



AAM  
2019 SUSTAINABILITY REPORT



MARCH 2020



**VISION** – To POWER the future and provide value to our stakeholders.

**MISSION** – To deliver efficient, powerful and innovative solutions for our customers while leading the industry in quality, operational excellence and technology to maximize shareholder value.

**SUSTAINABILITY MISSION STATEMENT** – To deliver POWER and build a safer, greener and sustainable future for our associates, customers, communities and the environment.

**AAM (NYSE: AXL)** delivers POWER that moves the world. As a leading global tier 1 automotive supplier, AAM designs, engineers and manufactures driveline and metal forming technologies that are making the next generation of vehicles smarter, lighter, safer and more efficient. Headquartered in Detroit, AAM has over 20,000 associates operating at nearly 80 facilities in 17 countries to support our customers on global and regional platforms with a focus on quality, operational excellence and technology leadership. To learn more, visit [aam.com](http://aam.com).

# TABLE OF CONTENTS

A Message from AAM Chairman and CEO . . . . .	1
Sustainability Priority Topics . . . . .	2
<b>Governance – AAM’s Tone at the Top</b>	
Board Level Oversight . . . . .	4
Sustainability Leadership . . . . .	4
Ethics and Compliance Program . . . . .	5
Cascade and Verify Supplier Compliance. . . . .	6
<b>Environmental – AAM’s Power to Conserve</b>	
Commitment to the Environment – Our Goals . . . . .	9
AAM Environmental Management System. . . . .	10
AAM Initiatives – Making a Difference. . . . .	10
Carbon Disclosure Project (CDP) Reporting . . . . .	15
<b>Social – AAM’s People-First Culture</b>	
AAM Safety Management System . . . . .	17
Diversity and Inclusion . . . . .	19
Attract, Develop, Engage and Retain Diverse Talent. . . . .	21
Promoting Healthy Lifestyles Through Wellness Programs . . . . .	22
Associate Development and Learning . . . . .	23
Supporting Our Communities . . . . .	26
<b>Products – AAM’s Drive for Efficiency</b>	
Investments in Technology – Powering the Future. . . . .	29
Advancing Technology – Product Portfolio. . . . .	30
AAM Quality System . . . . .	33
Quality Awards . . . . .	34
CDP Score Reports . . . . .	A-1

*In this Sustainability Report, we make statements concerning our expectations, beliefs, plans, objectives, goals, strategies, and future events or performance. Such statements are “forward-looking” statements within the meaning of the Private Securities Litigation Reform Act of 1995 and relate to trends and events that may affect our future financial position and operating results. The terms such as “will,” “may,” “could,” “would,” “plan,” “believe,” “expect,” “anticipate,” “intend,” “project,” “target,” and similar words or expressions, as well as statements in future tense, are intended to identify forward-looking statements. Forward-looking statements should not be read as a guarantee of future performance or results and will not necessarily be accurate indications of the times at, or by, which such performance or results will be achieved. Forward-looking statements are based on information available at the time those statements are made and/or management’s good faith belief as of that time with respect to future events and are subject to risks and uncertainties and may differ materially from those expressed in or suggested by the forward-looking statements. These risks and uncertainties include factors detailed in the reports we file with the Securities and Exchange Commission, including those described under “Risk Factors” in our Annual Report on Form 10-K and our Quarterly Reports on Form 10-Q.*



## MESSAGE FROM DAVID C. DAUCH

– Chairman of the Board and Chief Executive Officer

American Axle & Manufacturing was founded on a set of cultural values and strategic principles that guide how we do business.

**Our Cultural Values** – integrity, teamwork, responsibility, excellence, lean and empowerment – guide our diverse, global associates and define how we interact with each other, our communities and the environment.

**Our Strategic Principles** – quality, technology, global, balance, competitiveness and profitability – are how we build our products, innovate for the future and provide shareholder value.

Our Values and Principles make up the core of AAM's Sustainability Program. Strengthening our Sustainability Program is one of our key objectives. We have made significant progress including:

- Publishing AAM's first Sustainability Review in March 2019 followed by our more comprehensive Sustainability Report in March 2020
- Updating global Safety and Environmental Policies and adopting a global Human Rights Policy
- Disclosing our CDP energy, greenhouse gas (GHG) and water assessments to our investors for the first time
- Establishing our Top 10 Sustainability Priority Topics
- Setting goals to reduce energy and water use, GHG emissions

Sustainability is driven through the entire company, starting with our Board of Directors. Reflecting the alignment of sustainability to AAM's long-term business strategy, the Nominating/Corporate Governance Committee provides oversight of AAM's policies, strategies and performance related to sustainability topics and goals. With the leadership of our Sustainability Steering Committee, our cross-functional teams are dedicated to monitoring, tracking and reporting AAM's sustainability performance in our Sustainability Report.

We are committed to this program and growing our business in a sustainable and socially responsible manner. As always, I thank you for your support.

Sincerely,

A handwritten signature in black ink that reads "David C. Dauch". The signature is written in a cursive, flowing style.

David C. Dauch

# SUSTAINABILITY PRIORITY TOPICS

Our focus is to drive continuous improvement in the sustainability areas most important to AAM and our stakeholders. In 2019, we conducted our first materiality assessment to identify and select AAM’s sustainability priority topics. As part of this process, we reviewed various sustainability resources, including publications of ESG standard-setting organizations, guidelines of the Automotive Industry Action Group (AIAG), and ESG ratings published by proxy advisory firms and other third-party rating services.

We also considered sustainability factors that we believe are relevant to our associates, suppliers, customers, communities and other stakeholders. In addition, we solicited feedback from our shareholders on sustainability topics and incorporated their input.

Our cross-functional team of subject matter experts developed a list of over 100 sustainability topics. When developing our priority topics and sustainability performance indicators, we used Global Reporting Initiative (GRI) standards in the economic, environmental, social and product categories as a reference. We also considered the industry-specific standards of the Sustainability Accounting Standards Board (SASB) and the United Nations Sustainable Development Goals. We further refined the topics in each of our selected categories of **Governance**, **Environmental**, **Social** and **Product** and rated these topics based on alignment with our business operations and strategy.

Our Policy Committee, which is led by the CEO and includes AAM’s top leaders, selected AAM’s ten most important topics as shown below.

 <p><b>GOVERNANCE</b></p>	 <p><b>ENVIRONMENTAL</b></p>	 <p><b>SOCIAL</b></p>	 <p><b>PRODUCT</b></p>
<p>Ethical Business Practices and Training</p> <p>Cascade and Verify Supplier Compliance</p>	<p>Energy and Emissions Reduction</p> <p>Reduce Water Use at Every Location</p> <p>Reduce, Reuse, Recycle Industrial Materials</p>	<p>Associate Health, Safety and Wellness</p> <p>Attract, Develop, Engage and Retain Diverse Talent</p> <p>Partner with Global Communities</p>	<p>Investment in Technology</p> <p>Product Quality and Safety</p>

Many of the topics that we reviewed are important to AAM and our stakeholders. Our process was developed so that topics of greatest importance become the focus of our leadership and our global workforce to drive performance in these areas. However, we remain committed to many other sustainability topics that are integral to our business and accept nothing less than continuous improvement and achievement across our global operations.

# GOVERNANCE

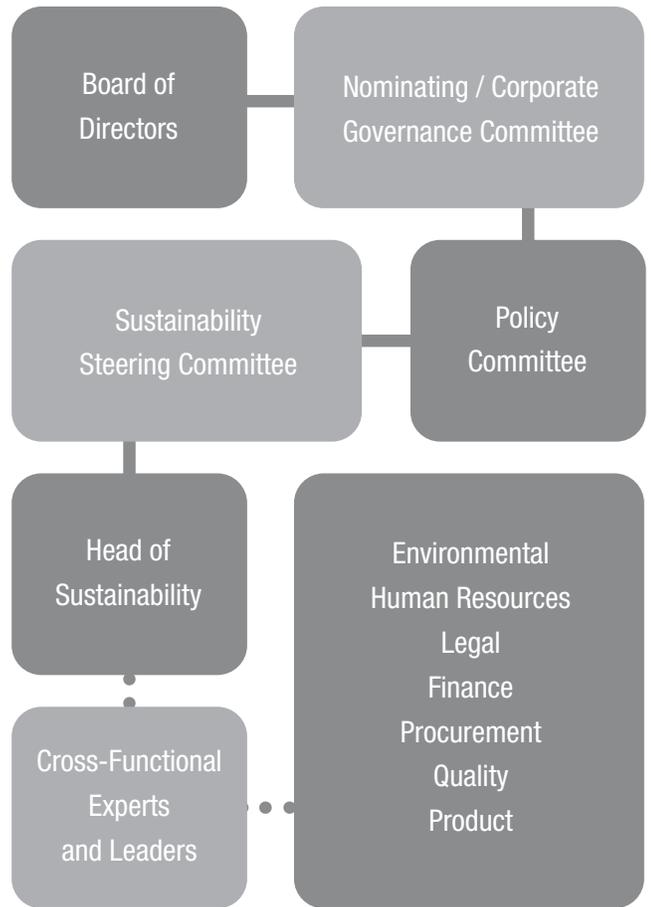


ETHICAL BUSINESS PRACTICES AND TRAINING

CASCADE AND VERIFY SUPPLIER COMPLIANCE

# BOARD-LEVEL OVERSIGHT

**Sustainability is driven throughout the entire organization starting with our Board of Directors.** This level of oversight reflects the importance of our sustainability program to AAM’s long-term business strategy and objectives. The Nominating/Corporate Governance Committee is charged with oversight of AAM’s policies, strategies and performance related to sustainability matters and corporate social responsibility. This committee reviews these matters with management and provides updates to the full Board. In addition, the Audit Committee receives quarterly reports on key aspects of our ethics and compliance program.



# SUSTAINABILITY LEADERSHIP

AAM’s sustainability program is managed within a well-defined governance structure, through clearly-established ownership and responsibilities at multiple levels in the organization.

Our corporate Policy Committee, which is led by the CEO and includes our top leaders, established a Sustainability Steering Committee (SSC) to provide direction and leadership to achieve our sustainability objectives.



## Environmental

Michael K. Simonte  
President

Responsible for the development of strategies, action plans, goals and performance, as well as external reporting of environmental, energy and safety goals



## Social

Terri M. Kemp

Vice President – Human Resources

Responsible for social responsibility, such as promoting our people-first culture with diversity and inclusion initiatives, associate training, education and wellness programs, and support of universal human rights



## Governance

David E. Barnes

Vice President & General Counsel

Serves as Chief Compliance Officer and is responsible for ESG compliance and corporate governance, including reporting to our Board of Directors and relevant committees on sustainability matters

## ETHICS AND COMPLIANCE PROGRAM

AAM believes that doing what is right is vital to our continued success. It is through our cultural values and strategic principles that AAM delivers power. To ensure a culture of integrity, we have developed our global ethics and compliance program.

**Tone at the Top** – The Ethics & Compliance Committee oversees AAM’s ethics and compliance program. Its members include our CEO, President, Vice President & Chief Financial Officer, Vice President - Human Resources, Director - Internal Audit and Vice President & General Counsel.

**Code of Business Conduct** – We expect our associates to conduct business using the highest standards of ethics and integrity. Our Code serves as a guide in meeting these expectations and is accessible to all associates in the 15 languages spoken where we conduct business. New associates are introduced to the program during our onboarding process.

**Compliance and Ethics Training** – A primary element of our ethics and compliance program is education, which supports our associates’ understanding of AAM’s expectations and policies related to the [Code of Business Conduct](#) and other compliance areas. Annually, salaried associates are required to complete ethics and compliance training on a rotating number of topics. In 2020, a customized Sustainability course was added to the curriculum for salaried associates worldwide.

We track completion of each active course. Nearly 100% of salaried associates completed training in 2019. AAM associates are also required to review annually the [Anti-Corruption Policy](#) and [Conflict of Interest Policy](#), and complete related disclosures.

**Reporting Concerns and Continuous Improvement** – To support a culture of integrity, AAM provides resources for our associates to report concerns privately and anonymously through our AAM Business Ethics line or web-based reporting system. We believe prompt and thorough investigations of ethics and compliance matters effectively address and resolve issues and provide opportunities for continuous improvement. The Audit Committee of our Board of Directors receives regular reports of these activities.

**Human Rights and Working Conditions** – A respect for human rights is a fundamental AAM policy. Our associates understand that their commitment to ethical business practices, local legal requirements and respecting human rights is not just a personal responsibility but is also required for all business activity. Our [Human Rights Policy](#) also addresses workplace safety and security, freedom of association, wage and hour standards and prohibitions against forced labor, child labor and human trafficking.

“AT AAM,  
INTEGRITY- THE  
POWER OF DOING  
WHAT IS RIGHT-  
IS PARAMOUNT.  
I WOULD MUCH  
PREFER THAT THE  
MORE DIFFICULT  
RIGHT IS CHOSEN  
THAN THE EASIER  
WRONG. DOING  
WHAT’S RIGHT IS  
NOT ALWAYS THE  
EASIEST CHOICE,  
NOR THE MOST  
POPULAR, BUT IT  
IS THE AAM WAY.”

David C. Dauch,  
Chairman of the Board  
and Chief Executive Officer

## CASCADE AND VERIFY SUPPLIER COMPLIANCE

AAM employs numerous strategies to drive our sustainability program throughout our supply base. By incorporating sustainability requirements into our procurement process and setting expectations for our suppliers, sustainability is cascaded through our entire supply chain.

**We educate** – We require our suppliers to understand the fundamentals of sustainability and compliance and have partnered with AIAG to support our suppliers in meeting requirements. Working with 13 original equipment vehicle manufacturers, AIAG developed the Automotive Guiding Principles to Enhance Sustainability Performance in the Supply Chain, along with an e-learning and knowledge assessment. We developed a joint home page with AIAG for our suppliers to access the e-learning and knowledge assessment. AAM requires our material suppliers to take the Supply Chain Sustainability e-learning course (or equivalent training) and successfully complete the knowledge assessment. These educational requirements enable our suppliers to meet our sustainability expectations.

**We communicate** – We maintain a portal on our website dedicated to our current and prospective suppliers. Our [Supplier Requirements Manual](#) mandates that our suppliers understand their roles in the supply chain and the importance of meeting our sustainability requirements for their supply chain. Our Global Terms and Conditions and Purchase Orders hold suppliers responsible for providing products and services in compliance with applicable standards, rules and regulations. These three documents cover all aspects of supply including Conflict Minerals procurement through Customs Trade Partnership Against Terrorism (CTPAT) shipment requirements.

**We monitor compliance** – After vetting new suppliers, we continue to monitor compliance with our expectations for sustainability. We conduct site visits and engage third parties to monitor our suppliers for domestic or international sanctions, including suppliers that may have been placed on watch lists. In addition, our suppliers perform self-assessments to measure their sustainability achievements and are given improvement plans to assist in meeting our requirements. Our strategy is to continue to expand our supplier assessment activities, starting with our 250 largest suppliers. We plan to complete assessments of this group, which represents approximately 85% of our 2019 total spend, by the end of 2021. Our longer-term goal is to complete assessments of 95% of our suppliers by 2025.



**Global Security Program** – AAM’s global security program is designed to safeguard and support our associates and assets worldwide. Our global security team monitors and assesses risk, including internal and external threats, to avoid, or if necessary, accelerate our response and mitigation efforts. Areas of focus also include traveler safety, transportation security, access control and physical security.

Our Global Security Operations Center (GSOC) utilizes quantitative intelligence, advanced technologies and real-time alerts to provide efficient analysis of global intelligence streams. AAM Security personnel can monitor and analyze camera feeds to our GSOC from AAM facilities around the world in support of our corporate crisis management, disaster recovery and business continuity efforts.

**Industry Associations** – AAM participates in numerous associations in regions around the world to remain current with trends, policies and regulations of importance to the automotive supply industry.



# ENVIRONMENTAL



ENERGY AND EMISSIONS REDUCTION

REDUCE WATER USE AT EVERY LOCATION

REDUCE, REUSE AND RECYCLE INDUSTRIAL MATERIALS

# THE POWER TO CONSERVE

Since our inception, AAM has believed that being focused on sustainability benefits our associates, suppliers, customers, communities, shareholders and the environment. As stated in our [Environmental Policy](#), AAM is dedicated to conservation and protection of the environment as an integral part of our global operations. In 2019, our Policy Committee, led by our CEO, set specific environmental goals to reduce energy usage, greenhouse gas (GHG) emissions and water consumption by the end of 2024.

## 5%

### REDUCTION IN ENERGY USAGE

(MMBTUs/Annual Revenues Intensity)

## 5%

### REDUCTION IN GREENHOUSE GAS (GHG) EMISSIONS

(Tons CO<sub>2</sub> emissions/Annual Revenues Intensity)

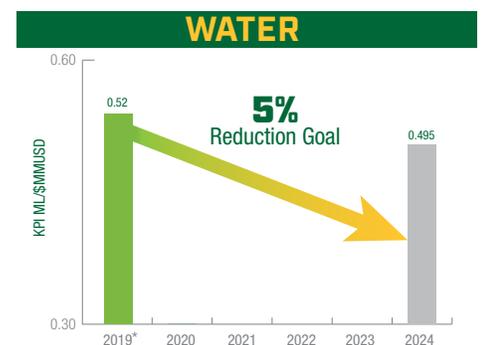
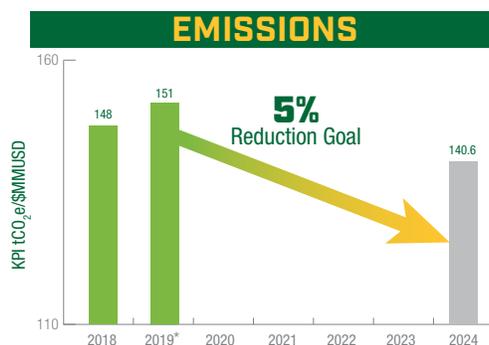
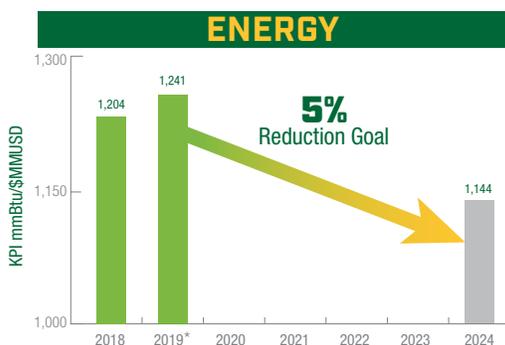
## 5%

### REDUCTION IN WATER CONSUMPTION

(mega-liters/Annual Revenues Intensity)

We have a robust program to drive continuous improvement in our operations by reducing our energy consumption, GHG emissions and water use while minimizing waste. Our global locations submit projects to achieve these objectives. These projects are reviewed by senior management and the best projects are recognized through an annual reward program.

In 2017, our environmental profile changed due to a significant acquisition that nearly doubled the size of our company. Therefore, we established 2018 as our baseline year for measuring our sustainability performance for energy and emissions and 2019 as our base year for water. The following graphs show our actual results and our sustainability performance goals



\*AAM estimates that our sales for 2019 were unfavorably impacted by a customer work stoppage by approximately \$243 million, or 3.7% of total 2019 sales.

# AAM ENVIRONMENTAL MANAGEMENT SYSTEM

Our environmental management system (EMS) serves as the framework for a standardized global approach to environmental management. Our EMS is a key component of the AAM Operating System – a world-class global operating system designed to deliver operational excellence by leveraging our global standards, policies and best practices across all disciplines.

A key function of our EMS is power monitoring across our global facilities. Our EMS monitors and tracks energy consumption, power quality and plant loading, which enables us to measure, analyze and continuously improve energy performance. We also perform on-site energy audits to identify energy savings opportunities.

On a global basis, 57 of our manufacturing locations are certified to ISO 14001-2015, the international standard for environmental effectiveness. In 2020, we expect to be 100% attested to ISO 14001-2015 in our manufacturing facilities. Currently, 21 facilities are certified under the ISO 50001 standard for energy.

## AAM INITIATIVES – MAKING A DIFFERENCE

AAM's facility and operating standards distinguish our manufacturing, technical and business office facilities as among the safest, cleanest and most environmentally responsible in the global automotive industry. We believe our facilities should have a positive impact on our communities and we're proud to serve as an example of outstanding stewardship. Recent examples of continuous improvement initiatives in our energy management program are described below.



**LED Lighting Upgrade** – Before 2012, a majority of our facilities had been upgraded from metal halide to fluorescent lighting. As light-emitting diode (LED) technology started to improve in efficiency and cost, AAM upgraded to LED, which improves light intensity and reduces energy consumption. For example, our Czech Republic operations energy consumption by 1,429 MWh per year, avoiding emissions of 1,672 tCO<sub>2</sub>. About 50% of our facilities have upgraded to LED with high-efficiency lumens per watt and upgrades are planned for the remainder. Any new facility construction, addition or renovation utilizes 100% LED.



**Natural Gas Reduction** – We continue to focus on optimizing our furnace operations to match production volumes. In 2019, our Changshu China facility reduced approximately 20,000 MMBTU natural gas consumption and resulting emissions of 1,100 tCO<sub>2</sub> – a 26.7% reduction in overall gas usage.



**Compressed Air Leak Detection Program** – In 2019, we launched an air leak detection program across our global operations. Air leak reviews at selected facilities identified over 9,700 MWh per year of opportunity for energy reduction. We expect to reduce energy consumption by over 27,000 MWh per year by reducing air leaks through this program.



**Partnering with Our Suppliers for Carbon-free Electricity** – In 2019, we partnered with our energy suppliers to increase our use of carbon-free electricity in our manufacturing process. As a result, six of our U.S. manufacturing facilities will receive CO<sub>2</sub> emission-free electricity in early 2020. We expect this project to reduce CO<sub>2</sub> emissions by 46,426 tons in 2020.



**Air Quality Initiatives** – To protect the environment and the safety of our associates, we utilize air quality-related equipment to filter and collect air contaminants (such as mist, dust and fumes) that are generated in the manufacturing process and to maintain plant air exchange rates that meet or exceed industry standards. In 2019, we conducted air quality studies at over 25 facilities. Phase 2 studies are planned for 20 additional sites. Our commitment to maintaining high air quality standards is reflected in our funding allocation for air quality projects in our long-range capital plan.

# AAM BARCELONA – THE NEW STANDARD

**Barcelona Facility** – Our new 15,000-square-meter manufacturing facility has a lean, efficient production layout and optimized materials flow for components delivery to production lines. Our Barcelona facility began production in 2019 with a highly efficient system designed to reduce energy and water consumption.

- Programmable LED lighting improves energy efficiency
- Mirrored, double-insulated, UV-rated windows prevent glare and reduce energy loss
- Variable frequency drives operate only on demand
- Solar-powered hot water reduces energy use
- Storm water retention system reduces use of municipal water and sewage systems
- Waste management system contains and controls spills and leaks



# WATER REDUCTION INITIATIVES

Water reduction is a key priority for AAM and our sustainability program. Our Policy Committee set a goal to reduce our usage by 5% from 2019, our base year, through 2024.

To achieve this goal, we will continue to implement behavioral changes, capital projects and improve the data collection, tracking and reporting of our global water usage. The water project at an AAM plant in Mexico, described below, illustrates the improvements in our sustainability performance through this process.

## TOP WATER PROJECT MEXICO PLANT 5

**Opportunity** – Reduce water consumption in the axle painting process. Our goal was to decrease the water consumption of the painting process by 5% (in accordance with ISO 14001).

**Our team identified and implemented 4 key actions:**

1. Take water measurements at each step and identify opportunities
2. Reuse rinse water
3. Optimize use of Osmosis equipment
4. Reuse deionized water

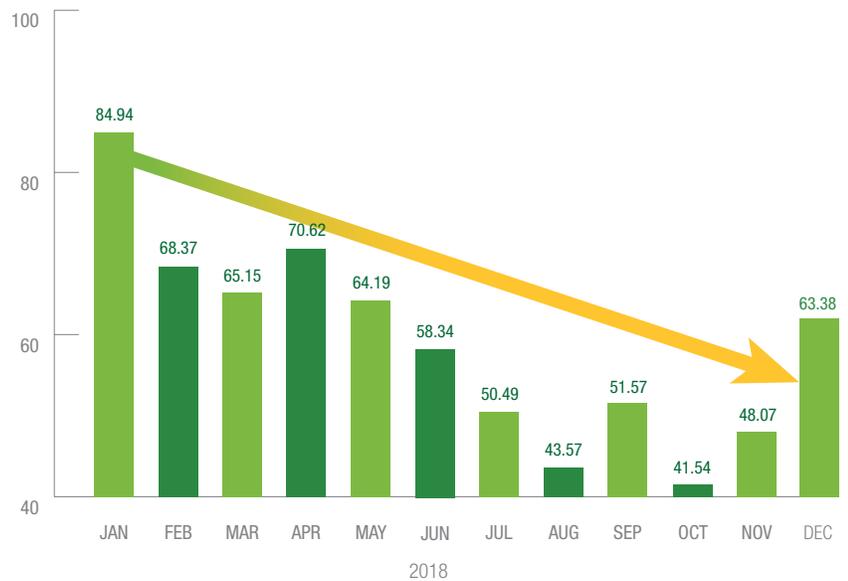


Initial conditions WEEKLY WATER CONSUMPTION	
Painting Line	Plant 5
Axles painted	20,000 pieces
Consumption of water per axle painted	44.49 liters/piece

Final results	
Designed consumption	44.6 liters/piece
Actual consumption	31.27 liters/piece
<b>SAVINGS</b>	<b>13.19 liters/piece</b>

The result was a 28% reduction in water consumed per axle, saving approximately 17 million liters of water while maintaining high quality standards.

## PLANT 5 WATER CONSUMPTION PER AXLE SOLD



*Our business is moderately seasonal as our major OEM customers historically have an extended shutdown of operations (typically 1-2 weeks) in conjunction with their model year changeover and an approximate one-week shutdown in December.*

## WASTE REDUCTION AND RECYCLING

Our manufacturing facilities have active recycling programs. From the material we use in manufacturing to the ancillary products and packaging we use in our facilities, we have a strong focus on reducing, reusing and recycling materials at our facilities. Below are just a few examples.

**Implementing reusable dunnage in place of cardboard across our manufacturing facilities** – Reusing dunnage provides a means of reducing waste and minimizing our impact on the environment.

**Recycling at our Columbus Indiana Manufacturing Facility** – We employ a continuous recycling program that makes scrap containers available on a 24/7 basis from our facility for collection of materials to be recycled. Our supplier manages the logistics of recycling and reuse of these materials.

**Utilizing sand reclamation techniques in our casting operations** – Our sand reclamation efforts allow us to recover and reuse sand in the production of our products.

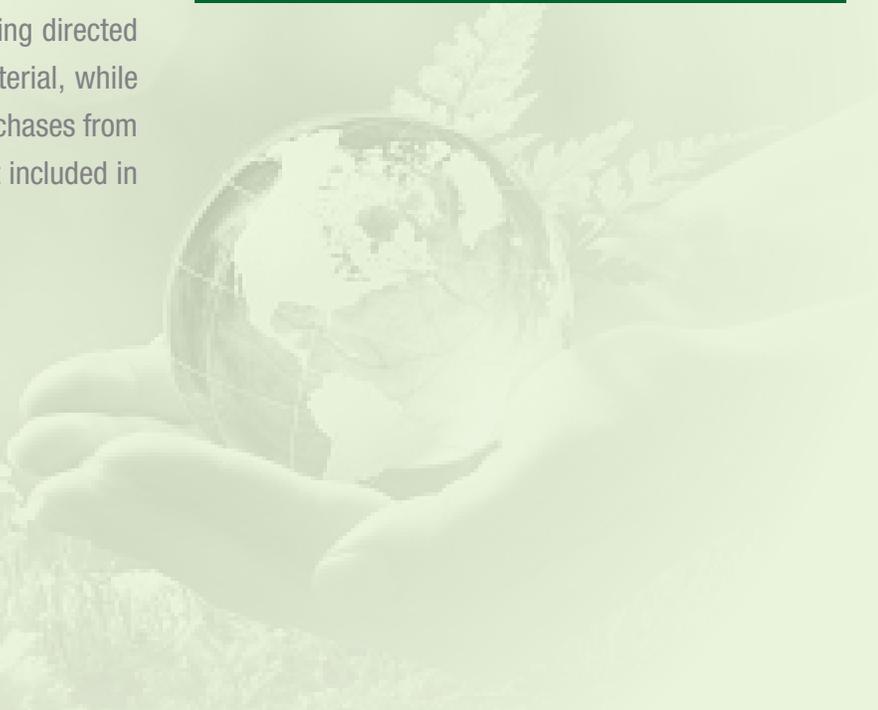
**Recycling in the Supply Base** – We extend our recycling efforts through our supply base. We surveyed direct material suppliers representing approximately 50% of our direct material spend to evaluate these suppliers' use of recycled content in the materials we purchase. Based on responses of 26 of our largest direct material suppliers, we estimate that 86% of our direct material spend (excluding directed buy) is for content derived from recycled material, while only 14% comes from raw/virgin material. Purchases from customer-directed material suppliers were not included in our analysis.

THE RECYCLING PROGRAM  
AT OUR COLUMBUS, INDIANA  
FACILITY PREVENTS OVER  
20 MILLION POUNDS OF  
MATERIAL FROM REACHING  
LANDFILLS ANNUALLY.

OUR SUPPLIERS PROVIDE

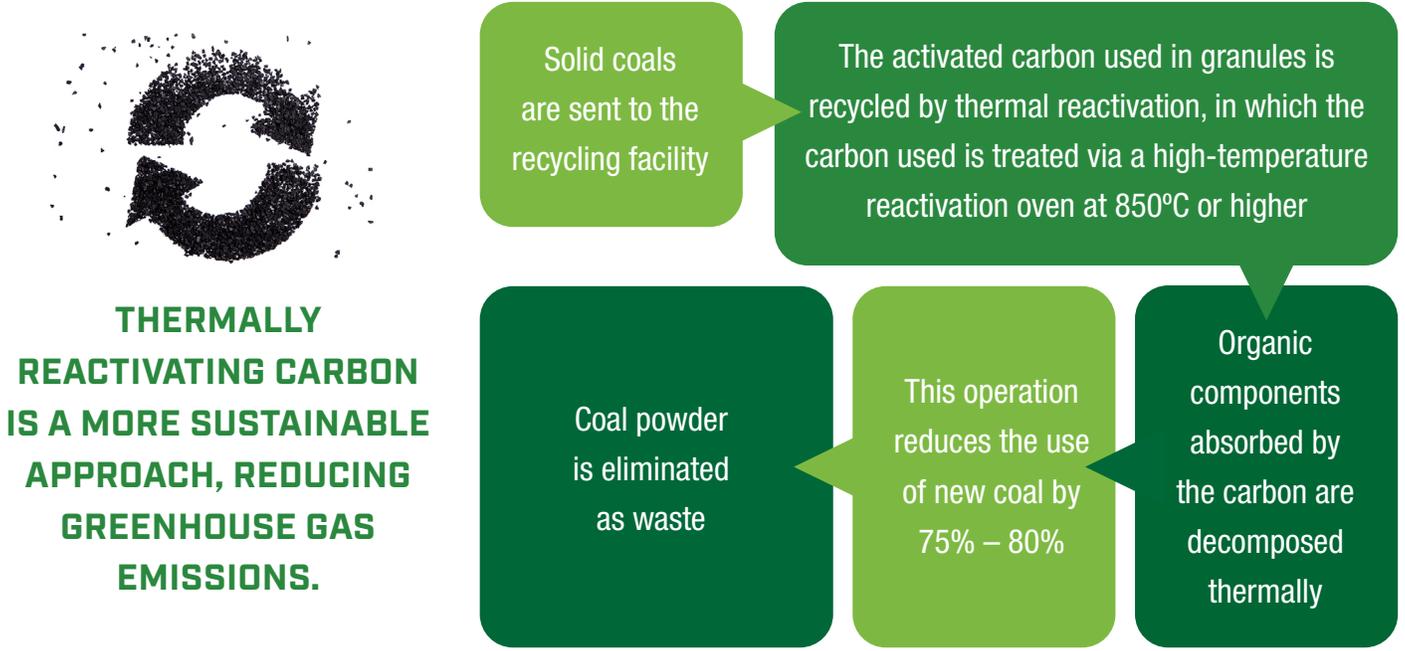
**86%**

RECYCLED DIRECT MATERIAL





**Activated granulated coals reactivation project at our Lyon, France Facility** – Thermal reactivation is an environmentally responsible process that reduces CO<sub>2</sub> emissions while contributing to a sustainable use of the world’s resources. AAM’s Decines and Lyon facilities are equipped with a volatile organic compound (VOC) treatment facility using activated carbon filters. Filters are replaced eight times per year, generating 60 tons of soiled granulated coals, which are incinerated, generating 220 tons of CO<sub>2</sub>. Our new reactivation process for granulated coals shown below will reduce greenhouse gas emissions by 75% – 80%.



**A key benefit** from thermally reactivating coal is that spent carbon is recycled and converted into a reusable form. This process reduces the amount of greenhouse gas emissions into the environment.

	CURRENT	FUTURE
<b>Greenhouse gas emissions</b>	220 Tons CO <sub>2</sub>	55 Tons CO <sub>2</sub>
<b>Coal consumption</b>	60 Tons	12 to 15 Tons

## CARBON DISCLOSURE PROJECT (CDP) REPORTING

AAM participates in the CDP (formerly known as the Carbon Disclosure Project), which allows us to compare our progress to that of peer companies in similar regions and sectors. AAM has reported our annual CDP climate change data to our customers since 2015. We made our 2018 climate change data available to our investors in 2019. We first submitted water data to our customers in 2018. We made our 2018 water data available to the public in 2019.

Our climate-related data for 2018 was independently verified by a third-party prior to our CDP submittal. The selected third-party provider is an accredited verification partner of the CDP.

AAM received a CDP score of “C” for both 2018 Climate Change and Water Security, as shown in [CDP Score Reports](#).

### ENERGY – KPI PERFORMANCE

YEAR	ENERGY mmBtu	SALES* \$MMUSD	ENERGY KPI mmBtu/\$MMUSD	ENERGY KPI %
2018	8,757,018	7,270	1,204	–
2019	8,102,210	6,531	1,241	(3.0%)

### EMISSIONS – KPI PERFORMANCE

YEAR	EMISSIONS tCO <sub>2</sub> e	SALES* \$MMUSD	EMISSIONS KPI tCO <sub>2</sub> e/\$MMUSD	EMISSIONS KPI %	SCOPE 1** tCO <sub>2</sub> e	SCOPE 2** tCO <sub>2</sub> e
2018	1,076,269	7,270	148	–	149,887	926,392
2019	984,446	6,531	151	(1.8%)	136,098	848,348

### WATER – KPI PERFORMANCE

YEAR	WATER ML	SALES* \$MMUSD	WATER KPI ML/\$MMUSD	WATER KPI %
2019	3,405	6,531	0.52	–

\*External/consolidated sales. AAM estimates that our sales for 2019 were unfavorably impacted by a customer work stoppage by approximately \$243 million, or 3.7% of total 2019 sales.

\*\*Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions from the generation of purchased energy.

# SOCIAL



ASSOCIATE HEALTH, SAFETY AND WELLNESS

ATTRACT, DEVELOP, ENGAGE AND RETAIN DIVERSE TALENT

PARTNER WITH GLOBAL COMMUNITIES

# #TEAM AAM

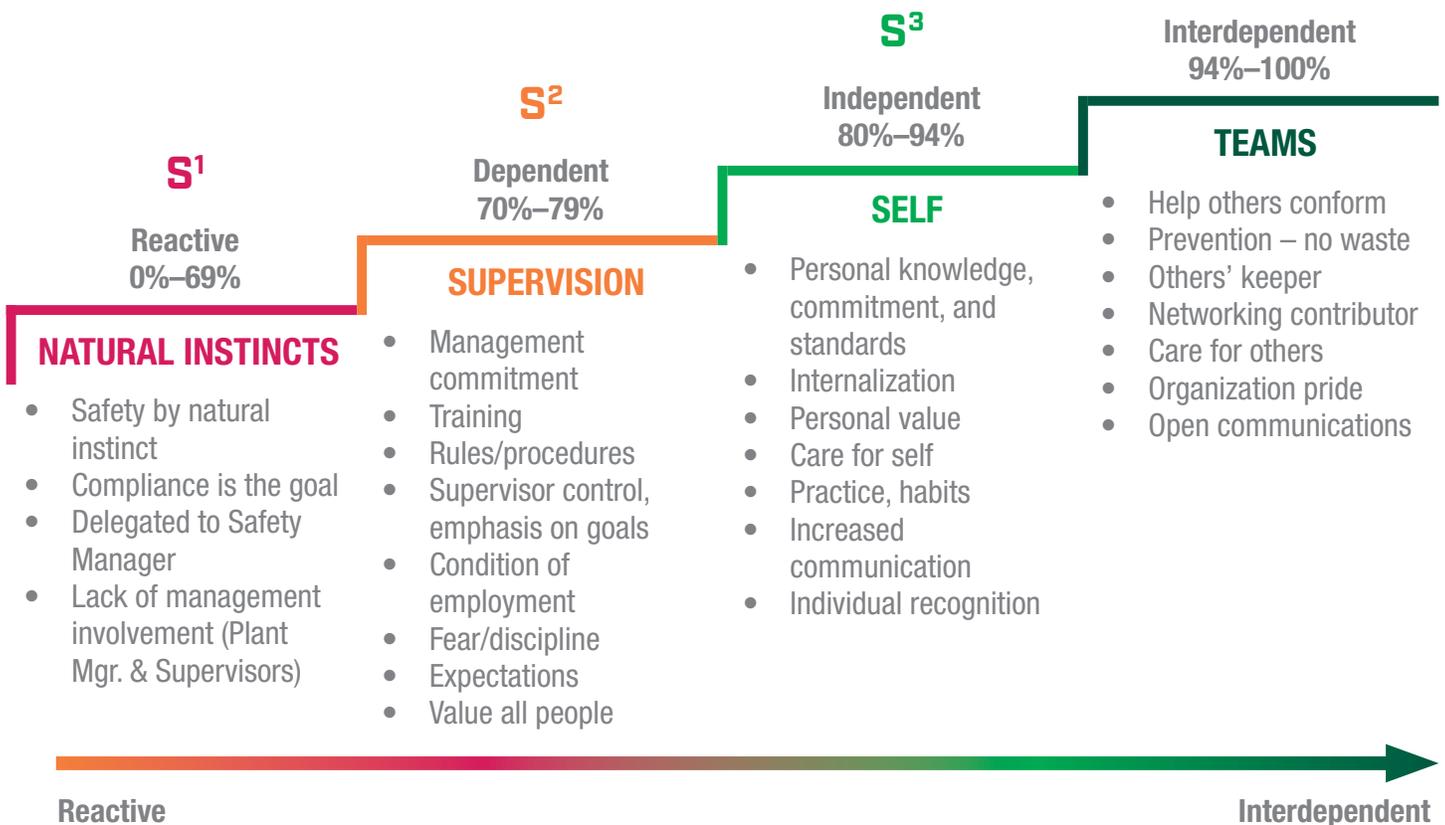
## HAS THE POWER TO PROMOTE A PEOPLE-FIRST CULTURE THROUGH OUR SAFETY MANAGEMENT SYSTEM.

Our first responsibility every day, in every facility, is the safety of our over 20,000 global associates. With safety in mind, we have designed and implemented our S<sup>4</sup> (S-to-the-fourth) system. The S<sup>4</sup> safety system is focused on developing, engaging, monitoring, and continuously educating our associates on standardized procedures that are vital to their workplace safety. This system is the basis of our safety culture and [Safety Policy](#).



The S<sup>4</sup> system is based on three key themes of being personal, positive and proactive. The concept involves every associate, everyday engaging in our guiding principles and 11 elements of data driven, structured improvement. The primary goal of S<sup>4</sup> is to achieve compliance with all internal and external requirements and regulations while driving behavioral changes to maintain a safe and environmentally friendly workplace. At AAM, we believe safety performance is a journey where each facility strives to achieve S<sup>4</sup> as described in the graph below.

“You get the level of safety that you demonstrate you want.”

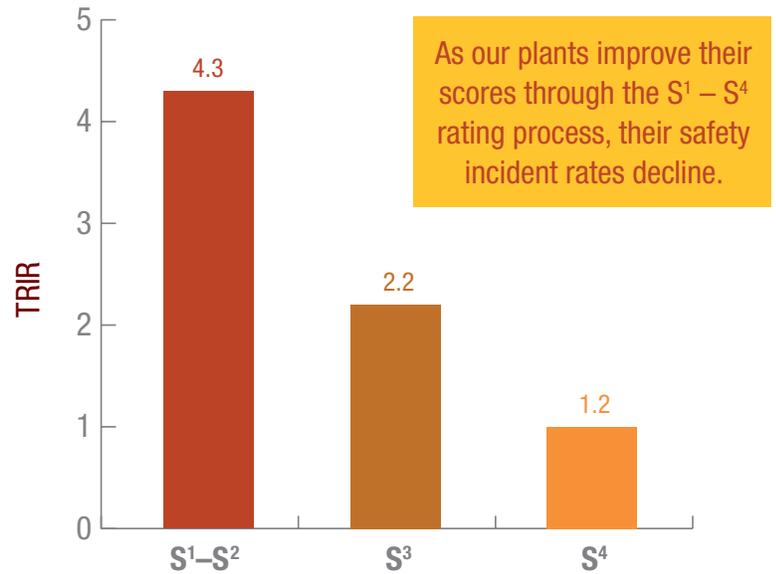


Across our global operations, S<sup>4</sup> involves actively engaged committees at each location, common tools for audits, observations, job analysis, training, operations reviews, common policies and procedures – all coordinated through a common database. Combining technical requirements and regulations into the S<sup>4</sup> system has proven to be an effective process for improvement and the reduction of safety risk.

We are focused on continuous improvement of the S<sup>4</sup> system and in our total recordable incident rate (TRIR) in every facility. The effectiveness of our S<sup>4</sup> system as the driving force behind our safety performance is depicted in the bar chart. In 2019, our TRIR was 1.2 – a 42% reduction in recordable injuries since the S<sup>4</sup> program began in 2015

Currently, 32 plants are rated S<sup>4</sup>. We highlight achievements of two of them below.

## COMPARISON OF S<sup>4</sup> TO TRIR BY FACILITY RATING



## PLANTS RATED S<sup>4</sup> HAVE THE LOWEST INCIDENT RATES



AAM's Rayong Manufacturing Facility received the Corporate Social Responsibility Excellence Award from the American Chamber of Commerce in Thailand for the company's commitment to sustainability, communication, integration with company mission, measurability of results, organizational policy and partnerships.



AAM's Pyeongtaek Manufacturing Facility was awarded the Hyundai Supplier of the Year Award for Safety Management.

# #TEAM AAM

## HAS THE POWER TO SUPPORT DIVERSITY AND INCLUSION.

With over 20,000 associates working at nearly 80 facilities in 17 countries, we are a diverse group. Our Cultural Values – integrity, teamwork, responsibility, excellence, lean and empowerment – guide our diverse global workforce and define how we interact with each other, our communities and the environment. We value diversity and inclusion because it makes AAM a better company.

**Board Diversity** – AAM’s commitment to diversity and inclusion begins with our Board of Directors. We believe that diversity of knowledge, experience, background, personal characteristics and perspectives, when taken together, enhances the quality of the Board’s deliberations and decisions that drive AAM’s business strategy and governance. This belief is backed up by policy and action. For every open Board seat, the Board requires director searches to include women and minorities in the group of qualified candidates. Recent Board refreshment resulted in 30% representation of women/minority directors on our Board.

**Cross-Cultural Awareness** – AAM associates have access to a comprehensive set of learning resources that accelerates cross-cultural awareness by equipping them with advice on how to successfully conduct business with more than 95 cultures around the world.



**Diwali Day Celebration** – While millions of Hindus throughout the world celebrate Diwali every year, AAM associates gather in our Southfield, Michigan information technology center to celebrate this Festival of Lights and its traditions and history. Participants in this event learn about the Indian culture through the enjoyment of Indian food, music, storytelling and more.

**International Women's Day** – Associates at our Detroit campus celebrated #IWD2019 by hosting AAM's first-ever International Women's Day event, which featured a panel of AAM speakers covering everything from life in the dynamic and exciting auto industry to leadership, career experiences and beyond.



**Supplier Diversity** – Our supplier diversity strategy is to provide equal access to purchasing opportunities for a wide range of businesses. We seek to identify and develop minority and women-owned businesses that are capable of providing quality products and services at competitive prices. We value the contributions of these suppliers in meeting or exceeding our customers' expectations while giving them opportunities to share in our success. We track specific metrics associated with our diversity plans and have set goals to increase our diversity sourcing. Women- and minority- owned businesses made up approximately 12% of our spending on suppliers in 2019.

AAM received a 2019 Supplier Diversity Award from General Motors for supporting minority, women and veteran-owned businesses. This is the second time we were honored with a GM diversity award but the first time receiving a gold award.



GM Supplier Diversity Award

# #TEAM AAM

## HAS THE POWER TO ATTRACT AND RETAIN DIVERSE TALENT.

At AAM, we are focused on recruiting, developing and retaining the best and brightest talent globally. We provide our associates with the tools to develop technically and grow professionally, wherever they are, into the leaders that will guide AAM into the future. Empowerment of our associates is essential to continuously improving our quality performance, technology leadership and operational excellence.



**EcoCAR Mobility Challenge** – AAM sponsored a four-year competition beginning in May 2019 involving more than 250 students from 12 universities to apply advanced propulsion systems, as well as connected and automated vehicle technology to improve the energy efficiency, safety and consumer appeal for the carsharing market. Teams will follow a real-world vehicle development process to meet rigorous technical constraints throughout the four-year competition, which will conclude in the summer of 2022.

EcoCAR is aimed at developing a highly skilled, domestic workforce by providing hands-on experience designing and building next-generation mobility solutions to meet our nation's future energy and mobility challenges. Participating teams will apply advanced propulsion systems, electrification, SAE Level 2 automation, and vehicle connectivity to improve the energy efficiency of a vehicle all while balancing factors such as emissions, safety, utility, and consumer acceptability.

As an EcoCAR sponsor, we provide networking and career opportunities for students who participate in this event.

**ECOCAR PUTS STUDENTS IN THE DRIVER'S SEAT, PROVIDING REAL-WORLD TRAINING AND HANDS-ON EXPERIENCE FOLLOWING A MULTI-YEAR VEHICLE DEVELOPMENT PROCESS TO DESIGN, INTEGRATE AND REFINE EFFICIENT MOBILITY SOLUTIONS.**



# #TEAM AAM

HAS THE POWER TO PROMOTE HEALTHIER LIFESTYLES THROUGH WELLNESS PROGRAMS.



At AAM, we take our associates' health seriously. We created a Designing a Healthier You wellness program to help our associates make healthy lifestyle choices throughout the year. This program is comprehensive, interactive and personalized to make it easy and fun for our associates to make positive lifestyle choices. Whether looking to eat better or become more active, AAM's partner Vitality has programs such as Personal Pathway™ to help associates improve their well-being. Vitality also offers associates a confidential online health review; information is used to provide associates suggestions on how to live a healthier lifestyle and offers wellness challenges throughout the year to help achieve personal goals.



AAM's Ridgway Pennsylvania Manufacturing Facility held a 12-week "Biggest Loser" challenge to support a healthful lifestyle and promote weight loss. Over 50 associates across three shifts joined forces to offer support, share recipes, gather for walks and celebrate successes. As a group, the team lost over 600 pounds.

# #TEAM AAM

HAS THE POWER TO LEARN.

Starting with a thorough onboarding program, new hires gain insight into our cultural values and strategic principles. AAM's strategic principles build strong associate and corporate values, while our cultural values drive performance in all we do. AAM believes that ongoing associate training and development ensures an educated and engaged workforce. To help AAM associates realize their full potential, we offer numerous programs.



DEVELOPING  
OUR ASSOCIATES  
BEGINS ON DAY ONE  
AND CONTINUES  
THROUGHOUT THEIR  
CAREERS AT AAM.



**Foundations of Leadership** – Development program designed for new production supervisors and project leaders in the areas of personal style, communication and coaching.

**Realizing the Leader in You** – Leadership training focused on coaching and communication techniques to encourage associate performance and team building. Participants complete a 360 assessment to determine their coaching strategy and to match a development program for these leaders and their teams.

**Technical Skills Training** – Product engineers learn design techniques through partnerships with academic institutions. Manufacturing engineers and technicians learn problem solving through engagement with industry leaders. These programs feature action-oriented learning and active projects that deliver design innovation, cost savings, and quality production.

**Resources for Manufacturing Associates** – To help operational associates gain skills in the basics of manufacturing and operations, we provide educational materials and workshops at our global locations. Associates can learn the fundamentals of manufacturing operations and programming.

In Guanajuato, Mexico, AAM partnered with a regional non-profit organization, the **Fundación Comunitaria Bajío (FCB)** and the State Institute of Training to form the **Richard E. Dauch Education and Development Institute (IECA)**.

**AAM & FCB** collaborated to provide a premier learning center that promotes education and wellness for young adults in the community and AAM associates. Training programs at the IECA include forklift operation, electrical maintenance and basic electronics. AAM donated equipment for hands-on training. Students who complete these programs are invited to job fairs at the Institute and are often hired by AAM and other local companies. Our first recruiting event in 2019 drew more than 300 participants.



**The IECA** hosts various seminars on subjects such as gender equality and women's rights. Local organizations such as the **Institute for Women in Silao** offer seminars that are open to our associates and the community. AAM also partners with local schools to invite young students to visit AAM manufacturing facilities. This partnership encourages students to remain in school and receive higher education.

In November, the **Richard E. Dauch Institute** hosted a recognition event for companies certified by the State of Guanajuato as **Companies with Labor & Social Responsibility**. AAM received this certification and recognition for our commitment to our associates and the community.





**EARLY CAREER DEVELOPMENT OPPORTUNITIES – IN 2019, AAM HIRED 150 ASSOCIATES INTO COOPERATIVE EDUCATION, INTERN AND COLLEGE GRADUATE-IN-TRAINING POSITIONS.**

Our AAM360 program serves as the foundation of our associates' experience with AAM. Its four components – BENEFITS AND MORE, Power Up, LEVEL UP and #TeamAAM –offer resources, tools and events that are designed to empower associates in their work and personal lives.



**LEVEL UP** is a coordinated effort across our enterprise to realize the benefits of sustainable and adaptable systems for training, development, and performance. LEVEL UP focuses on development and learning activities for our associates. It is designed to help associates realize their full potential by understanding expectations and their role, thus enabling them to be a part of AAM's success and grow in their careers. LEVEL UP is all about making AAM a better place to work while driving business results through talent management.



# #TEAM AAM

## HAS THE POWER TO SUPPORT OUR COMMUNITIES.

AAM was founded on a commitment to the communities in which we live and work. AAM has long-standing relationships with charitable organizations to support local families, youth outreach, education, wellness and social equality. AAM supports global organizations with both donations and volunteer hours. Each AAM Associate is encouraged to dedicate one business day to volunteering in their community. By the end of the year, AAM Associates donated close to \$500,000 through AAM giving programs and volunteered more than 2,000 hours at more than 50 community events.

**The Boy Scouts of America** helps build future leaders by combining educational activities and lifelong values with fun. Scouting provides unique, life-changing experiences that can't be found anywhere else.

**The United Way** works with an array of agency partners to solve some of the community's most intractable issues while providing tools to help individuals and families meet their basic needs, develop economic self-sufficiency and improve educational opportunities for themselves and their children.

**The Boys and Girls Clubs of Southeastern Michigan** provide high-quality programs for more than 15,000 children and young adults at eight local metro-Detroit Clubs.

**St. Jude Children's Hospital** advances cures and means of prevention for pediatric catastrophic diseases through research and treatment. No child is denied treatment based on race, religion or a family's ability to pay. AAM is one of the top 10 St. Jude Walk/Run fundraising teams. During 2019, AAM teams and sponsorships raised more than \$100,000 for St. Jude.

As AAM continues its tradition of social responsibility across the globe, we will remain focused on organizations and causes that further advancements in education, diversity, health, education and social equality and make a direct difference in our communities.



AAM Associates in Mexico donated more than 1,700 toys to a local childhood cancer association.



Associates in Mexico donate and support a local fire department.



In Trollhatten, Sweden, #TeamAAM raises money to fight childhood cancer.



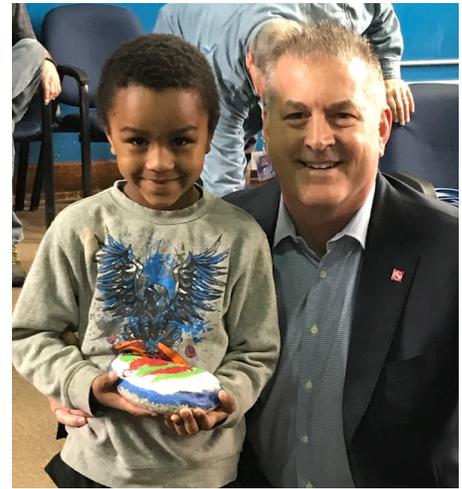
Associates in Germany support Cystic Fibrosis research.



**AAM WILL FOCUS ASSOCIATES' COMMUNITY AND VOLUNTEER ACTIVITIES AROUND THESE NEARBY COMMUNITIES. OUR ASSOCIATES WILL HAVE THE OPPORTUNITY TO HELP MAKE A DIFFERENCE IN THESE VIBRANT BUT UNDERSERVED NEIGHBORHOODS.**

**Detroit Strategic Neighborhood Fund** – AAM joined other Detroit organizations in committing significant resources to revitalize key Detroit neighborhoods as part of the City of Detroit Strategic Neighborhood Fund. With \$35 million in corporate donations and another \$70 million in other private investment, the City of Detroit will utilize \$105 million to make significant improvements to seven neighborhoods including an area near AAM’s headquarters.

AAM’s contribution will bring much-needed physical improvements to neighboring communities. With community, city and AAM involvement, significant improvements will be made over the next five years.



## OUR ASSOCIATES IN GUANAJUATO, MEXICO RECENTLY GOT CREATIVE WHEN GIVING BACK BY DONATING AND PLANTING MORE THAN 900 FRUIT TREES



# PRODUCT

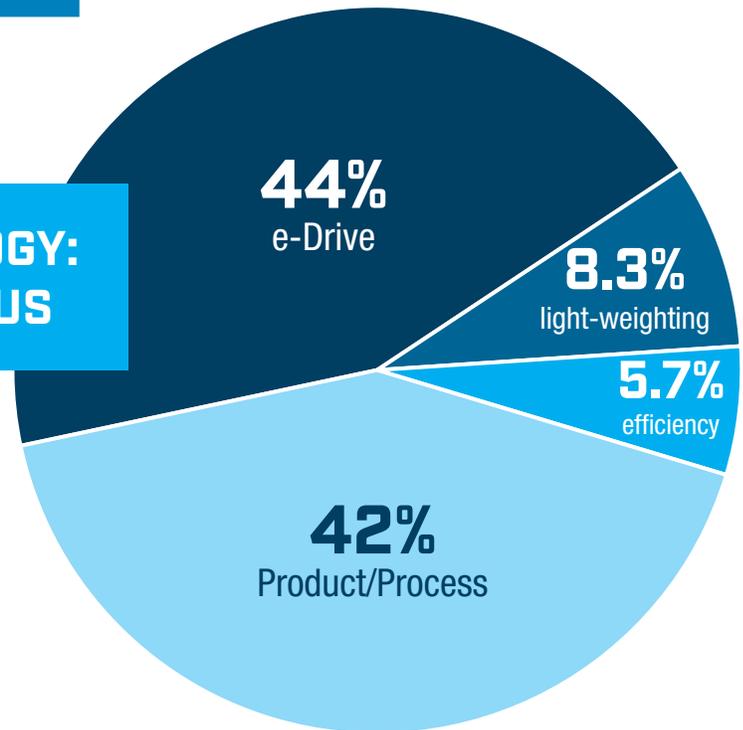


INVESTMENT IN TECHNOLOGY

PRODUCT QUALITY AND SAFETY

# THE POWER TO INNOVATE

## INVESTMENTS IN TECHNOLOGY: 2019 R&D ACTIVITY BY FOCUS



AAM focuses our research and development (R&D) activities\* on two major groups: the transition to new electric and hybrid technologies, including low carbon, and support for current products and processes. Our transitional R&D efforts are focused on three major carbon-reducing fronts.

First, we must support current customer needs for technologies that **improve fuel efficiency and reduce parasitic losses** in the near term to ensure that vehicles will continually improve with each model year.

Our next area of focus is on **vehicle light-weighting**. Light-weighting has both near-term and long-term lower carbon benefits. Light-weighted technologies provide fuel efficiency resulting in lower carbon emissions for internal combustion driven vehicles. For electric and hybrid vehicles, light-weighting reduces power consumption.

Our third area of transitional technology focus is supporting the **migration to electric and hybrid drivetrain technologies**, representing 44% of all R&D activities in 2019.

**Our e-Drive, light-weighting and efficiency focus areas represented 58% of our total R&D activity in 2019.**

As OEM customers and end users continue to adopt new technologies, our Product Engineering associates are making sure we are ready with the right technologies at the right time to meet the market needs. In 2019, we reported \$144.7 million of R&D expense that supported AAM's advances in technology.

\*Activities represent allocated hours by R&D Product Engineering associates.

# PRODUCT PORTFOLIO



AAM's advanced product portfolio offers solutions to our customers regardless of the propulsion method they select for their future vehicles. **Electric Drive by AAM** system is an e-Drive module that can be used on a range of hybrid and battery electric vehicles. AAM's front and rear electric drive units are featured on the Jaguar I-PACE all electric luxury crossover.

Our Electric Drive portfolio offers a variety of solutions depending on customer requirements – from value-based products that are perfect for customers who are focused on minimizing the cost of the electric powertrain to luxury-based, high-performance systems that emphasize vehicle handling, safety, system integration and advanced features such as torque vectoring.

During 2019, AAM was named Automotive News PACE Award Finalist. PACE Awards recognize supplier advances in technologies and processes that have reached the market.

**ELECTRIC DRIVE**  
TECHNOLOGY BY 

**Automotive News**  
**PACE**  
AWARD 

**Deloitte.**   
LEAD. REACH. CONNECT.  
**2020 FINALIST**



The trend towards downsizing engines is driving additional demand for our vibration control systems – including viscous and rubber dampers, isolation pulleys, balance shaft modules and damped gears. Our vibration control solutions are specifically designed for smaller displacement engines, stop/start applications and mild and plug-in hybrid vehicles.

AAM's **QUANTUM™** driveline technology is up to 35% lighter and offers up to 20% more efficiency compared to today's traditional axle. Scalable across vehicle segments, QUANTUM™ can be adapted for use on virtually any size vehicle. AAM initially designed a QUANTUM™ lightweight beam axle for rear-wheel drive (RWD) vehicles such as pickup trucks but has expanded QUANTUM™ technology to include RWD and AWD passenger vehicles, crossovers and SUVs.

AAM was recognized with two significant awards for QUANTUM™: the inaugural **Future of Lightweighting Altair Enlighten Award** and the **Society of Automotive Analysts' Lightweighting Award**.

Both of these awards honor innovative technologies that have the potential to support significant lightweighting initiatives and applications.



**QUANTUM™**  
LIGHTWEIGHT & EFFICIENT AXLE TECHNOLOGY BY 



Future of Lightweighting  
Altair Enlighten Award

EcoTrac® is a **first-to-market** technology that offers the convenience and fuel economy of a FWD vehicle with the safety and power of an AWD system. It can sense the change in environment or driving conditions and allows the vehicle to use its primary drive system, the front wheels, when AWD is not needed. Unlike other AWD systems, EcoTrac® disconnects at the power transfer unit (PTU), causing the driveshaft to completely stop spinning when the system is disconnected. Less spinning means less fuel consumption and fewer emissions.

AAM's future is focused on products that deliver and generate power in the most efficient way. AAM's **EcoTrac®** is the industry's first disconnecting all-wheel-drive (AWD) system. The EcoTrac® system enables the performance and safety of an AWD vehicle with the fuel economy of a front-wheel-drive (FWD) vehicle.

AAM is also taking advantage of the current powertrain trends towards multi-speed transmissions and downsized engines in order to improve fuel efficiency. OEM customers have been shifting to 8-, 9- and 10-speed transmissions over recent years. This shift has increased the demand for AAM's transmission components and subassemblies.



# THE POWER TO IMPROVE

## AAM'S QUALITY MANAGEMENT SYSTEM DRIVES STRONG QUALITY AND WARRANTY PERFORMANCE

In 2015, we developed a new approach that would enable AAM to become a global leader in product quality. Our new system addresses both OEM first-time quality and warranty reduction for vehicle end users. Our entire quality system was enhanced and the **Q<sup>4</sup> Quality System** was born. This Q<sup>4</sup> system pushed our values to drive continuous improvement throughout AAM. These values included the following.



### Technical

- Practical Problem Solving
- Control Plan Reviews
- Control of Non-Conforming Product
- Statistical Process Control
- Standardized Work
- Measurement System Analysis
- FMEA Reviews
- Preventative Maintenance
- Layered Process Audits
- Error-proofing Verification



### Cultural

- Continuous Improvement Mentality
- Associate Engagement
- Mfg. Ownership for Product Quality
- Associate Recognition
- Prevention Mentality (vs. Detection)
- Small Team Strategy
- Quality First Mentality
- Motivated Workforce

These values, goals and objectives were strategically integrated into AAM's long-term Quality / Warranty plan so they would be sustainable. Below are key underpinnings of our program.

**Global quality and warranty review** – Emerging issues are shared early and broadly to facilitate rapid solutions development and corrective actions.

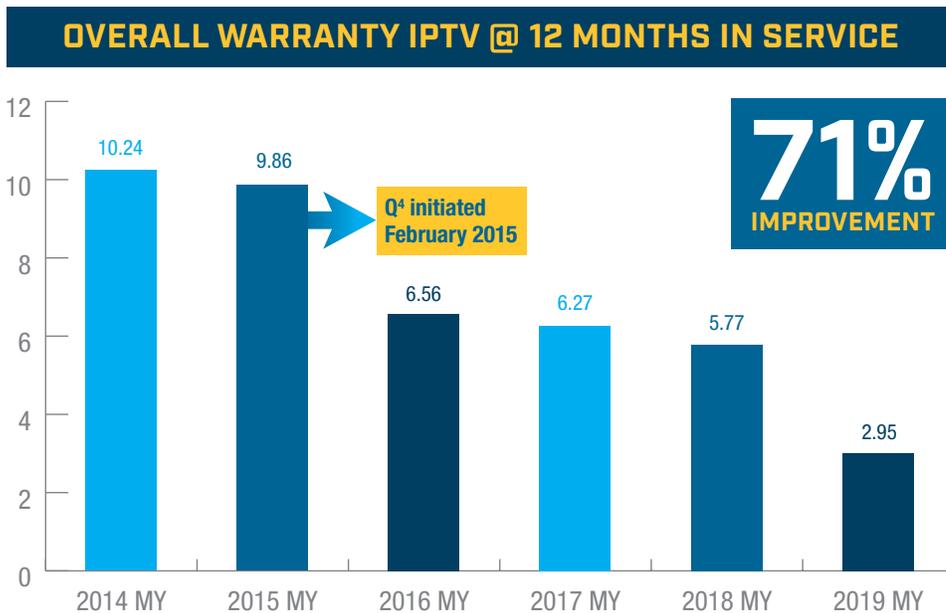
**Global sharing** of best practices is embedded in the technical and cultural values described above.

**All data and reference material are consolidated** in shared repositories so information is readily available to associates and institutional knowledge is preserved.

To support Q<sup>4</sup>, associates have the opportunity to enhance their base knowledge of quality and quality systems through American Society of Quality (ASQ) certification.

**Confirmation of success** – Quality and Warranty metrics continue to show improvement. Audits educate associates on the job and our warranty metrics confirm the system is working.

Our experience shows a direct correlation between better Q<sup>4</sup> performance and improvement in our key performance indicator – incidents per thousand vehicles at 12 months in service (IPTV 12 (MIS)). IPTV 12 (MIS) is our leading indicator for warranty and thus is key to achieving vehicle end user satisfaction and safety. As shown below, the introduction of Q<sup>4</sup> positively impacted on our KPI, and over a five-year period, resulted in a 71% reduction in IPTV. As a result, our customers have benefited from our quality performance improvements since we adopted AAM’s Q<sup>4</sup> system.



Ford Sustainability Brand Pillar Award

## QUALITY AWARDS

Performance Year	Customer	Award Name	Plant Location
2019/2020	Ashok Leyland	Certificate of Appreciation – QUAD A	Chennai, India
2019	Daimler	Built in Quality	Chennai, India
2018	FCA	Outstanding Quality	Ramos, Mexico
2018	GM	Supplier Quality Excellence	Changshu, China; Guanajuato, Mexico; Rayong, Thailand; Auburn Hills, MI; Bolingbrook, IL; Chicago, IL; Fraser, MI; Minerva, OH; Paris, AR; Subiaco, AR; St. Mary’s PA
2018	Hino	Excellence in Quality	Biscoe, NC
2018	Hino	Quality Achievement	Oxford, MI
2018	PACCAR	10 PPM Quality Award	Biscoe, NC

# APPENDIX

# CDP SCORE REPORT - CLIMATE CHANGE 2019

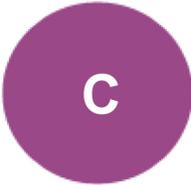


## American Axle & MFG Holdings Inc

<b>Region</b>	North America
<b>Country</b>	United States of America
<b>Questionnaire</b>	General
<b>Activity Group</b>	Metal products manufacturing

The CDP Score Report allows companies to understand their score and indicate which categories require attention in order to reach higher levels. This enables companies to progress towards environmental stewardship through benchmarking and comparison with peers, in order to continuously improve their climate governance. Investors will additionally receive a copy of the CDP Score Report upon request. For further feedback please contact your account manager of your key CDP contact.

Your CDP score



Average performance



Metal products manufacturing

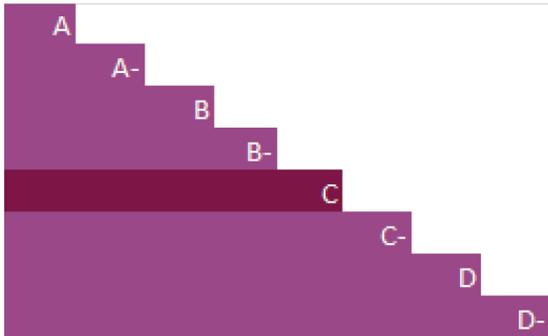


North America



Global Average

## UNDERSTANDING YOUR SCORE REPORT



American Axle & MFG Holdings Inc received a C which is in the Awareness band. This is same as the North America regional average of C, and same as the Metal products manufacturing sector average of C.

- Leadership (A/A-):** Implementing current best practices
- Management (B/B-):** Taking coordinated action on climate issues
- Awareness (C/C-):** Knowledge of impacts on, and of, climate issues
- Disclosure (D/D-):** Transparent about climate issues

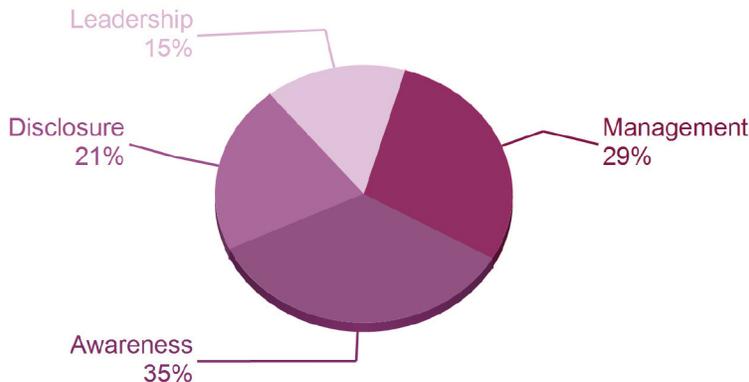
## ACTIVITY GROUP PERFORMANCE

### Metal products manufacturing

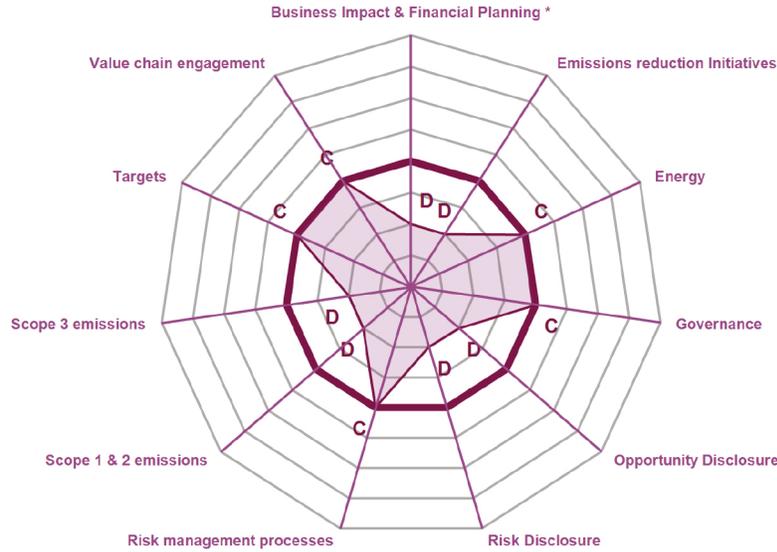
Your company is amongst 35% of companies that reached Awareness level in your Activity Group

A sample of A-list companies from your Activity Group:

- Stanley Black & Decker, Inc.
- INDUS Holding AG

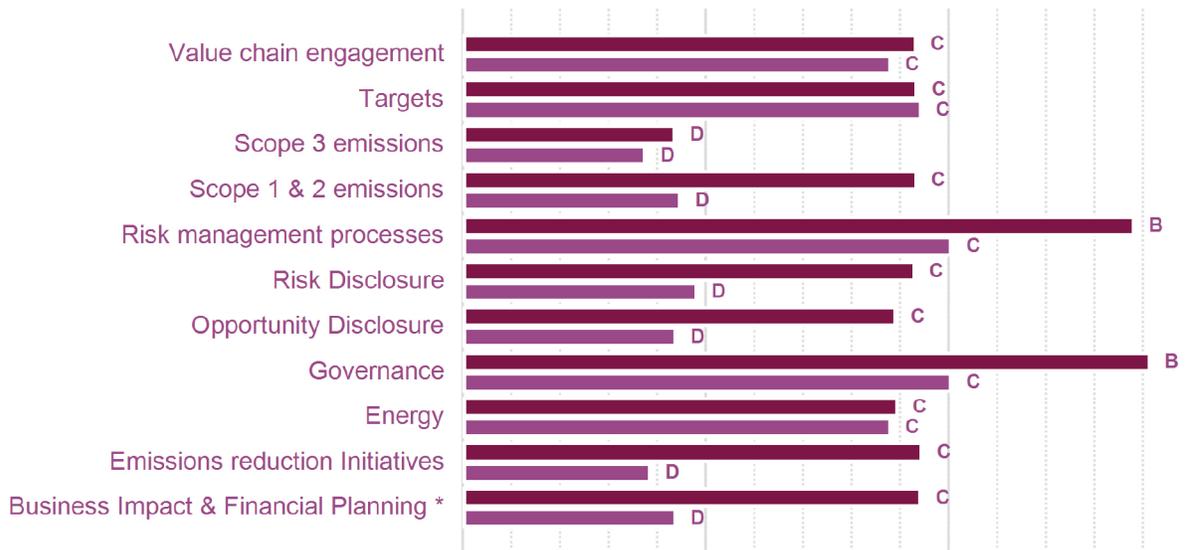


## CATEGORY SCORES



If a company scored C or below, they will not have been scored for management or leadership points (the dark purple line represents this). Please download the [‘CDP Scoring Introduction’](#) for more information.

## CATEGORY SCORES BENCHMARKING



Scenario analysis No, and we do not anticipate doing so in the next two years

Each category score in the bar chart represents the progression within each scoring level. The Introduction and Verification categories have not been included for category score breakdown as they are not scored at Management and Leadership levels.

Scoring categories are groupings of questions and are subgroups of the 2019 questionnaire. Weightings are applied to scoring to reflect the relative importance of each category to progress climate stewardship. The weighting applied to each category varies across sectors to highlight the areas most important to environmental stewardship in specific sectors. To find out more about category weightings for each sector, please download the [‘CDP Scoring Categories and Weighting’](#) documents.

\*Please note, if your company has not been presented with questions C2.5 and C2.6 then the category score for Business Impact and Financial Planning will be displayed as zero. Please check your submitted response for further information.

# CDP SCORE REPORT - WATER SECURITY 2019



## American Axle & MFG Holdings Inc

<b>Region</b>	North America
<b>Country</b>	United States of America
<b>Questionnaire</b>	General
<b>Activity Group</b>	Metal products manufacturing

The CDP Score Report allows companies to understand their score and indicate which categories require attention in order to reach higher levels. This enables companies to progress towards environmental stewardship through benchmarking and comparison with peers, in order to continuously improve their water governance. Investors will additionally receive a copy of the CDP Score Report upon request. For further feedback please contact your account manager of your key CDP contact.

### Your CDP score



### Average performance



Metal products manufacturing

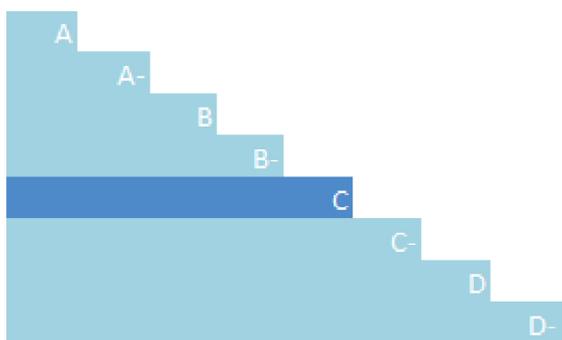


North America



Global Average

## UNDERSTANDING YOUR SCORE REPORT



American Axle & MFG Holdings Inc received a C which is in the Awareness band. This is lower than the North America regional average of B-, and lower than the Metal products manufacturing sector average of B-.

- Leadership (A/A-):** Implementing current best practices
- Management (B/B-):** Taking coordinated action on water issues
- Awareness (C/C-):** Knowledge of impacts on, and of, water issues
- Disclosure (D/D-):** Transparent about water issues

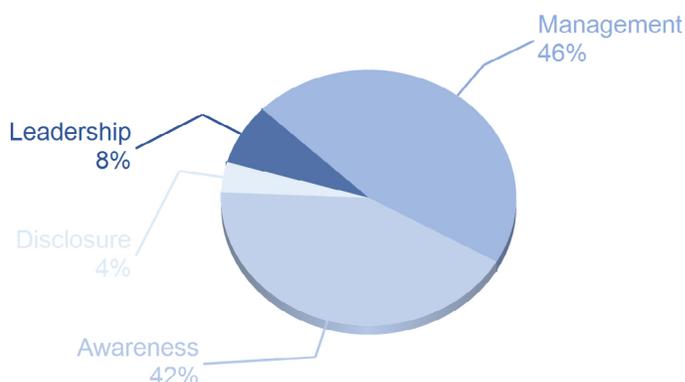
## ACTIVITY GROUP PERFORMANCE

### Metal products manufacturing

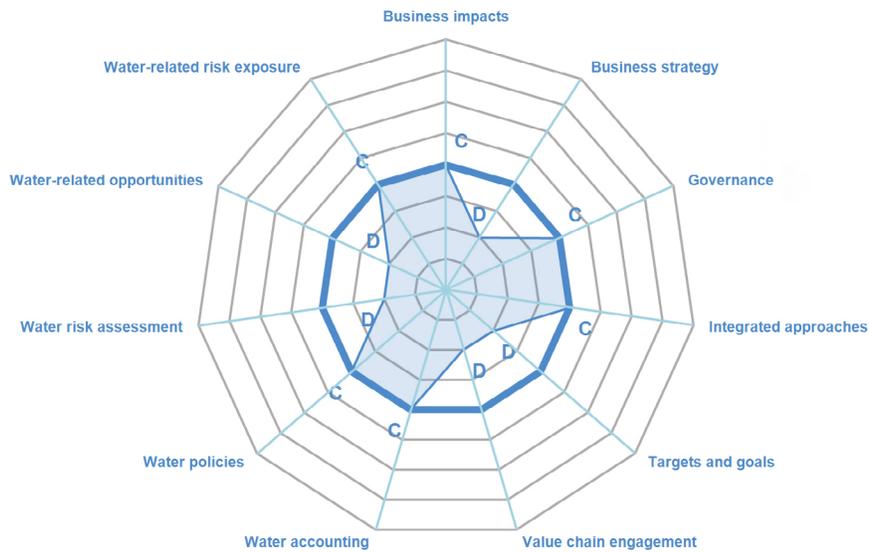
Your company is amongst 42% of companies that reached Awareness level in your Activity Group

A sample of A-list companies from your Activity Group:

Stanley Black & Decker, Inc.



## CATEGORY SCORES



If a company scored C or below, they will not have been scored for management or leadership points (the dark blue line represents this). Please download the [‘CDP Scoring Introduction’](#) for more information.

## CATEGORY SCORES BENCHMARKING



Each category score in the bar chart represents the progression within each scoring level. The Introduction and Verification categories have not been included for category score breakdown as they are not scored at Management and Leadership levels.

Scoring categories are groupings of questions and are subgroups of the 2019 questionnaire. Weightings are applied to scoring to reflect the relative importance of each category to progress water stewardship. The weighting applied to each category varies across sectors to highlight the areas most important to environmental stewardship in specific sectors. To find out more about category weightings for each sector, please download the [‘CDP Scoring Categories and Weighting’](#) documents.



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