

2025
**Sustainable Development
Report**

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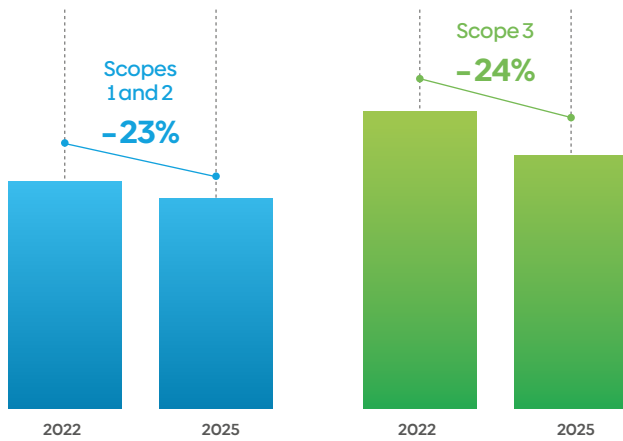
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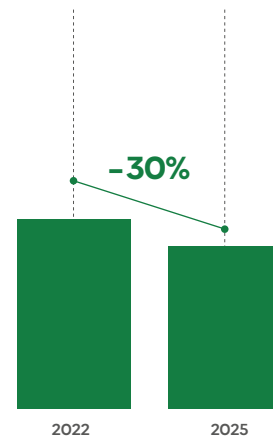
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Near term targets approved by SBTi



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2024

20

ISO certifications (ISO/IATF certifications)

2025

27

ISO certifications (ISO/IATF certifications)

For the Group



Quality

By industrial site



Energy



Health and Safety



Environment



Automotive

Poclain's main markets

Poclain, the specialist in hydraulic and electro-hydraulic motors and drive systems, as well as electromobility solutions, is active on a broad range of global markets including construction, agriculture, material handling, forestry, the industrial and mining sectors, where it has carved out a solid reputation as a technology expert and champion of innovation.

CONSTRUCTION AND MATERIAL HANDLING



Road construction and maintenance, handling, earth and rock moving, concrete, airports, harbors and ports handling, forklifts and lifting machines, and more.



Electro-hydraulic mini-loader



Compact track loaders



Electro-hydraulic forklift

ROAD MACHINERY



Grader



Electro-hydraulic asphalt roller



Worksite machinery such as pavers and compactor rollers... for road construction and maintenance.

AGRICULTURE AND FORESTRY



Machines specially designed for grain and fruit harvesting, soil and crop treatment, braking systems for tractors and trailers, cutting heads for forestry machines, and more.



Tree harvester

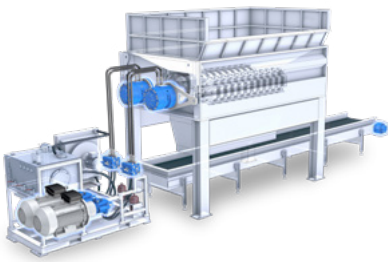


Grape harvester



Combine harvester

ENVIRONMENT AND INDUSTRY



Shredder



Conveyor



Solutions for environmental and industrial applications such as shredders, cutting heads, presses, conveyors, mixers, bucket wheels, and more.

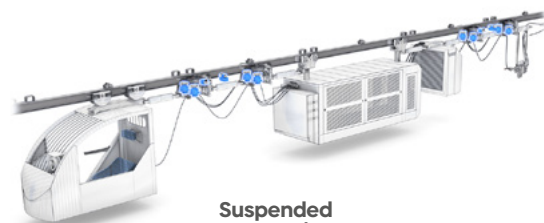
DRILLING AND MINING



Solutions for mining applications, including suspended locomotives, long wall carriers, roof support transporters, underground dumpers.



Loader



Suspended locomotive

A global vision serving local markets

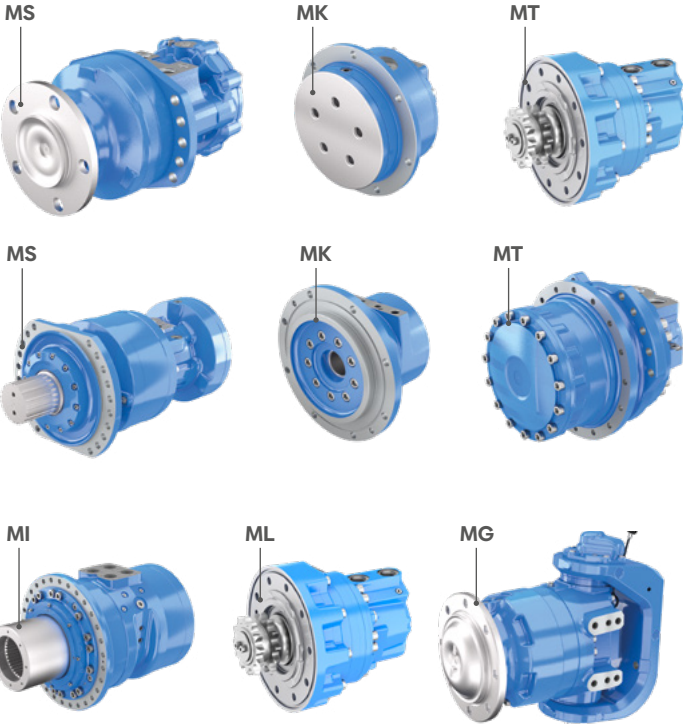
We produce on 3 continents to satisfy the specific needs of our customers

Our products are now often manufactured multi site, we limit the impacts of any geopolitical event, and we increase delivery assurance through our cross plant manufacturing capabilities.

And by keeping the need for long-distance transport to a minimum, Poclain is also taking a big step toward reducing its carbon footprint.

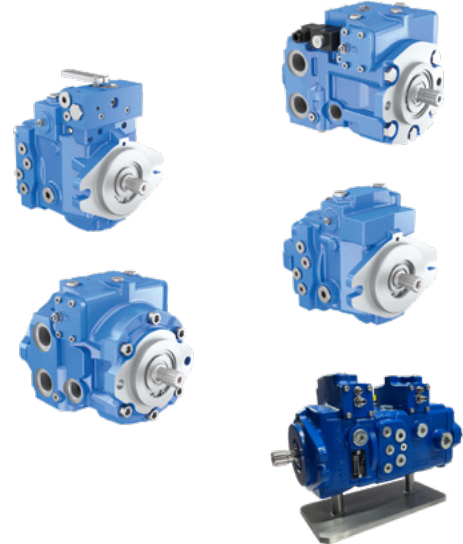


OUR RANGE OF HYDRAULIC MOTORS



- MS: Multipurpose
- MK: Compact
- MT: Mini track loader
- MI: High power
- ML: Mini wheel Loader
- MG: Steerable wheel
- MHP: High performance for agriculture and tool drive

OUR RANGE OF HYDRAULIC PUMPS



France (Verberie)
Motors: MS / MK / MG / MHP / MI

France (Marnaz)
Pistons for motors

Germany (Handewitt)
MOTEG
Electric motors

Czech Republic (Brno)
Motors: MS/MK/MZ/MF

Slovenia (Žiri)
Brake valves and
motion control valves
Pistons for motors

Slovenia (Maribor)
EMSISO
Inverters

Italy (Spilamberto)
PM pumps

India (Pondichéry)
Motors: MS/MG/MZ/MT

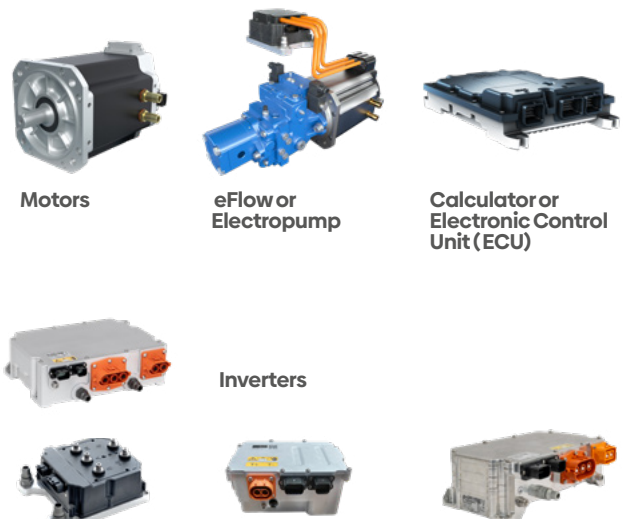
China (Shanghai)
Motors: MS
PM pumps



OUR RANGE
OF HYDRAULIC VALVES



OUR RANGE
OF ELECTRIC PRODUCTS



Poclaim values, a true asset for customers

A locally-based, customized service gives us a lasting competitive edge!

Being close to our customers remains a core focus of our strategy and one of the fundamental pillars of our growth model. In an environment where customers' technical, financial and operational needs can change very quickly, our ability to provide responsive, customized and locally-based support truly sets us apart from our competitors.

In 2025, we stepped up our investment in this long-term approach, by acting on four essential levers at the same time:

- | | |
|-----------------------------------|------------------------------------|
| 1. Sales | 3. Research and development |
| 2. Application engineering | 4. Our industrial footprint |

Together, these dimensions provide the framework for an integrated ecosystem that guarantees best-in-class service tailored to local needs that draws on global standards.

1. A sales force firmly rooted in the field

By being every day in the field, our sales teams provide regular technical and personal support, leading to:

- Perfect, ongoing understanding of our customers' spoken and unspoken requirements
- Early detection of growth opportunities
- An instant response to anticipate or solve operational issues.

That direct long-term relationship helps create a climate of trust, and strengthens our position as a strategic partner rather than a simple supplier. In several regions, we have improved customer satisfaction and loyalty by visiting our customers more often and organizing structured customer reviews.

2. Application engineers for high value-added customization

Being locally based is not just rational, it's a technical choice as well.

Our application engineers play a key role in co-constructing our solutions with our customers. They leverage their expertise to:

- Adapt our technologies to specific integration constraints
- Suggest ways of optimizing performance or costs
- Provide support during our customers' critical development phases, from prototyping to industrialization.

This collaborative approach, rolled out as close as possible to the sites and teams in the field, guarantees that our products are perfectly in tune with our customers' expectations. It is also a powerful innovation driver, boosted by active listening to the issues affecting our customers on local markets.

3. A global Research and Development network to address regional specificities

With **nine Research & Development centers located across the globe**, we have a unique structure that allows us to work close to our markets and gain a true understanding of the specific technical, financial and regulatory aspects affecting them.

This multi-centric organization gives us several strategic advantages:

- Better understanding of local constraints (expected performance, target costs, standards, operating habits)
- Greater ability to adapt or vary our standard solutions
- Overall consistency of the roadmaps produced, leaving plenty of room for local innovations.

This global-local R&D model is a competitiveness accelerator that guarantees global technological consistency.

4. A “local for local” industrial footprint

With 10 plants located across 3 continents – Asia, Europe and North America –, our industrial strategy is based on the “global for local” approach, meaning that we aim to produce as close as possible to the markets we serve. Our cross plant manufacturing capabilities make us extremely agile and resilient in terms of industrial management.

- Limiting supply chain risks and delivery disruption as a consequence of geopolitical instability
- A short supply chain ensures reliable lead times
- Optimized transport and storage costs
- Production can be quickly redistributed among plants to offset fluctuations in demand.

In 2025, this organization played a decisive role in securing the service continuity we guarantee our customers.

Creating lasting value through a proximity strategy

Being close to our customers and providing customized support are much more than an operational target: by making sure we are visible in the field, providing technical expertise, local innovation and industrial agility, we strengthen our ability to offer a reliable, responsive service that truly sets us apart. This tried-and-tested strategy will continue to be a major source of value creation over the next few years, for the benefit of all stakeholders. ♦



Environment



Human resources



Sustainable procurement

Our CSR policy

A word from the Company Secretary
& CSR program officer p.12

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A word from the Company Secretary & CSR program officer



Eric COTELLE
Company Secretary



Åsa ESTVALL
CSR program officer

Building on the achievements of 2024, when we began rolling out our Environmental, Social and Governance CSR ambitions across operations, 2025 was devoted to pursuing, accelerating and intensifying projects at Group level, in line with our multi-year roadmap. We took an ambitious, responsible, transparent approach to that roll-out.

Corporate social responsibility is now an integral part of our Governance, structuring our decisions, guiding our investments and commitments with regard to our employees, customers, partners, and the regions where we operate.

Once again this year, we crossed several fundamental milestones!

On the Environment front, we:

- continued to slash our carbon footprint in line with our Overall Trajectory, which was approved by the international climate action organization SBTi,
- structured the process for collecting information about the energy consumed by our buildings and industrial facilities, and waste management at all our sites,
- accelerated the roll-out of Eco-Design methodologies for our products,
- delivered training to our employees,
- stepped up cooperation with external organizations.

On the Governance front, we:

- continued to consolidate our practices with the goal of making our decisions even clearer and more consistent,
- rolled out a new Group charter for managing business ethics and compliance, to make sure all employees know about the right behaviors to adopt. A fair balance of power, transparent processes and responsible risk management are all driving the creation of shared, sustainable value.

This year was also a turning point in terms of **our Social Policy**, with significant progress on Quality of Working Life, equal opportunities, risk prevention, upskilling and developing managerial responsibilities as part of the NEW GEN strategic plan.

All the achievements in those areas led to our being awarded the Silver medal by the French sustainability rating agency Ecovadis.

This report describes our commitments and illustrates the progress made to date, as well as the challenges we still have to address. It reflects our determination to be accountable, setting out clear, demanding, authentic goals and acting consistently, with a clear-sighted, proactive vision of the future, based on a trajectory that includes measurable progress. The environmental transition, social responsibility, ethics, business compliance, and making a positive contribution to our regions are all issues that deserve our ongoing, ever-increasing support.

We would like to thank all Poclain Group employees and stakeholders for their exemplary involvement and hard work. By combining our strengths and developing our talents, we will continue to turn the commitments in our roadmap into concrete, sustainable results, shaping healthy, sustainable and resilient growth. ♦

The Poclairn Group was awarded a silver medal for its sustainable development commitments, for the second year running.



The Poclairn Group is in the 'TOP 15%' of companies rated by ECOVADIS (globally-renowned French CSR rating agency).

Since 2024, the Poclairn Group has been actively supporting the United Nations Global Compact corporate social responsibility initiative and its 10 principles, grouped into 4 categories: human rights, labor, the environment, and anti-corruption.

WE SUPPORT



HUMAN RIGHTS



LABOUR



ENVIRONMENT



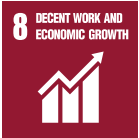
ANTI-CORRUPTION



Our environmental targets



- Sustainably manage water resources
- Advocate prevention to avoid all risks of pollution



- Guarantee safety in the workplace
- Constantly develop our employees' skills
- Achieve sustainable, profitable growth



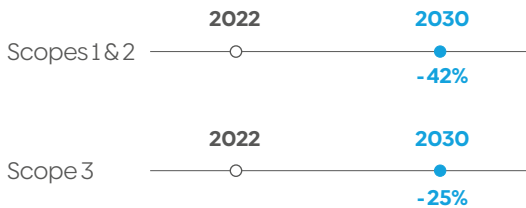
- Develop innovative technologies for our customers
- Build partnerships across the supply chain to make it more sustainable

Overview of our environment ambitions and goals for 2030

Climate change

The Poclairn Group supports the la COP21 objectives (Paris Agreement) that aim to limit global warming to 1.5C in 2050, and we are committed to the SBTi trajectory (Validated status), confirming the goals of our plan to reduce CO₂ emissions by 2030.

Our ambitions and goals:

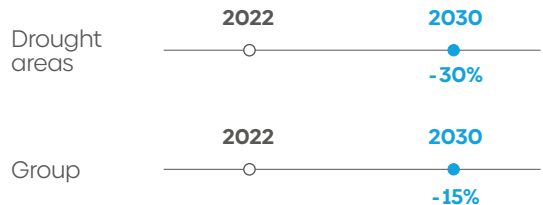


Scope 1 concerns direct GHG emissions produced by the company, while Scope 2 covers indirect emissions associated with the production of electricity imported for the company's business, and Scope 3 includes all value chain emissions, upstream to downstream of company operations.

Water

The Poclairn Group plans to take actions aimed at drastically reducing its water consumption and lowering the risk of water pollution associated with its operations.

Our ambitions and goals:



- Eliminate all water pollution risks associated with our business by 2030
- 100% of our industrial sites will be ISO 14001 certified (environmental management system) by 2026, or 3 years at the latest after they open.

Pollution

The Poclairn Group strictly applies all regulations concerning pollution and known harmful substances.

Our ambitions and goals:

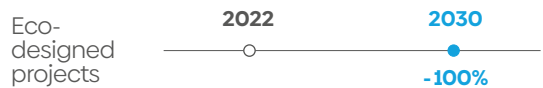
- 100% of industrial sites will be ISO 14001 certified by 2026 (or 3 years at the latest after they open)
- Comply with the laws concerning substances of concern and very high concern.

Circular economy

The Poclairn Group has pledged to apply good resource management practices and promote eco-design practices.

In addition to recycling materials, the Group plans to actively contribute to the emergence of a viable circular ecosystem.

Our ambitions and goals:



Our human rights and social targets



- Protect natural resources and defend environmental stewardship
- Promote eco-design and recycled materials
- Help a viable circular ecosystem to emerge



- Control the impact of our activities and sites
- Adapt our products and product ranges
- Develop a sustainable supply chain



- Zero tolerance of corruption
- Promote ethical business practices
- Train employees and partners

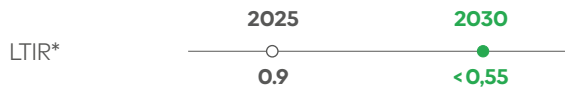
Overview of our human rights and social targets for 2030

Our ambition is simple: to make the Poclairn Group a company where collective performance goes hand in hand with personal fulfilment, and everyone plays a part in our shared success. The Poclairn Group reasserts its commitment to fostering respect for human rights and international standards across its entire value chain. It puts

protection, health, employee development and diversity at the heart of its strategy, backed by structured social dialogue. That approach brings together all stakeholders in a spirit of shared responsibility and fairness. It's our way of contributing to respect for fundamental rights, responsible pay, and constant, sustainable improvement.

'Be a recognized player in occupational health & safety'

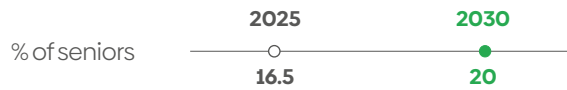
Anticipate risks, step up prevention, and promote a demanding safety culture among all the players in its value chain.



Indicator: LTIR*

'Be a recognized player in terms of diversity and inclusion'

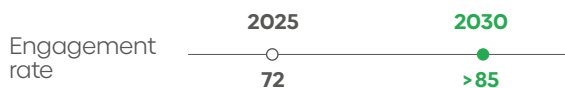
Promote equal opportunities, stop all forms of discrimination, and foster an inclusive work environment for all stakeholders.



Indicator: percentage of seniors* in active employment in the company

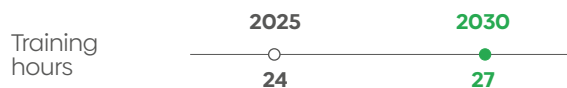
'Be a recognized player in employee engagement'

Develop concrete initiatives, innovative practices, and a culture that rewards participation, motivation and well-being at work.



'Be a recognized player in career development and employability'

Offer training courses, career paths and opportunities that enable everyone to progress and achieve professional fulfilment.



Indicator: average number of training hours per employee

* Employees aged over 55 in active employment on 31 December of the current financial year.

* LTIR: Lost Time Injury Rate based on 200,000 annual worked hours.

Environment



Protecting the environment and reducing the footprint of our business are major challenges.

What we achieved in 2025

2025 marks the deployment of our CSR programme in line with our multi-year roadmap and the significant increase in maturity across all of our commitments.

Climate: a structuring year

Industrial sites have strengthened the reliability and monitoring of Scope 1 and 2 data, while the Sales-Solutions and Technologies teams have contributed to a better understanding of downstream Scope 3, in particular by analysing carbon impact by technology and by machine.

The considerable effort made in 2025 was rewarded by the **acceptance of our Scope 1 and 2 targets as well as our Scope 3 targets by the Science Based Targets initiative** at the end of the year: a major milestone for the Group!

Data, reporting and compliance: stabilizing and anticipating

The data collection tool (Zei), deployed in 2025, optimises data reliability, consolidates the robustness of our Carbon Footprint assessment and the quality of our sustainability reporting.

Following the entry into force of the Omnibus directive aimed at streamlining sustainability regulations, we have continued to integrate its requirements and strengthened our processes to ensure full compliance of our report by 2028.

Eco-design: our teams are now fully on board

2025, a key step in our commitment to designing environmentally responsible products:

- We acquired a product Life Cycle Analysis tool
- We created an in-house training module
- We set up a special 'Proof Of Concept' team
- We launched a first project.

By getting everyone on board and rolling out robust initiatives, the Poclairn Group confirmed its proactive drive to boost responsible, sustainable development. That progress lays solid foundations for future challenges! ♦

Skills development: information and training drive engagement

Three employees became 'Freskers', and nearly **100 employees from the Verberie site** were training in the Climate Fresk (fun, participative, creative workshop on climate change).

Five employees were trained in **Carbon Accounting**®.

At Corporate level, we also stepped up our commitment by taking part in **CEC Hauts de France** (an association of businesses that work together to promote the environmental transformation).

External partnerships: raising standards across the ecosystem

A preliminary study was carried out on **avoided emissions**, led by CETIM (Centre Technique des Industries mécaniques) and Carbone 4. We're eagerly awaiting the decision about a possible phase 2 in 2026, for which our **HEVO** motor would be an excellent use case.

External endorsement: measurable progress

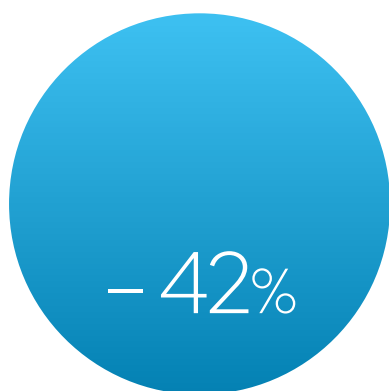
A **silver medal** has been awarded to Groupe Poclairn by ECOVADIS for the maturity of its sustainability commitments.

Areas for improvement have been identified, particularly the formalisation of our policies and long-term commitments. Among the notable advances in 2025 are the update of our "Ethics and Business Compliance Management" procedure, as well as the creation of our Corporate Social Responsibility policy incorporating social and societal commitments.

Decarbonization trajectory

A structured, collective climate trajectory!

Our targets for reducing greenhouse gas emissions, based on SBTi targets (reference year 2022, GHG Protocol Method)



Scopes 1 and 2

The equivalent of a -5.25% annual reduction between 2022 and 2030



Scope 3

The equivalent of a -3.13% annual reduction between 2022 and 2030



Near term targets approved by SBTi

Our SBTi commitment: a milestone crossed

In 2025, the Poclairn Group crossed a major milestone with **when the Science Based Targets initiative (SBTi)* officially approved its targets for reducing greenhouse gas (GHG) emissions.** That commitment is a natural extension of the decision made in late 2023 by Top Management, the Board of Directors and the Family Council, based on three years' worth of GHG data collected with help from many employees around the world.

Understanding drives action: Structuring work on our flows and organization

In 2024, we drew up a detailed map of our flows, industrial architecture and energy uses. That rigorous groundwork resulted in a comprehensive inventory of our emissions across all sites and for all scopes. It forms the basis of our reduction priorities and sets the framework for our action plans.

From knowledge to action: our climate strategy

In 2025, we drew up the Group's carbon trajectory, the first step toward making official pledges with the Science Based Targets initiative (SBTi).

That trajectory is based on consolidated data and the Group's realistic levers: optimizing energy use, industrial performance, sustainable procurement, eco-design and work across the entire value chain.

Reducing our Scope 1 and 2 emissions: a coordinated local dynamic

Reducing our direct and indirect emissions involves liaising closely with:

- the Group
- site energy correspondents
- local teams supported by the Group Lean team.

These actions are all linked to ISO 14001, ISO 50001 and our multi-year Energy and CO₂ roadmap.

2025: a busy year – concrete examples

- Modernization of surface treatment ovens
- Energy optimized on critical equipment (e.g. paint line)
- Sensors implemented for more precise energy monitoring
- Automatic shut-off systems installed
- Green VSM (Value Stream Mapping): mapping of energy flows with general and local action plans
- Local initiatives shared and consolidated at Group level
- Consumptions systematically included in performance reviews.

The hard work we've put in at all sites is producing concrete results in terms of Scope 1 and 2 CO₂eq emissions. Lower production in 2024–2025 mechanically reduced some consumptions, but the energy optimization actions we set up in parallel proved crucial.

With a 19% reduction in 2024, followed by 23% in 2025 (ref. year 2022), we confirmed that our CO₂eq trajectory is solid and consistent with the Group's CSR roadmap and our SBTi pledges.

However, the impact of infrastructure remains high, and varies a lot depending on the site: some local energy mixes are very high-carbon, some sites have gas heating, and some occasionally have to use power generators for resilience reasons. Those factors had a negative impact on emissions in 2025.

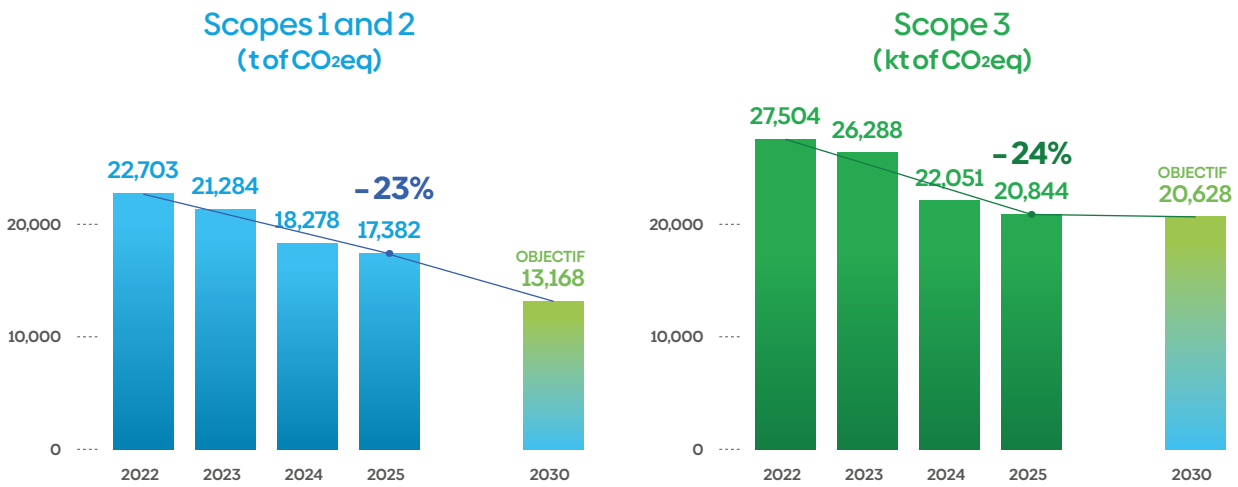
For Scope 3, the drop in our sales in 2025 also reduced the carbon footprint linked to the use phase. Logistics also performed well, with a 40% reduction (ref. year 2022) in emissions achieved by reducing the number of express deliveries and optimizing overall flows.

While most of our indicators are green, we still face some big challenges in a context of forecast production ramp-up.

To meet our targets, we need to make sure all our sites understand and take on board the carbon challenge, with solid support from the Group for stronger, long-term management of their environmental impacts.

Reducing greenhouse gas emissions

(reference year 2022, GHG Protocol Method)



2026: Consolidating, boosting, integrating

In 2026, we'll be continuing the following actions:

- Coordinated roll-out of actions plans
- Ramping up of VSM Green
- Cooperation between Eco-Design and energy correspondents
- Better alignment with Finance to prioritize high carbon-impact investments (CO₂ ROI)
- Application of the '5Rs' (Reduce, Recycle, Reuse, Recover, Remove).

Acting with our value chain: a long-term challenge

Reducing Scope 3 emissions means progressively transforming the way we work with suppliers and customers.

- Client equipment has a long lifetime (20–30 years), so transitions have to be gradual
- Efficiency depends on our innovations (eco-design) and customer practices: energy choices, machine settings and operation
- Sharing trends and expectations with professional federations and trade unions
- Supporting the decarbonization drive through our 'ecomobility' program and new partnerships (customers and suppliers).

Eco-design approach

Incorporating environmental stakes as of the design phase for new products

This approach is fully in line with the European ESPR (EcoDesign for Sustainable Products Regulation) regulatory framework, supports our strategic ambition of achieving 100% eco-designed products by 2030, and meets growing customer demand for a clearer overview of the environmental impacts of our components.

In the same vein, a Proof of Concept (POC) got underway in 2025 for a major project (ML04 motor) to test the approach in practice. Ultimately, this exercise will enable us to build the methodology into our development processes and roll it out progressively for all our products and systems, so eco-design becomes a fundamental pillar of our business.

This project is led by our Design teams, and a cross-business working group (Research and Development, manufacturing, procurement, logistics, transport, etc.) has been put together to guarantee a comprehensive, consistent, effective approach.

Main goals of the POC

We have set some challenging goals, including:

- Getting to grips with EcoDesign Studio software for measuring environmental impacts, including
- CO₂e emissions and water consumption, in line with our CSR roadmap
- Supporting and training users to help them become familiar with the software
- Structuring the approach through a set of specific work documents
- Defining a simple, efficient organization that aligns with our goals and avoids falling into the trap of 'perfect is a never-ending loop'
- Identifying levers for improvement that reduce the environmental impact of our products.

A dynamic that is gathering pace, and a positive initial assessment

The Eco-Design POC was officially launched in late October. The team quickly got on board, and we were able to make an initial assessment in February 2026.

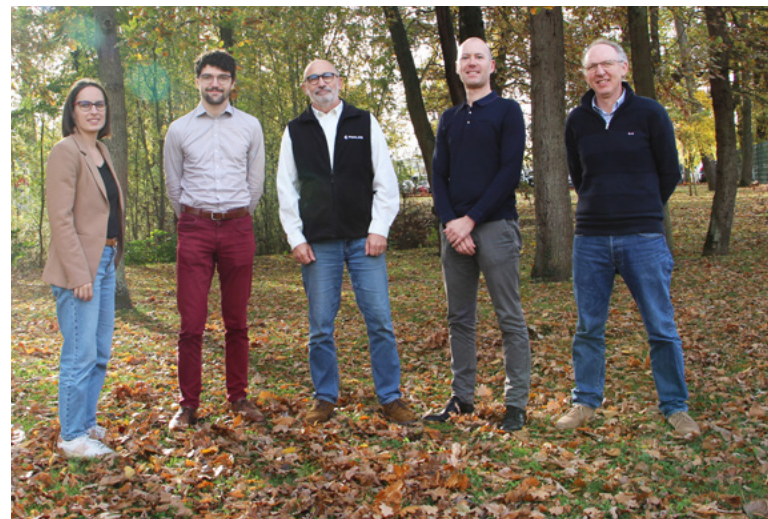
As with any innovative project, some difficulties came to light, which slowed the momentum. That said, we encountered no blocking issues. By making good use of each person's skills, and boosted by unflinching team spirit, solutions were found and obstacles have been – or are in the process of being – overcome.

On top of that, this learning phase is a perfect way of drawing up future rules that will simplify the approach and make it easier to roll out at scale.

The team remains fully committed, and now has essential skills for mastering the new activity. All business lines are also meeting their commitments in terms of allocated resources.

Outlook: a new POC already in the pipeline

Building on this initial trial, we plan to launch a second POC for the Ewheel, involving two entities that joined us recently: EMSISO and MOTEG. Through this project, we will address specific aspects related to electrical products, and anticipate upcoming regulations in this area.



Left to right:
A.B., J.D., S.V., N.M., A.G.

Capitalization is on course

As part of our Knowledge Management approach, and in line with our roadmap, we began structuring knowledge through an initial 'Materials Compliance' document, which provides design offices with guidance on selecting materials that don't contain any substances of concern for either the environment or health.

A second document, called 'Eco-design rules', is currently at the approval stage. It states the essential principles for guiding teams toward a more sustainable design approach.

Through a collaborative approach, concrete experiments, and knowledge structuring, the Group is acquiring the tools and methods it needs to meet regulatory requirements and market expectations. Initial results reflect our teams' commitment to making eco-design a key lever of innovation and environmental stewardship in the years to come. ♦

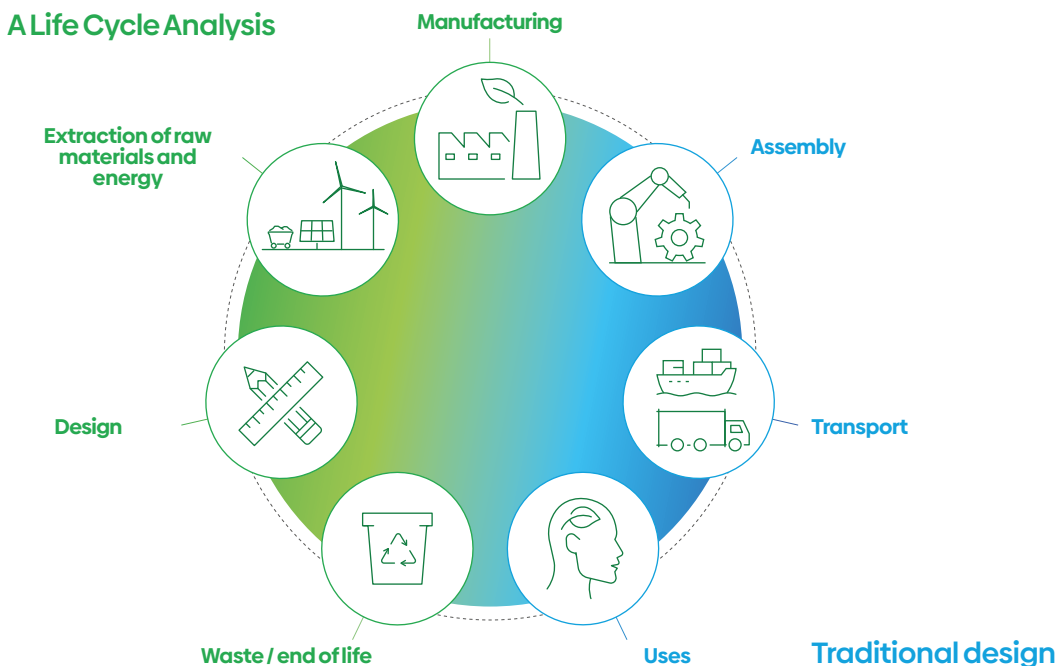


J.D
Systems Engineer

“ Eco-design starts with a comprehensive life cycle assessment (LCA) covering the use phase – in other words, the period during which the motor operates on the customer's machine. That analysis requires sound knowledge of hydraulic transmissions and their laws and principles.

The use-phase analysis is important. Even though our hydraulic motors perform well, they inevitably generate some losses. Over the machine lifetime, those losses become significant and lead to environmental impacts that are higher than those of the upstream phases such as material extraction and manufacturing. That trend was already confirmed during a previous LCA conducted on a smaller motor. It is essential to assess all life cycle phases, but choosing the right motor remains crucial to guaranteeing optimum operation during the use phase. ”

Different phases of an eco-design approach

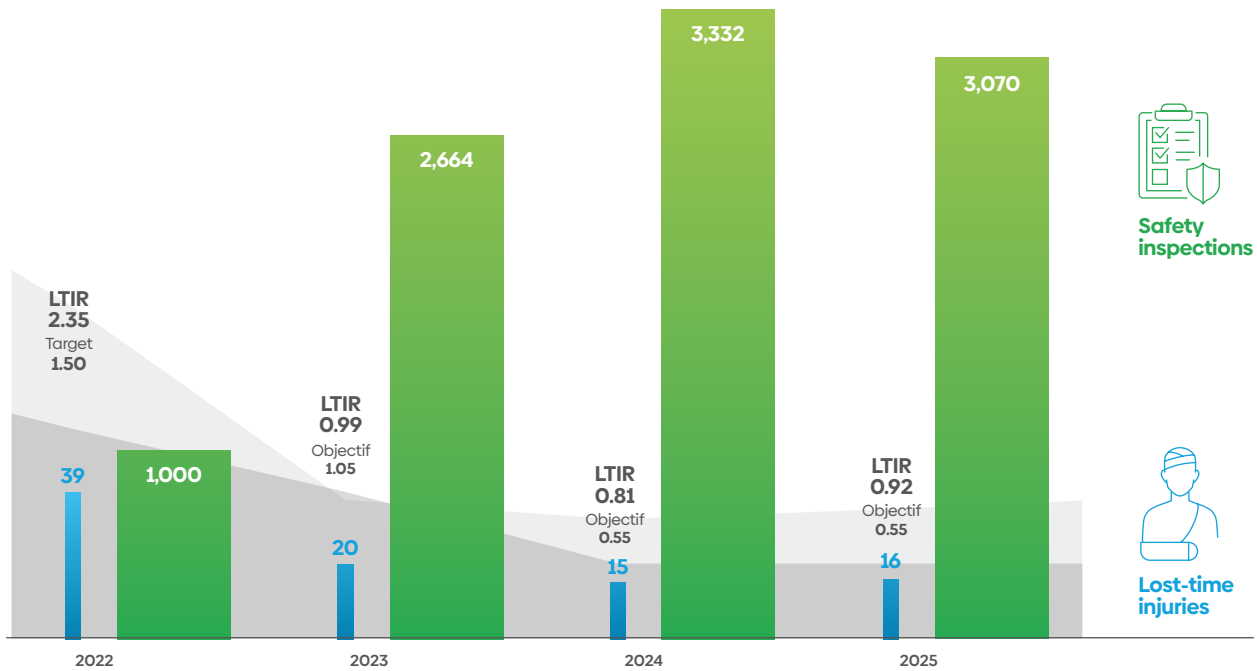


Human resources



The women and men
of the Poclairn Group
are our biggest asset.

Safety and risk prevention



LTIR (Lost Time Injury Rate) based on 200,000 hours worked annually.

Building a sustainable safety culture!

In 2022, an ambitious, essential roadmap got underway, aimed at laying solid foundations for the managerial and operational transformation of our organization.

The goal is to slash the number of injuries with lost time by half every year, by acting on the primary cause identified: human behavior. Significant progress has been made since the initiative was launched. However, the results for 2025 are a sign that we need to reinforce the lessons learned. This situation mainly calls for better implementation of safety inspections, which we are now focusing on as a priority.

What comes next:

- Reinforce daily inspections, for maximum impact through strict, systematic application of the method
- Accelerate convergence toward the adoption of mandatory rules. This constitutes the second fundamental aspect of our safety initiative.

Guaranteeing the safety of our employees is our top priority!

The 'mandatory rules' cover 11 areas of activity.

Work at height	Managing hydraulic risks	Prevention plan	Fire safety equipment
Handling equipment	Traffic risks	Chemical risks	Equipment lock out / tag out
Explosive atmosphere	Work permits	Collective and personal protective equipment	



M.S.
Human Resources, Safety and Environment Manager - Ziri (Slovenia)

“ As a safety engineer, instilling a solid safety culture remains my top priority. Since 2022, safety inspections have allowed us to reduce the number of work accidents by focusing on human behavior and individual responsibility. A true safety culture can't just be imposed or established from above, it only happens when everyone feels personally involved. Safety inspections are conducted by different employees, and they each bring their own vision to the same work environment, which in turn strengthens the collective approach. We are all determined to act now to put safety in the workplace at the forefront of our concerns and get the figures back on track. ”

Upskilling

Taking expertise to new heights

In 2025, the 'Poclair Academy', our in-house training platform, consolidated its strategic position in employee skill development. Priority was given to high value-added training programs, which are vital to supporting the Group's technological and cultural transformation.

Targeted, innovative training:

To support the roll out of our strategic programs such as electromobility and the HEVO motor, we sought to boost our employees' technical and digital skills.

Self-training courses were made available, fostering autonomy and flexibility (agility awareness, artificial intelligence, GDPR (personal data protection), cyber-security, eco-design, the NEW GEN strategic plan.

Safety and responsibility:

Key training modules reflect our commitment to creating a safe, sustainable work environment: chemical risks, ATEX zones (storage of flammable materials), risk prevention plan, behavior inspections, and running of Climat Fresk workshops.

Official endorsement:

We obtained CERTIMETAL accreditation for the 'Numerically controlled machine-tool operator' certification.

This scheme, run by the UIMM (Union des Industries et Métiers de la Métallurgie) offers our employees the chance to access training and certification that meets the high standards of the metalworking industry.



Left to right: A-S.C, 'UIMM' - N.T, 'Poclair Group Training' Coordinator - P.R, 'Poclair Employee Empowerment' Manager - V.C, 'UIMM' (Union des Industries et Métiers de la Métallurgie in Picardie).



P.R
'Employee Empowerment' Manager

“ Training and certification in a nationally recognized diploma are the result of a long-term program based on employee empowerment.

For several years, the DOJO (in-house training center) has been devoted to upskilling and skill recognition across the company, in areas as diverse as machining, assembly and logistics.

Now, with the CERTIMETAL accreditation, we're in a position to offer a customized training program for technical professions. The aim is to boost company performance and promote the talents of our people.

It was essential for unqualified operators, who produce top-quality work day after day, to get access to recognized training. Obtaining a diploma is a way of endorsing their commitment and know-how, with the added bonus of boosting their employability.

With CERTIMETAL, we've taken a crucial step: transforming experience and skills into a recognized qualification, resulting in a stronger industry and employees who are rightly proud of their career path. ”

Inclusion, diversity and fairness



A concrete, long-term commitment!

In 2025, powerful initiatives were rolled out to promote fairness and individual talents. Here are a few poignant examples:

Meaningful partnerships:

In the USA, the 'Second Chances, Stronger Community' partnership underscores our social commitment. In partnership with the Robert E. Ellsworth Correctional Center for women, and Gateway Technical College, the Poclairn Group offers women who are keen to get back into employment a fresh start based on a combination of training and personal mentoring.

Adapting work to protect employment:

In Verberie, the piston workstation was redesigned to reduce absenteeism and improve ergonomics: pallet lifting, mini semi-electric stacker, ergonomic seats, foot rests, etc.

Promoting access and initiation:

We developed a host of initiatives aimed at young people: plant tours, industry open days, work/study training schemes.

A people-based culture:

Promoting skills and building a climate of trust, safety, responsibility, and fairness.

The Poclairn Group encourages collective energy, autonomy, and loyalty to build stable, empowered teams! ♦

The Poclairn Group's entrepreneurial mindset

Fostering an entrepreneurial mindset: giving employees a stake in transformation!

In 2025, the Poclairn Group's intrapreneurship program once again confirmed the power of our employees' engagement and the potential for value creation within the company. Designed to free up energy, encourage risk-taking, and get ideas to the experimentation phase quickly, the program is perfectly in tune with the NEW GEN strategy, which aims to foster an entrepreneurial mindset, diversify our sources of revenue, and create an organization that thrives on empowerment.

The second edition of the program gave intrapreneurs the opportunity to try out concrete ideas, test their marketing potential, and reveal new opportunities.

La Ruche: an iconic intrapreneurial project

Developed during the program's second edition, La Ruche (or the 'beehive') was inspired by the Lean expertise of two employees with a firm belief that their skills could be helpful to other medium-sized companies. Supported by the program on a number of aspects, including scoping, mentoring, in-field testing, the team identified a concrete need and delivered its first paid service to an external customer in 2025.

Although market research was suspended during the second half of the year, due to difficult economic circumstances and the need to prioritize resources, La Ruche remains an inspiring success story. The project showed that in-house expertise could be turned into a structured, value-creating offer.

A heritage that is inspiring the NEW GEN transformation

For 2026, the intrapreneurship steering committee has decided not to launch a new edition from the get-go. Our top priority is to **communicate tried-and-tested postures and methods** as part of the NEW GEN strategy.

Lessons learned from previous projects – quick experimentation, customer focus, frugality, autonomy, in-field analysis, test culture – will now be channeled into 'Market Driven' transformations, among others.





'La Ruche by Poclair'!

The 'La Ruche by Poclair' initiative is part of an intrapreneurial approach supported by the Poclair Group, driven by the need to facilitate the concrete application of Lean* tools in industrial environments. Despite their glowing reputation as powerful simplification tools, they are still tricky to apply in the field.

That observation was the driver behind the approach, which aims to foster a learning environment, designed to boost both the know-how and interpersonal skills of middle managers, and help them work toward operational excellence.

The scheme was based on three pillars:

1. Acquisition of the Lean fundamentals and managerial practices (Flows, Kaizen, Shopfloor Management, Quality).
2. Customized, practical support tailored to the specific needs of small businesses and managers.
3. A hybrid approach combining in-person workshops and online resources.

Launched in 2024 with backing from the Management Committee members, the project crossed its initial structuring milestones, drawing up a business plan and designing modules tailored to Poclair's different industrial sites, and already with an eye on external uses.

In 2025, the program was rolled out with a first customer, Marck & Balsan, a French industrial company specializing in clothing and equipment for public authorities and private companies, based in France and Tunisia. The objective was two-fold: boost productivity and achieve operational excellence.

The results were impressive: output increased by more than 17%, and a part-by-part flow system was set up, underscoring the relevance of the Poclair Group model and the effectiveness of Lean tools in this context.

Upcoming stages include opening the first classroom-based teaching center in Verberie, and progressively rolling out the model at all the Poclair Group sites, to support upskilling of operational managers.

* Lean tools are methods and practices that help optimize processes, eliminate waste, and improve quality and productivity.



Islem KHLIF
Process planning and industrialization officer
MARCK & BALSAN

“ La Ruche changed the way I look at Lean Management: less theory, more practice.

Hands-on learning that gives meaning and rekindled my enthusiasm for my job. ”



Yannick LAMY
Industrial Director MARCK & BALSAN

“ The Poclair Group teams helped us rapidly transform our production system and achieve concrete results in terms of performance and employee empowerment. ”

Sustainable procurement



Working hard
to establish a
sustainable supply
chain!

Combining sustainability and competitiveness, a winning strategy for the Poclairn Group Procurement team!

In 2025, our Procurement teams pursued their initiatives with determination, in support of the Group's decarbonization trajectory. This hard work is part of an overall strategy aimed at transforming our value chain over the long term, boosting our resilience to cope with climate-related challenges, and guaranteeing we uphold our commitments, including the pledge to reduce our scope 3 greenhouse gas emissions by 25% by 2030 compared to 2022.

One of the structuring levers identified for the coming years was to fully integrate the decarbonization trajectories of our suppliers. By capitalizing on their carbon-reduction achievements, we will slash our procurement-related environmental footprint without compromising our competitiveness or our sustainable, lasting growth model.

To support that ambition, Procurement continued to consolidate Carbon Accounting covering all goods and services acquired by the Group. This analysis now provides a precise overview of the carbon footprint of each procurement category, identifies the main sources of carbon emissions, and guides targeted actions to be set up with our partners and suppliers.

This management approach is a strategic lever for achieving our climate-related goals, and strengthens our position on a market where sustainability and competitiveness are more closely tied than ever.

Sustainable Procurement is a major value-creation lever: an innovation catalyst and sustainable performance driver that gives us a key competitive edge to build a sustainable, resilient future. ♦



C. HB
Group Procurement Manager,
'Foundry, Steel and Machining'

“ In 2025, special steel was a key focus for our Procurement and R&D teams. We are continuing to replace steel produced in blast furnaces (which we use in cam lobe motors) with steel sourced from the electric arc furnace route, which has a much lower carbon footprint (CO₂eq).

This gradual transition is a major decarbonization lever for the Group, and preserves the high technical performance standards our solutions are known for. It illustrates our ability to combine innovation, industrial performance, and ambitious climate goals.

Our ambition for 2026 is to continue aligning sustainability and competitiveness, and strengthen a procurement model based on first-rate environmental and financial performance, to meet the increasingly high standards of our customers, employees, and all our value chain stakeholders. ”

O'tech, production school



30

EMPLOYMENT INITIATIVES

Revealing talents and strengthening the industrial sector

As soon as you set foot in the O'TECH workshop, you are struck by the unique atmosphere: the noise of the machines, the calm energy that pervades this studious place where you learn by doing. Some people are working on complex machined parts, while others focus intently on a tricky welding operation, or adjust a sheet metalwork structure with the precision of a qualified professional. Five years after it opened, the school has kept its pioneering spirit: that of a place where confidence is rebuilt, vocations revealed, and young people trained in key professions, day after day.

Created in 2021 by the Poclairn Group, CMC, SAFRAN, UIMM Picardie and the local authorities, the school currently hosts about 50 pupils. Staying true to the principle of 'learning by doing', O'TECH offers young people (some of whom dropped out of traditional schooling) an environment where you get ahead through practice, responsibility, and high standards, where every gesture matters. Everyone learns at their own pace, assisted by professional tutors who help their pupils become autonomous and develop a sense of pride in a job well done.

The results speak for themselves: **for three years running, 100% of pupils have passed the CAP exam, 89% of them with honors**, and the first pupils have now obtained their vocational baccalaureate. This year, some pupils from the first year's intake are now studying for a BTS (advanced technical diploma), proof that the school opens doors well beyond initial certification.

The school now offers a broader range of courses: with only two options when it first opened, O'TECH now offers three courses – machining, sheet metal working and welding – meeting the growing needs of local industry. This development went hand in hand with an extension of the school's surface area, freeing up extra space for the installation of new machines.

The institution has also put together a 'Grands Professionnels' project designed to boost cohesion, safety, and teaching quality. And there is no shortage of employment initiatives: over 70 customers now partner with the school, compared to 51 last year, and local businesses are keen to welcome the young people as interns or on post-study work placement schemes.

O'TECH is now much more than a school: it's a place where talents are revealed, career paths are carved out, and long-standing industrial excellence handed down. That heritage is one of our region's prime assets – which the Poclairn Group is proud to defend! ♦



Florent ZIZEK
A student at O'Tech school

“ I like turning rough material into a perfect part. It makes me proud. My story is simple. I couldn't stand being stuck in a classroom, and I was drawn to the idea of machining. O'TECH taught me the basics, and the desire to satisfy the customer, autonomously and with a rigorous approach. I passed my CAP exam, followed by a baccalaureate with honors, and I'm now on a BTS work/study contract with CMC. I like the versatility of the company and the fact people help each other. I've found a profession I enjoy, and I'm already thinking ahead: maybe I'll do an engineering degree, or head to Canada to learn other types of machining and change my life... ”



Find out more about O'TECH



2025 SUSTAINABLE DEVELOPMENT REPORT

The Poclairin Group Foundation



From strength to strength!

The Poclairin Corporate Foundation reflects the social commitment of an industrial player who truly believes that long-term performance is based on People, passing on skills, and establishing solid local roots.

It is perfectly aligned with the Group's CSR strategy, turning its commitments into concrete actions. By supporting projects that make a big difference in areas such as employment, education, promoting our industry, and helping local communities, the Foundation acts as a lever for transformation and opportunities.

That ambition took on real meaning in 2025, with a sharp rise in the number of proposals (21 projects submitted) and the funding of several key projects by Poclairin Group employees, who have consistently given the Foundation their full support.

Two flagship projects:

1. The Foundation awarded a €20,000 grant to the 'UP for Humanness' association, to fund its Envol and Déclic schemes, which help young people who are vulnerable or excluded from the job market, through personalized support to build back self-confidence and develop behavioral skills.
2. The Foundation awarded a €20,000 grant to the 'Aux captifs, la libération' association to fund the Bosco and Bakita schemes that help severely underprivileged people rebuild their lives, find a place in society, and get access to rights, guiding them toward training and employment.

These two schemes illustrate the Foundation's approach: trust-based partnerships, actions that help people in the local community and aspire to make a lasting social impact. The Foundation plans to continue and extend its actions, for example by promoting a skill mentoring initiative in France and abroad. ♦



Blandine ROBERT
Sponsorship Manager,
'UP for Humanness'

“ In 2025, the new partnership between the Poclairin Foundation and UP for Humanness helped us fund UP Emploi schemes for people coping with extremely difficult circumstances. Employment is a powerful driver of inclusion, and our UP Emploi success stories prove it. Backed by the Poclairin Foundation, tailored UP Emploi support can be life changing for people who are often overlooked by society. ”

Xavier CORMAN
Secretary General,
'Aux Captifs, la libération'

“ Fernanda, Battista, Fortunée... have – like so many others – experienced the turmoil of life on the streets, and coped with terrible circumstances. Their path to freedom involves the Bakhita or Bosco pre-integration workshops, where they are cared for by the 'Aux captifs, la libération' association. At these workshops, people learn how to sew or learn a building trade, along with broader skills such as teamwork, and how to live as part of a group or company, and they acquire the basics for becoming part of French society. In 2025, with support from the association's financial partners, including the Poclairin Foundation, they rebuilt their lives, progressing little by little, helped by our social workers and volunteers, and began to envisage a brighter future. Thank you! ”

2026 CSR challenges

Entering a new maturity phase!

We're now entering **our third** year since the Corporate Sustainable Responsibility (CSR) program was created, and we're making tangible progress in terms of **maturity, structure, and collective understanding**.

After the initial groundwork phase, we're now in **continuous improvement mode**, consolidating our core processes such as the **EcoVadis** evaluation and **Carbon Accounting**, and pooling efforts between different projects under the umbrella program.

2026: a key year for boosting skills and in-house engagement

The essential objective of this phase is to help our teams identify tangible levers for action that will enable us **achieve our CSR goals**.

That involves continuously improving **communication**, through regular dialogue, and offering **targeted training modules**.

In that respect, 2026 began with a major step forward:

- in-house publication of two training modules - **Eco Design Awareness** and **Eco Design Advanced** - which are now available Group-wide
- preparation of the '**Electromobility**' **Eco-Design Proof Of Concept** (POC), which is due to be launched in the second half of the year.

In parallel, we are continuing to roll out the **Climate Fresk** with support from our in-house facilitators, to boost collective understanding of environmental issues.

In 2026, energy remains a core CSR challenge. Controlling our consumptions, optimizing our industrial processes, and reducing our dependency on carbon-intensive energy sources are all essential for the Poclairn Group and our entire value chain. Decarbonization is synonymous with improving our industrial performance: each action we undertake contributes simultaneously to reducing our emissions and boosting our competitiveness. That structuring approach is at the heart of our ambition for transitioning to a more sober, resilient, sustainable model.

Together, we're building value-creating growth, staying true to our ambitions and the expectations of all our stakeholders! ♦

Industrialization, energy and emissions: raising our game in 2026

Our industrial sites and manufacturing activities have a significant impact on the Group's emissions, especially in Scopes 1 & 2. That's why we've scheduled more frequent, better structured interactions with our sites in 2026, for more precise tracking of:

- changes in consumption
- identified improvement drivers
- the impact of actions undertaken.

Having reliable records means using structuring methods and providing teams in the field with hands-on support. Since 2024, our employees have been consistently motivated and committed, a positive shift that encourages us to step up dialogue and interaction.

A collective drive to achieve a demanding program


The entire 2026 CSR Roadmap, which includes 42 key milestones covering CSR topics (Climate change - SBTi, CSRD, Water, Eco-Design and Communication), is proof of the Group's far-reaching ambitions. This demanding roadmap requires cooperation between teams, sites, support functions, and external partners.


Our progress depends on our collective input, now more than ever:

- better understanding of the challenges
- broader transmission of skills through structured training modules
- closer coordination between projects
- regular support for industrial sites.



Sustainable development dashboard

SDG 6	TARGET / OBJECTIVES	MONITORED ISSUES / METRICS (to be supplemented by other indicators in 2026 and 2027)
 <p>6 CLEAN WATER AND SANITATION</p>	<ul style="list-style-type: none"> • Sustainable management of water resources • Prevention to avoid any risk of pollution 	<ul style="list-style-type: none"> • Water withdrawal per site and consolidated Group data • Quantity of water discharged • Water intensity

SDG 8	TARGET / OBJECTIVES	MONITORED ISSUES / METRICS (to be supplemented by other indicators in 2026 and 2027)
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<ul style="list-style-type: none"> • Safety in the workplace • Continuous development of our employees' skills • Sustainable, profitable growth 	<ul style="list-style-type: none"> • Number of employees • Number of work related accidents • Group employee satisfaction survey • Equal opportunities, diversity and inclusion • Value sharing • ISO certifications for all Group entities, including: <ul style="list-style-type: none"> -ISO 14001 (Environment) -ISO 45001 (Occupational health and safety) -ISO 50001 (Energy management) • Group Lean Transformation • Training hours per employee • Number of customer CSR surveys

The reporting format is set to change in 2027, bringing it into line with the new regulations (CSRD), for which the company is already getting ready. By then, data from EMSISO and MOTEG data will be fully included.


- Reduce pollution and water consumption
- Reuse and recycle water, focusing on initiatives and increasing efforts at our sites where local water stress is already a cause for concern


Performance indicator	Unit of calculation	2022 results	2023 results	2024 results	2025 results
Water withdrawal at the Verberie site	m ³	8,351	12,501	11,759	5,759
Water withdrawal at the Marnaz site	m ³	1,228	1,554	1,240	1,287
Water withdrawal at the Brno site (Czech Republic)	m ³	8,286	8,871	7,689	6,871
Water withdrawal at the Ziri site (Slovenia)	m ³	4,348	3,923	3,802	3,582
Water withdrawal at the Pondicherry (India)	m ³	4,880	5,276	5,020	3,714
Water withdrawal at the Shanghai site (China)	m ³	1,090	1,056	1,000	1,068
Water withdrawal at the Yorkville site (USA)	m ³	16,262	9,986	11,931	8,142
Water withdrawal at the Spilamberto site (Italy)	m ³	1,953	2,154	2,359	2,120
Consolidated Group Data (water withdrawal)	m ³	46,398	45,321	44,800	32,543
Quantity of waste water (Waste water meters are not available on all sites)	m ³				20,085
Number of water pollution incidents		0	0	0	0
Water intensity	m ³ per million in revenue	92.8	89.2	114.3	92.7

- Protect health and continuously promote safety in the workplace
- Offer decent, rewarding jobs, provide training, promote entrepreneurship and support subsidiarity
- Promote equal opportunities, prevent all forms of discrimination, and foster an inclusive work environment for all stakeholders
- Promote and comply with international labor laws
- Strive to ensure that industrial growth does not harm the environment
- Help young people with learning difficulties
- Make sure we are not involved in any breach of human rights

Performance indicator	Unit of calculation	2022 results	2023 results	2024 results	2025 results
Number of permanent employees (permanent contracts, not including temps)			2,129	2,020	1,888
Number of non-permanent employees (fixed-term contracts, temps, seasonal workers)			289	123	190
Permanent staff covered by a health insurance scheme	%		100%	100%	100%
Resignations by gender: men (excluding redundancies/retirement)	Number		127	126	86
Resignations by gender: women (excluding redundancies/retirement)	Number		36	27	18
Employees who completed a performance review (annual appraisal)	%		94%	97%	95%
Participation in the satisfaction survey	%		47%	74%	N/A Next survey in 2027
Satisfaction rate	%		82%	72%	N/A Next survey in 2027
Recommendation rate	%		79%	75%	NN/A Next survey in 2027
Seniors in active employment in the company (age >55 on 31/12)	%				16.50%
Adequate wages (above the living wage in the country)	%				
Lost Time Injury Rate (LTIR) based on 200,000 annual worked hours (time off & severity)	LTIR calculation methods	2.35 (1.22 for the second half-year)	0.99	0.81	0.92
Number of ISO certifications in the Group (ISO/IATF certifications)	Valid IATF and ISO 9001, ISO 14001, ISO 45001, ISO 50001 certifications	20	20	20	27
Number of ISO 45001 certifications in the Group		6	6	6	6
Progress of the Lean transformation (actual achievements)	% of the roadmap achieved on a quarterly basis (number of workshops held)	102%	90%	87%	95%
Number of training hours per employee (minimum: 50,000 hrs/year for the Group)	Number of training hours divided by the number of employees	20	33	20	24
Number of customer CSR surveys (survey on the impact of our CSR activities)			4	50	25

Sustainable development dashboard

SDG 9	TARGET / OBJECTIVES	MONITORED ISSUES / METRICS (to be supplemented by other indicators in 2026 and 2027)
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<ul style="list-style-type: none"> • Innovative technologies for our customers • Partnerships throughout the supply chain to contribute to its sustainability 	<ul style="list-style-type: none"> • Suppliers adhering to the Code of Conduct • Ecodesign and environmentally friendly innovation projects

SDG 12	TARGET / OBJECTIVES	MONITORED ISSUES / METRICS (to be supplemented by other indicators in 2026 and 2027)
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<ul style="list-style-type: none"> • Natural resources and respect for the environment • Promotion of ecodesign principles and recyclable materials • Emergence of a viable circular ecosystem 	<ul style="list-style-type: none"> • Energy consumption • Waste management • Carbon footprint

- Achieve a high level of performance through technology upgrades and innovation
- Encourage the development and deployment of environmentally sustainable technologies
- Use low-carbon and/or renewable energy sources
- Improve the energy efficiency of operations and buildings
- Obtain environment certification for all our industrial sites

Performance indicator	Unit of calculation	2022 results	2023 results	2024 results	2025 results
Number of suppliers adhering to the Code of Conduct (Category 1 Direct Suppliers – Purchasing Volume > €10,000/year)	Category 1 Direct Suppliers Purchasing Volume > €10,000/year	50% of suppliers, i.e., 75% of spend	60% of suppliers, i.e., 79% of spend	87% of suppliers, i.e., 96% of Procurement spend	89% of suppliers, i.e., 97% of Procurement spend
Ecodesign indicators		Environmental footprint study in progress	Roadmap being drawn up	Roadmap produced Indicators being devised	5-year roadmap produced 2026 key milestones drawn up
Number of environmentally friendly projects			2	4	5

- Support the emergence of re-manufactured components
- Encourage reduction, recovery, and recycling of production waste
- Achieve sustainable management and rational use of natural resources
- Promote eco-design practices
- Comply with the law on substances of concern and substances of very high concern

Performance indicator	Unit of calculation	2022 results	2023 results	2024 results	2025 results
Energy consumption (electricity)	MWh	45,667	45,481	43,564	38,477
Energy consumption (gaz)	MWh	6,970	6,270	7,633	5,508
Renewable energy production	MWh	6	404	668	872
Energy intensity	MWh per million euros of revenue	105.3	102.7	132.3	127.8
Waste management (all waste: plastic, cardboard, paper, wood, oil, solvent, scrap, etc.)	Tons	8,695	9,164	6,750	5,527
Total waste produced: metal scrap (total mass of waste)	Kg				3,249,596
Total waste produced: wood (total mass of waste)	Kg				694,597
Total waste produced: hazardous substances (total mass of waste)	Kg				293,620
Carbon footprint of our main products		Environmental footprint study in progress	An MSO2 motor emits 2.4T de CO₂ (the Group's bestseller)	An MSO2 motor emits 2.4T de CO₂ (the Group's bestseller)	An MSO2 motor emits 2.4T de CO₂ Results of analysis of two motors (MLO4 and MS05): end Q1/2026
Carbon footprint of production sites Scopes 1 and 2 (Kg CO ₂ eq. / TUMA*) (machine use time)	GHG Protocol Method	17.34	16.89	19.39	19.74

* TUMA: Time usage model for machines, an industrial activity metric.

Sustainable development dashboard

SDG 13	TARGET / OBJECTIVES	MONITORED ISSUES / METRICS (to be supplemented by other indicators in 2026 and 2027)
	<ul style="list-style-type: none"> • Control the impact of our activities and sites • Adapt our products and product offer • Develop a sustainable supply chain 	<ul style="list-style-type: none"> • Greenhouse gas emissions Scopes 1, 2 and 3 (in CO₂eq) • Number of ISO 14001 certifications (Environmental management) • Number of ISO 50001 certifications (Energy management)

SDG 16	TARGET / OBJECTIVES	MONITORED ISSUES / METRICS (to be supplemented by other indicators in 2026 and 2027)
	<ul style="list-style-type: none"> • Zero tolerance of corruption • Promote ethical business practices • Train employees and partners 	<ul style="list-style-type: none"> • In-house ethics and anti-corruption training • Ethical violations • Compliance audit assignments

- Reduce greenhouse gas emissions throughout the value chain and internal operations
- Fight air and soil pollution
- Obtain energy certification for all our industrial sites
- Contribute to replacing fossil fuel transmissions with electric powered ones
- Help customers minimize environmental impacts when using our products

Performance indicator	Unit of calculation	2022 results	2023 results	2024 results	2025 results
Scope 1 and 2 greenhouse gas emissions at the main industrial sites	GHG Protocol Method				
Verberie (France)	Tons of CO ₂ eq.	931	954	1,399	1,245
Marnaz (France)	Tons of CO ₂ eq.	268	251	217	248
Brno (Czech Republic)	Tons of CO ₂ eq.	6,282	6,001	4,167	4,035
Ziri (Sloevnia)	Tons of CO ₂ eq.	1,666	1,493	1,209	1,098
Pondicherry (India)	Tons of CO ₂ eq.	6,373	5,754	4,317	4,778
Shanghai (China)	Tons of CO ₂ eq.	424	434	401	411
Yorkville (USA)	Tons of CO ₂ eq.	5,629	5,282	5,285	4,642
Spilamberto (Italy)	Tons of CO ₂ eq.	1,130	1,085	1,252	842
Consolidated data (Group) – Scope 1 and 2	Tons of CO ₂ eq.	22,703	21,284	18,278	17,382
Scope 3 greenhouse gas emissions (Upstream / Downstream)	Ktons of CO ₂ eq.	27,504	26,288	22,051	20,844
<i>Scope 1 – Direct greenhouse gas emissions produced by the company</i> <i>Scope 2 – Indirect greenhouse gas emissions associated with the production of electricity imported for the company's business</i>					
Carbon intensity (scopes 1 and 2 in millions of euros in revenue)	Tons of CO ₂ eq. / M. Euro	45.4	41.9	46.6	49.5
Number of ISO 14001 certifications (environmental management)		6	6	6	9
Number of ISO 50001 certifications (energy management)		4	4	4	6

- Manage business relationship with highest integrity
- Show proper conduct towards partners
- Respect the principles of fair competition
- Promote due diligence
- Take action against all forms of bribery and corruption
- Train and educate our employees and stakeholders on fighting against fraud, bribes, cyber crime, personal data protection, and supporting non-discriminatory practices

Performance indicator	Unit of calculation	2022 results	2023 results	2024 results	2025 results
Ethics: number of employees trained (questionnaire completed & score achieved – 2022 Code of Ethics)	Certificates issued	Not measured	Not measured	Not measured	Not measured
Ethics: number of Violation (breaches of the Code of Ethics)	Dashboard	1	2	0	0
Anti-corruption: number of employees trained (on-site anti-corruption training – Poclairn auditor)	Certificates issued and self-assessments completed	221	420	547	627
Compliance: number of audits on compliance matters with their audit reports		7	5	6	6
Ethics: number of audits on ethics-related matters (compliance, ethics and governance)		7	5	6	6
Sites covered by Whistleblowing line, internal and external parties	%		100%	100%	100%
Number of reports made via the ethics hotline				1	1
Number of investigations and/remedial actions				Closed	Closed
Status of remedial actions	%			100%	100%
Independence of the Board of Directors	%	50%	50%	50%	50%
Male to female ratio (committees)	%	16.7%	16.7%	16.7%	16.7%
Committee attendance rate for Board members	%	93.9%	94.4%	97.2%	98.7%

As innovative manufacturers, we help our off-road expert customers meet the expectations of their markets, through projects, systems, and solutions that deliver first-rate motion and power transmission, using the components we design, produce, and constantly improve, by leveraging cutting-edge technology and game-changing concepts.



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