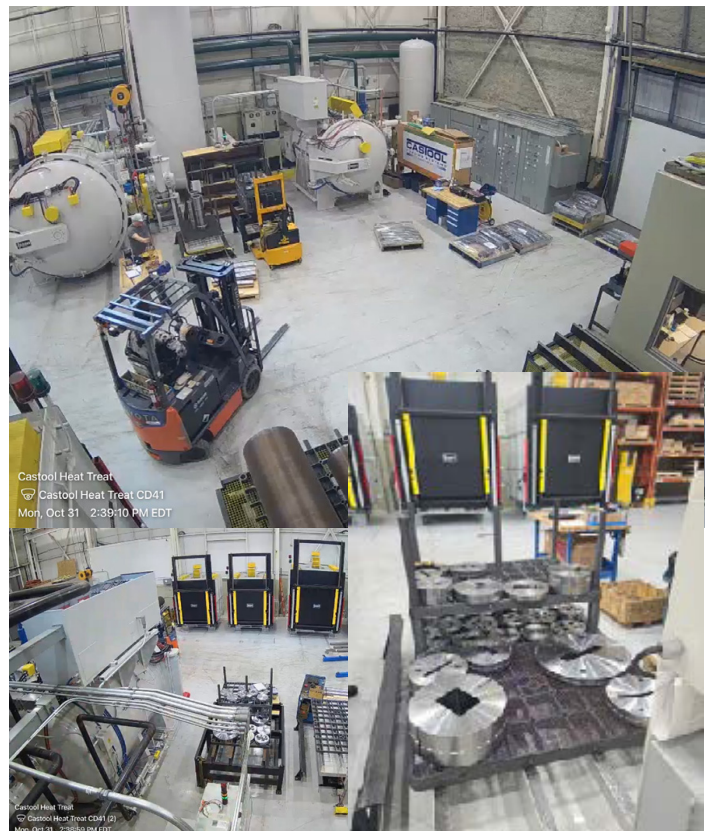
RESPONSIBLE USE OF RESOURCES

With businesses being the largest consumers of natural resources, responsible production processes form a critical part of Sustainable Development Goals, including SDG 12. Exco is committed to running its facilities as efficiently as possible, delivering the same innovative, high quality products to our customers with less energy, fewer materials and lower waste. In addition, the OEMs continue to increase emphasis on sustainability, CO2 reduction, and other ESG objectives. While European OEMs are leading the way in this direction, a similar trend is evident in the North American market. OEMs are continuously collaborating with their suppliers to explore new frontiers in sustainable practices. Our customers rely on us to meet their technological and environmental requirements, and we are focused on ensuring that our operations are well positioned in this sustainability-oriented marketplace.

In this regard, several of our businesses have achieved ISO 14001 certification, the international standard that specifies requirements for an effective environmental management system. More broadly, we remain focused on employing lean manufacturing principles to reduce and eliminate waste while also making substantial investments in new, energy efficient equipment. Our additive manufacturing process significantly reduces the use of steel, energy and transportation costs, while our multi-plant footprint gives proximity to market which reduces carbon emissions through reduced transportation requirements. As discussed below, technological advancements are being employed throughout the organization to help achieve our goals.

ISO 14001 CERTIFIED:

To the right: Castool's heat treatment facility in Newmarket began production in the Spring of 2022. In addition to reducing shipping conflicts with third party suppliers, ensuring faster customer delivery and increasing quality control, this energy efficient equipment reduces our carbon dioxide footprint.



Recycling and waste management

In order to minimize our environmental footprint, we utilize recycled material and incorporate a material reuse and repurpose process at our facilities wherever possible. Our facilities sort and dispose of waste according to waste streams, such as wood waste, electronic waste, electrical wires, scrap metals, glass and plastics. Some of our facilities have installed environmental sensors to capture data such as air quality and presence of toxic chemicals.

This year Neocon became a recipient of Mobius Award in large business category from Divert NS, which is a not-for-profit corporation championing recycling in Nova Scotia. The award recognizes Neocon’s industrial reuse of plastics, post consumer and post process recycling as well as recycling of wooden pallets. Examples of Neocon’s initiatives include:

- Neocon produces thermoplastic rubber (TPR-NT) products with 15-20% post-consumer material in the base layer which would have otherwise been destined for a waste stream.
- Neocon, in collaboration with UBQ Materials, developed a climate positive bio-based thermoplastic that is extrusion capable, derived from advanced household waste conversion (see p. 16 and exhibit below).
- Neocon utilizes recycled polyethylene terephthalate (PET) in its molded carpet products, diverting an equivalent of over 8,500,000 plastic bottles from landfills annually.
- Neocon instituted a process for directing mate-

rials into proper recycling channels, bringing its waste down below 2%.

Examples of initiatives at our other divisions include:

- Castool uses only biodegradable lubricants and repurposes old extrusion press containers into extrusion die rings.
- Where feasible and customer approved, Polydesign is utilizing recycled resins, and replacing plastic substrates with recycled compressed board and other sustainable materials.
- Polydesign recycles over a third of its scrap, including cardboards, plastics and scrap metal.
- As part of Polydesign’s program with Al Akhawayn University, they launched a research project to recycle and transform fabric and foam scrap into repurposed products.
- Our Polytech moulding department reuses up to 10% of plastic material, keeping 70,000 pounds of resin out of landfills each year.
- AFX, a supplier of interior trim components, recycles 85% of leather scrap and 100% of wooden pallets and cardboard waste.
- We recycle cutting fluids across our membership plants.
- We recycle 100% of our machining chips.
- We utilize a bore welding technique to repair shot sleeves rather than building new ones.
- All of our insert steel is sourced from the recycling of scrap steel.

Exhibit 10: Neocon, in collaboration with UBQ Materials, developed a revolutionary climate positive bio-based thermoplastic (see p. 16).



Energy efficiency and carbon footprint management

Energy conservation remains a critical objective at Exco to reduce input costs and lower our carbon footprint. Our approach serves to improve our sustainability credentials and is also meant to hedge against the escalating cost of carbon taxes in Canada and other jurisdictions. Below are a few examples of the way we achieve this goal:

- Installation of 1.24 MW solar generation plant at our Polydesign facilities, which provides roughly a third of Polydesign’s energy needs and saved emissions of 1200 tons of CO2 in 2023 fiscal year (see image on page 21).
- Polydesign becoming a signatory to the Qualit’AIR charter, and devoting a budget and a team specifically to the management of greenhouse gases.
- Polydesign being admitted, as one of only 25 companies in Morocco, into a 2 year Energy Efficiency Accelerator program under the auspices of the United Nations Industrial Development Organization to further reduce energy usage.
- Optimization of Polydesign’s injection process to ensure energy efficiency, e.g. insulation of plastic injection machine sheaths, and adjusting barrel and mold temperatures by type of resin.
- Software to manage energy consumption towards off-peak hours throughout our plants.
- LED energy efficient lighting in our manufacturing facilities, including elimination of incandescent bulbs whenever possible.
- Air compressor systems leak detection protocols, including use of ultrasonic leak tests, and variable speed drive air compressor technology.
- Variable speed drives for ventilation fans and exhaust fans, which ensures more efficient energy usage for air circulation.
- Machine and compressor auto-shutoff timers.
- Heavy investment in new energy-efficient machinery, including heat treatment equipment (see image on page 17).
- Operational improvements resulting in the reduction of rework and scrap.

*Exhibit 11:
Exco’s energy efficiency metrics at a glance.*



| 12 months ended June 30, 2023 | |
|-------------------------------|-----------------|
| Revenue | CA\$600 million |
| Electricity Consumption | 65 GWh |
| Consumption per \$ of Revenue | 0.11 KWh/CA\$ |
| Scope 1+ 2 (see next page) | 27K MT CO2e |

Enabling efficiencies in the industries we serve

Aside from managing our own environmental footprint, we also promote higher energy and material efficiency in the value chain of production, while the same quality service is being delivered to the end-consumer.

For example, our Castool division designs, manufactures and sells consumable tooling components and related capital equipment for light metal die cast machines and extrusion presses globally. Castool has evolved their systems to provide less expensive, longer lasting, more energy efficient

and safer products. The group focuses on making components and accessories that will increase the customers’ tooling life while ensuring less scrap and energy consumption.

In addition, as circular economies become the new gold standard, Neocon has implemented an end-of-life recycle program with certain OEM customers that allows products to be recaptured, thereby reintroducing the original raw material back into the supply stream.

Climate risk management

The Task Force on Climate-related Financial Disclosures (TCFD) has developed a set of voluntary recommendations for climate-related financial disclosures, enabling organizations to communicate with their stakeholders about climate-related risks and opportunities affecting their business, and their related strategic and risk management processes. Exco is committed to effective management of climate-related risks and opportunities and to doing our part in ensuring market transparency and stability envisaged by TCFD.

ESG factors and associated risks fall under the purview of our Governance committee. The chair of our Governance committee regularly seeks to address these concerns through discussions throughout the year and such process is integral to the compilation of this report. The Chief Executive Officer is responsible for assessing climate and ESG risks, which is fulfilled through regular dialogue with our various business unit leaders.

While focusing on aligning our business with a sustainable future, we cannot lose sight of physical risks to our operations should the world fail to limit the increase in the global average temperature to below 2°C above pre-industrial levels. Our 21 manufacturing facilities collectively occupy approximately 1.3 million square feet around the world (see exhibit next page). We purchase the majority of our steel from international suppliers in Canada, US, Germany and China, while our customers span

the Americas, the Far East and Europe.

We believe that our multi-plant footprint, in proximity to our markets, contributes to a more resilient supply chain. That said, some of the regions in which we operate face serious climate-related risks, including sea level rise and coastal flooding, more frequent and more intense weather events, extreme heat, and water stress. These changes could significantly impact our facilities, our customers, and communities in which we operate and where we draw our talent pool. We will continue to monitor these risks and adapt our operations to these evolving trends.

In addition, to respond to threats posed by climate change, various jurisdictions are considering and/ or implementing carbon-reduction targets and other mechanisms to encourage lower carbon emissions, including carbon taxes and carbon pricing. Future climate policies are uncertain, and may require us to incur significant costs or implement operational changes in response. We continue to monitor this space to ensure our continued readiness for changes ahead.

As discussed earlier, we continue to work to reduce our energy consumption and greenhouse gas (GHG) emissions, and this year we started reporting on our Scope 1 and Scope 2 GHG emissions to track and report on our continued improvement in this area over time (see below).

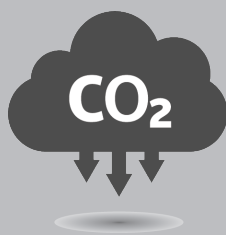
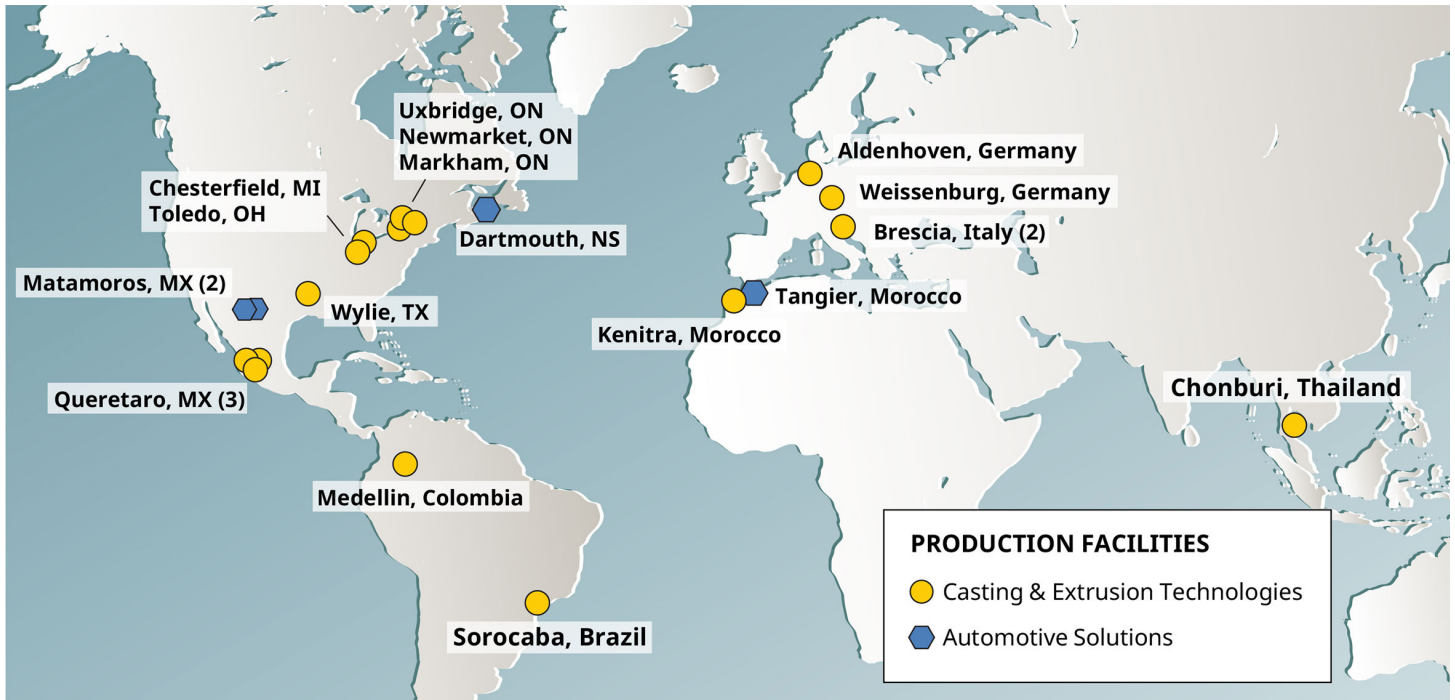


Exhibit 12: Exco's Scope 1 and 2 emissions: 27K metric tons of CO₂e

We estimated our annual Scope 1 and 2 emissions to be 27 thousand metric tons of carbon dioxide equivalent. We performed our calculations based on twelve months ended June 30, 2023 and in alignment with the Greenhouse Gas Protocol. Roughly 95% of this amount is comprised of indirect Scope 2 emissions associated with purchased energy. We calculated Scope 2 using location-based method. Our direct (Scope 1) emissions derive predominantly from mobile sources (company vehicles) and stationary combustion of natural gas.

Exhibit 13: Our production facilities span the globe.



Below: Installation of 1.24 MW solar generation plant at our Polydesign facility, covering approximately a third of Polydesign's electricity needs, made it the first company in Tangier Free Zone to implement green energy solutions. As part of our effort to further deployment of renewable energies, Polydesign participated in several conferences in Morocco, in which we shared our experience and encouraged others to follow our example. Today, at least 15 other companies in Tangier are installing their own solar power plants.



Polydesign is committed to continuous performance improvements with respect to greenhouse gas emissions. Using 2019 as a base year, Polydesign measured its Scope 1 and 2 greenhouse gas emissions according to ISO 14069 and set ambitious targets to decrease this metric by 30% in 2025 and by 60% in 2027.

PEOPLE AND COMMUNITIES

Exco employs roughly 5,000 people in nine countries. People are at the core of our success and at the heart of our values and business strategy. We understand that the way we run our business fundamentally affects our people and the communities in which they live. Businesses with a global footprint, such as ours, have an important role to play in the achievement of Sustainable Development Goals, including SDG 1, 3, 4, 5, 8, and 10. We are committed to doing our part in making decent work opportunities available, and promoting human rights, social justice and economic advancement in communities where we do business.



Below: Spotlight on Polytech, one of the top 10 employment generating companies in Matamoros, Mexico



Counterclockwise from the top: Our Polytech employees during Safety, Health and Environment week; Dress made from recycled material contest; Matamoros export industry leaders meet Mayor Mario Lopez to boost economic growth, opportunities and collaboration.

Below: Spotlight on Polydesign, one of 30 companies in Morocco who formally joined the UN Global Compact



From the top:

- Polydesign formally joined the UN Global Compact in June 2023, demonstrating its commitment and accountability to achieve positive impact on the society.
- Polydesign celebrates the FIFA World Soccer Cup together, cheering on the Moroccan Lions of the Atlas.
- Polydesign offers a year-long training program that focuses on health guidance and coaching for female employees, including a cancer awareness program nutrition workshop (see p. 24).
- Polydesign designed and manufactured 40 tents that were delivered to Tagante village, where all of the homes were destroyed by the September 2023 earthquake. In addition to the tents, mattresses, blankets, kitchen utensils and solar-powered lights were outfitted for each tent (see p. 29).

Employee health and safety

One of Exco’s core values is commitment to stringent health and safety standards, which meet or exceed legal standards. We take every reasonable precaution to minimize the risk of work-related injuries, illnesses, exposure to infectious diseases and accidents. We have a long established process to track critical health and safety metrics at our facilities (see below). At least quarterly, management and the Board review a detailed report of performance trends and discuss any remediation and improvement measures. Exco remains committed to the improvement of its health and safety performance over time.

Exco ensures that our employees understand the health and safety practices for their work. We provide adequate and regular training on health and safety issues, practices, policies and risks. Our Employee Code of Conduct requires all employees to understand and comply with our health and safety standards, and with our zero-tolerance alcohol and drug abuse policies. We make every effort to:

- Prioritize, and reward a safety-first mindset.
- Promptly rectify any unsafe conditions or behavior.
- Implement, communicate and enforce effective workplace practices and procedures.
- Ensure that health and safety is not compromised for any reason.
- Provide comprehensive training in safety awareness, policies and procedures.
- Aim for continuous improvement in safety performance.

In addition, our Polydesign facility has implemented several initiatives to take care of employees’ health and wellness, extending above and beyond our standard health and safety protocols, such as:

- Healthy meals are offered in the cafeteria, along with education on proper nutrition.
- Shuttles are provided to the employees free of charge to ensure staff commute to work in comfortable and safe conditions.

- Regular workshops are offered on physical and mental well-being, nutrition and avoidance of carcinogenic products.
- Breast cancer and cervical cancer awareness training is offered, along with breast cancer screening for women over 45 years old.
- Selected areas have been dedicated as green zones to support staff well-being.
- Polydesign has been certified ISO 45001 and its predecessor OHSAS 18001 for health and safety standards since 2004.

Similarly, Polytech hosts an annual Health, Safety and Environment Week for its employees, to promote a safe work culture, and raise awareness about the importance of caring for our own well-being as well as that of the planet. Topics covered include:

- Educational activities and Q&A in industrial safety and environmental management.
- Timely detection of breast cancer and diabetes.
- Administration of Hepatitis B and Pneumococcus vaccines.
- Emotional health, obesity and chronic diseases.
- Promotion of sports and physical activity.

Exhibit 14: Exco’s health and safety metrics

| 12 months ended June 30, 2023 | |
|-------------------------------|------------------------|
| Lost time cases | 47 t |
| Lost work days | 807 d |
| Medical aid cases | 50 m |
| Number of employees | 4,923 |
| Total exposure hours | 10,257,812 e |
| Multiplier | 200,000 x |
| Frequency rate | 0.92 =t*x/e |
| Severity rate | 15.73 =d*x/e |
| Incident rate | 1.89 =(t+m)*x/e |

t - incidents that resulted in employee taking time off
d - number of work days lost due to safety incidents
m - additional incidents requiring medical assistance
x - industry standard, 100 emp. x 50 wks x 40 hrs

Job creation and social advancement

Approximately 84% of our employees are hourly workers and 16% are management, design engineers, technicians and other salaried positions. With our workforce concentrated in low-cost jurisdictions, we recognize our responsibility to the communities in which we operate. Exco compensates employees fairly, provides significant safety training, and provides various opportunities to improve their skills and knowledge in order to raise their social and economic standing.

At several Exco locations design and engineering capabilities are an integral part of the business model. Exco is an active participant in apprenticeship programs, and it cooperates with and supports several local community colleges from which it typically draws its design engineers. For example, our Polydesign operation in Morocco hosts on average 60 interns per year. These interns are recruited from nearby business, engineering and technical training schools. Training is offered in English and French, to help workers build marketable language skills.

Polydesign recently signed a Memorandum of Understanding with Al Akhawayn University of Ifrane for collaboration in innovative research, executive training, and internships for students. Polydesign also represents the United States on the Moroccan-American Commission for Education and Cultural Exchange, which awards scholarships (including the prestigious Fulbright scholarship) and research grants to Moroccan students, profes-

sionals and professors wishing to pursue studies or research in the United States, as well as Americans wishing to do the same in Morocco.

Other entities with which Exco has internship and support arrangements include Toronto Metropolitan University, University of Waterloo, Durham College, Uxbridge High School and Dalhousie University.

We invest considerable resources in continued training and development of our employees, sometimes even sharing costs for degrees. Our Polytech operation offers up to 40 scholarships per year to hourly employees. Many of our employees exemplify social advancement through hard work and perseverance, and we now have Department Heads that started in entry-level positions, such as sewing operators or quality control technicians.

We support our working parents and offer programs to enhance their families' quality of life. These include parental leave arrangements, and various initiatives for children. Several of our locations, including Polydesign and Neocon, offer flexible schedule options where position responsibilities allow it. AFX offers scholarships for employees' children studying in middle school through university, while both Polydesign and AFX sponsor back to school programs where school supplies are provided.

Exhibit 15: Exco's ratio of median pay to local minimum wage in key regions.

| | Median Hourly Pay/ Local Minimum Wage |
|---------------------|----------------------------------------------|
| Africa | 1.6 |
| Europe | 3.1 |
| North America | 2.2 |
| South/Latin America | 2.2 |



Diversity, equity and inclusion

We are mindful that sustainable operations require the benefits of diversity at all levels of our organization. Since Exco’s formation in 1952 by the Robbins family, we have embraced diversity as part of our culture. Having a deep pool of diverse cultural talent has been key to Exco’s ability to embrace global markets and expand its geographic footprint throughout Central and South America as well as North Africa and Asia.

Our success relies on our ability to fully understand and embrace the multicultural, multidimensional dynamic world in which we live and work. When our workforce reflects the diversity of our customers, consumers, suppliers and communities, our competitive advantage and reputation are enhanced.

To support this commitment to a diverse and inclusive work environment, we:

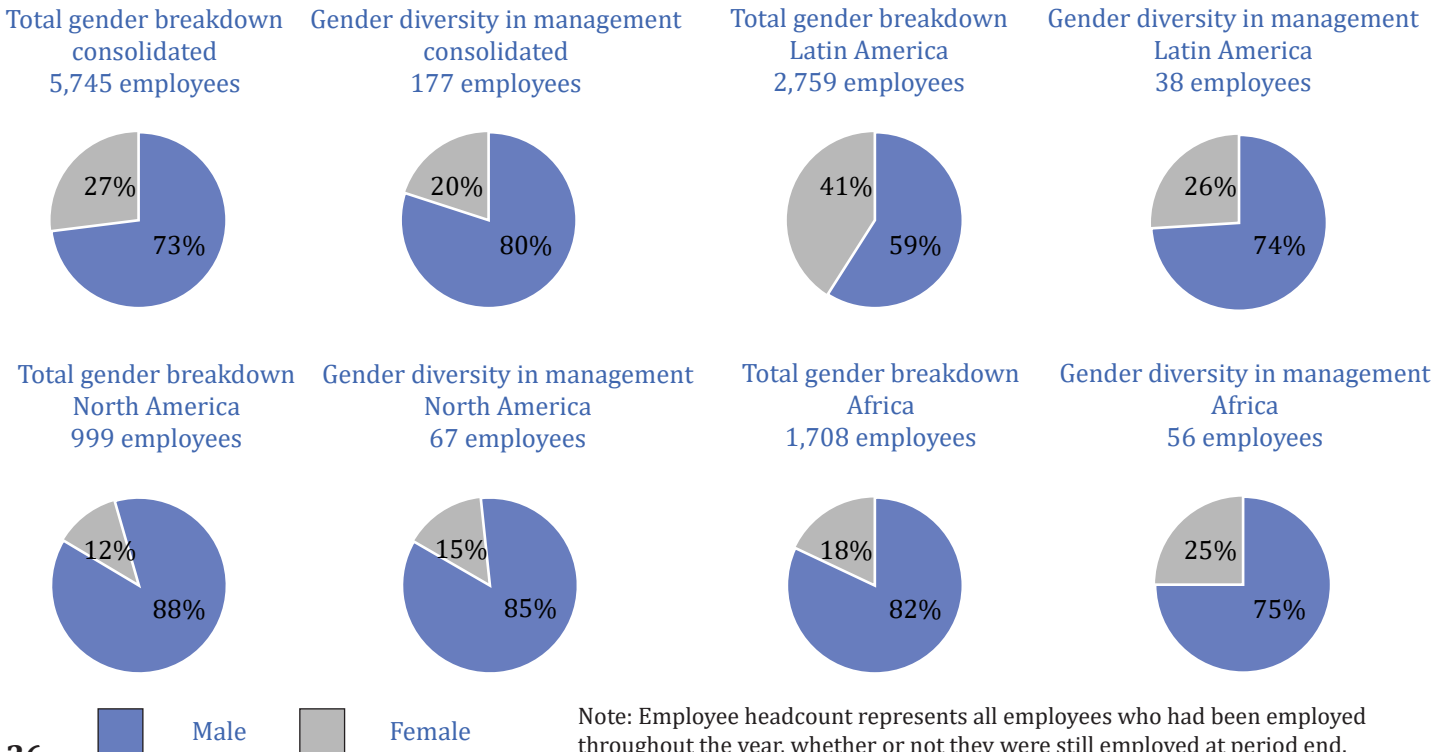
- Provide diversity guidelines in our Employ-

ee Code of Conduct, making it clear that bias, discrimination or harassment based on any trait that defines how we differ will not be tolerated.

- Promote diversity and inclusion within our teams.
- Seek, respect, value and leverage diversity of thought and ideas.
- Share in the responsibility for inclusiveness.
- Ensure that inclusiveness is visible in management decisions and behavior.
- Abide by the principle that all our relationships are based on mutual respect and growth.

Our Polydesign operations are showing leadership in this area in their local region. Having participated in Morocco- 4Diversity initiative by the International Finance Corporation (IFC) and the General Confederation of Moroccan Enterprises (CGEM), Polydesign achieved gender parity in its engineering ranks in 2023, with women now representing 54% of Polydesign’s engineers.

Exhibit 16: Exco’s gender diversity in key regions.



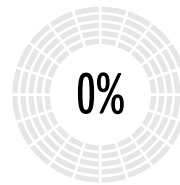
Human rights and fair pay

Exco respects and supports individual and collective human rights affected by our operations, and we take appropriate actions to assess, prevent and remedy potential adverse impacts on human rights in a manner that is consistent with international instruments on human rights.

Exco is committed to protecting the rights of vulnerable groups within its businesses and supply chains, such as the rights of women, indigenous peoples, children, and migrant workers. Where relevant for Exco’s operations, the rights and integrity of local communities are respected.

Exco is committed to providing a safe, respectful and inclusive environment, free of harassment, inhumane treatment and unlawful discrimination. We do not tolerate any forms of physical, sexual, psychological or verbal abuse of our employees. We condemn child labor and any kind of forced labor, and have implemented policies and procedures to minimize the risk that forced or child labor is used anywhere in the production of our goods or services (see also pp. 28 and 30).

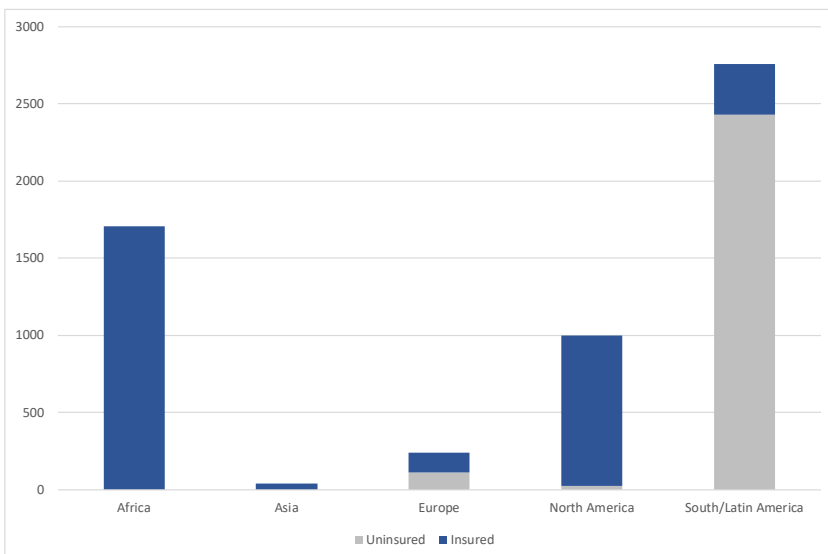
The Company is committed to compliance with all applicable human rights laws and regulations, including those regarding the minimum age for admission to work, minimum wages, overtime hours, medical leave, and legally mandated benefits.



Percentage of Exco’s workforce under minimum age admissible to work.

Where statutorily required, we work effectively with unions and union representatives. In other jurisdictions we prefer direct communication with our employees. However, we respect our employees’ freedom of association and assembly and to participate in a union as may be permitted under applicable law. Exco rejects any form of threats, intimidation, physical or legal attacks against stakeholders, including union members and union representatives exercising their legal rights to freedom of expression, association, and peaceful assembly. We employ 1,775 people in Mexico and Brazil who are subject to collective bargaining agreements.

Exhibit 17: Exco’s employee health insurance coverage.



Note: In some jurisdictions where we operate, local universal healthcare programs preempt private coverage. For example, in Mexico, we pay into a mandated industry fund, which then provides health insurance coverage to industry workers.

Responsible sourcing and supply chain management

During 2023 calendar year we implemented a comprehensive entity-wide Supplier Code of Conduct, which sets minimum standards for ESG performance for all of our suppliers and business partners. Our divisions also maintain their own procedures tailored to their operations and jurisdictions. For example, Polydesign joined the Sustainable Procurement Pledge organization and developed ambitious targets for its supply chain, as part of a Responsible Sourcing Charter that each supplier is required to sign.

We implemented entity-wide policies to ensure consistency. Our entity-wide Supplier Code of Conduct covers key ESG topics and human rights provisions (including those pertaining to forced and child labor; see page 30).

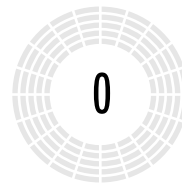
Product health and safety

Our responsibilities to society include our commitment to product health and safety. For example, our Automotive Solutions segment manufactures products for the interior passenger compartments and cargo hold areas of vehicles. While many are convenience products, they must still be carefully engineered to meet the highest safety standards.

The flexible storage and leather products, such as those made by our Automotive Solutions Group, must meet flammability, ultraviolet degradation, fogging/ gassing and elasticity specifications. Flexible restraint systems are designed and tested as safety restraining devices which include technically demanding requirements. Instrument panels, door panels and sun visor parts all undergo very rigorous crash and UV testing. Steering wheel wrapping products are tested for reaction to human skin oils and various hand cream and lotions as these are in constant contact with the steering wheel wrapping.

Our employee Code of Conduct also covers relationships with suppliers. Purchasing and vendor decisions must be based solely on our business requirements within the context of Environmental, Social and Governance factors.

We avoid business dealings with any organizations or individuals that do not hold themselves to rigorous standards on human rights, environmental responsibility and ethical business practices. If a supplier's controversial business practice comes to our attention, we immediately reevaluate the relationship for alignment with our culture and values.



Number of substantiated instances of child labor and forced labor in the supply chain or own operations.

Commitment to highest safety standards is embedded throughout our production processes, with high quality craftsmanship being one of Exco's core values. Exco's products have never been subject to recall.



Philanthropy

We are committed to being a responsible corporate citizen and supporting communities in which we do business. Exco provides grants and makes donations for a variety of social causes, including promoting education, alleviating hunger, disaster relief, improving health care systems, fighting cancer, and preventing spread of infectious diseases.

Grants and donations have included monetary and in-kind contributions, such as supply of Exco products or services for free or at a reduced price. For example, a few of our divisions developed 3D printed medical face masks for a hospital, while Polydesign provides transport service for the KARAMA association, which works to help local women develop marketable skills. Polydesign also designed and manufactured tents for families impacted by the earthquakes in Morocco in September 2023 (see page 23). Our managers have served on the Boards of several not-for-profits, and supported schools and communities in rural areas by donating food, supplies and equipment.

Charitable organizations that we proudly support include:

- Southlake Hospital in Newmarket,
- United Way of Southeast Michigan,
- Canadian National Autism Foundation,
- CGEM Tanger-Tétouan-Al Hoceima,
- Dartmouth Adult Services Clinic,
- Dalhousie University,
- Doctors Without Borders,
- Feed Nova Scotia,
- Habitat for Humanity,
- Association Tanger Medina,
- American School of Tangier, Marrakech and Benguerir,
- Al Balssam Association,
- Association GHAIT,
- KARAMA Association, and
- Lalla Salma Foundation for the Prevention and Treatment of Cancers.

Below: In collaboration with the Al Balssam Association for Health Promotion and Social Action, Polydesign has raised funds to provide food baskets to more than 200 families during the period of Ramadan and Aid Al Fitr.



Above: Castool shares food with the local community for the grand opening of its location in Queretaro, Mexico in October 2023.

GOVERNANCE

We believe that adopting and maintaining appropriate governance practices is fundamental to a well-run company, to the execution of our chosen strategies and our successful business and financial performance. Our reputation is built on over 70 years of solid business growth, innovation, and a constant drive for conducting business with honesty, integrity and ethical behavior.

An overview of our corporate governance practices can be found on our website under the Investor

Relations tab, at www.excocorp.com. Our corporate governance practices are aligned with National Instrument 58-101- Disclosure of Corporate Governance Practices and National Policy 58-201 – Corporate Governance Guidelines.



Ethics, conflicts of interest, and anti-corruption

The Robbins family built Exco Technologies Limited with an unwavering commitment to ethical business practices. It is this foundation from which the Company continues to grow and succeed as one of the most trusted names in its numerous automotive and industrial niche markets.

During 2023 calendar year we have taken several concrete steps to strengthen our ESG governance structure, including implementing robust entity-wide Corporate Responsibility Policies and a comprehensive entity-wide Supplier Code of Conduct. These documents set minimum standards for operational and supply chain ESG performance for all of our divisions. While our divisions also maintain their own procedures tailored to their operations and jurisdictions, we implemented entity-wide policies to ensure consistency. Both documents cover key ESG topics, including:

- human rights and labor rights,
- policies to reduce the risk of forced and child labor being used anywhere in the production process,
- responsible procurement (including conflict minerals),
- health and safety,
- responsible environmental stewardship,

- ethics, conflicts of interest, responsible business conduct, anti-corruption and anti-bribery provisions,
- export controls and fair competition,
- accounting books and records,
- data protection and
- confidential grievance mechanisms.

Exco does virtually no business with governments and therefore has a low risk of breach of anti-corruption laws, however as stated above, Exco conducts itself ethically in all of its commercial dealings.

Our employees are encouraged to raise any questions or concerns regarding ethics or policy compliance with the management team or Human Resources. In addition, through the Exco Alertline (<http://exco.alertline.com>) employees can anonymously raise any concerns related to accounting, internal controls or ethical issues. We prohibit all forms of retaliation against those who raise concerns in good faith, and we appropriately and timely investigate reports and take corrective action, if needed.

Employee Code of Conduct

Integrity, honesty and transparency form part of our core values. These values ultimately underpin our Employee Code of Conduct, which guides the decisions our employees make on a daily basis.

Compliance with the Code is a requirement of every Exco employee. All new employees are required to sign a Certificate of Acknowledgment, which states that the employee has read the Code and accepts the obligation to comply with it.

Our Code covers a range of relevant topics, including but not limited to:

- Protecting our reputation and our brand

Fair competition

Exco operates in globally competitive product segments where both suppliers and customers have a strong understanding of material and value-added cost inputs, leaving Exco little opportunity for arbi-

Cyber and information security

We identify cyber and information security as a material ESG issue and have developed a comprehensive strategy to mitigate associated risks. This strategy includes an ongoing, company-wide risk assessment, and implementation and strengthening of new and existing policies and standards. It is regularly discussed at the Board level. Exco also protects the reasonable privacy expectations of personal information of everyone it does business with, including suppliers, customers, consumers, and employees. As well, our Employee Code of Conduct contains a requirement to protect Company assets, including digital and intangible assets, and includes prohibitions against inappropriate or unsafe use of information technology.

In January 2023, three production facilities with-

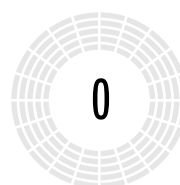
- Safeguarding company’s assets, including information systems, confidential data and intellectual property
- Non-discrimination
- Fair competition
- Avoiding conflict of interest
- Prohibition against bribes and political contributions
- Guidelines on receipt of gifts.



Total percentage of Exco’s employees made aware of organization’s ethics and anti-corruption policies and procedures.

trage or excessive market pricing power. Exco takes anti-competitive and anti-trust issues seriously and is not aware of any such actions throughout its operations.

in our Large Mould Group experienced a cyber incident. Management immediately took steps to secure its systems and mitigate the impact to the Company’s data and operations. Independent experts were retained to assist the Company in dealing with the matter in accordance with industry best practices. Over a period of 3-4 weeks, the Company brought its systems back online and operations were fully restored within the second quarter. Shipments to customers were not materially interrupted, and we have no reason to believe any customer data was compromised.



Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.

Board diversity and effectiveness

Exco needs Directors with focused qualifications who, when taken together as a Board, provide Exco with a wide range of skills, balanced by gender, age and tenure. Directors need to appreciate Exco's decentralized business model, along with the complexity of our niche businesses and the diversity and global nature of the industries in which we operate. They must also have the skills and experience to make an effective contribution to the Board in their primary areas of expertise. The right Board composition is critical for constructive discussion and effective decision-making.

Exco views inclusion and diversity on its Board of Directors as leading to a better understanding of opportunities, issues, and risks, enabling stronger decision making and oversight. A diverse Board demonstrates our commitment to diversity at all

levels within Exco. Diversity includes business experience, geography, age, gender, culture and ethnicity, visible minorities, indigenous peoples, persons with disabilities and sexual orientation. When the Board is looking to add additional members or replace existing members or appoint committee chairs, the Board's Governance and Nominating Committee reviews the number of diverse candidates, together with their skills, knowledge, experience and character, relative to other candidates, to ensure fair consideration. The Committee also reviews the number of women and other diverse candidates actually appointed to evaluate whether it is desirable to adopt additional diversity related requirements or policies.

Our Board members, as well as their roles and qualifications are listed in exhibits below:

Exhibit 18: Members of Exco's Board and its committees.

| Name and Municipality of Residence | Director Since | Principal Occupation |
|-----------------------------------------------------|----------------|------------------------------------------------------------------|
| Edward H. Kernaghan (1)(2)(3*) Ontario, Canada | Jan-09 | Executive Vice President, Kernaghan & Partners Ltd. |
| Darren M. Kirk Ontario, Canada | Jan-19 | President and Chief Executive Officer, Exco Technologies Limited |
| Robert B. Magee (1)(2*)(3) Ontario, Canada | Jan-10 | Chairman, The Woodbridge Group |
| Colleen M. McMorrow (1*)(2)(3)** Ontario, Canada | Jan-17 | Corporate Director |
| Paul E. Riganelli Ontario, Canada | Jan-18 | Executive Vice President, Exco Technologies Limited |
| Brian A. Robbins Ontario, Canada | Jan-72 | Executive Chairman of Exco Technologies Limited |

1. Audit Committee.
2. Human Resources and Compensation Committee.
3. Governance & Nominating Committee.

* Committee Chair.

** Represents gender diversity.

Exhibit 19: Exco's Board members' qualifications and experience.

| Rating Scale: | Edward H. Kernaghan | Darren M. Kirk | Robert B. Magee | Colleen M. McMorrow | Paul E. Riganelli | Brian A. Robbins |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------|-----------------|---------------------|-------------------|------------------|
| GOLD "G" - Worked directly or had individuals directly reporting to you in specific area. SILVER "S" - Have general experience in specific area BRONZE "B" - Limited Experience or expertise in specific area BLACK "BL" - No Experience or expertise in specific area. | | | | | | |
| Experience leading or managing large, multinational, and complex organizations. | BL | G | G | S | G | G |
| Experience in leading major organizational change. | B | G | G | S | B | G |
| Senior leadership and/or managerial experience in the industrial sector. | BL | G | G | B | G | G |
| Board or management experience in talent management and executive compensation. | G | S | G | S | B | G |
| Experience in international businesses including cultural, regulatory, and business environments. | S | S | G | S | G | G |
| Wide-ranging financial skills, experience and knowledge in senior management, risk management and internal control. | S | G | G | G | S | G |
| Management or executive responsibility for creating value and/or business development. | G | G | G | S | S | G |
| Experience and insights with use of technology to support value creation. | S | S | G | S | S | G |
| High level experience in corporate governance gained as senior executive, board member of public companies, major accounting firm. | G | G | G | G | G | G |
| Board audit/risk management experience in financial accounting and reporting, corporate finance, internal financial controls or the provision of legal services to large business enterprises. | G | G | G | G | G | G |
| Experience in evaluating key business risks including legal and regulatory compliance and security risk management. | S | S | G | G | G | G |
| Understanding and experience of corporate, securities, regulatory regimes where the Company operates. | G | S | S | G | G | G |
| Demonstrated experience in the development of strategy. | S | G | G | S | B | G |
| An understanding of the importance of the role of capital allocation and risk in value creation. | G | G | G | S | S | G |
| Experience in the regulatory arena and government relations. | S | S | G | G | B | G |
| Understanding social media, public policy processes and the political process. | S | S | G | S | S | G |
| Experience leading or managing automotive component manufacturing enterprises. | BL | G | G | B | G | G |

Mr. Kernaghan, Mr. Magee and Ms. McMorrow have been determined by our Board to be "independent directors" within the meaning of such term under applicable law.