

ALSTEF
GROUP

2025

CSR REPORT

LEADING THE WAY TO A SUSTAINABLE FUTURE

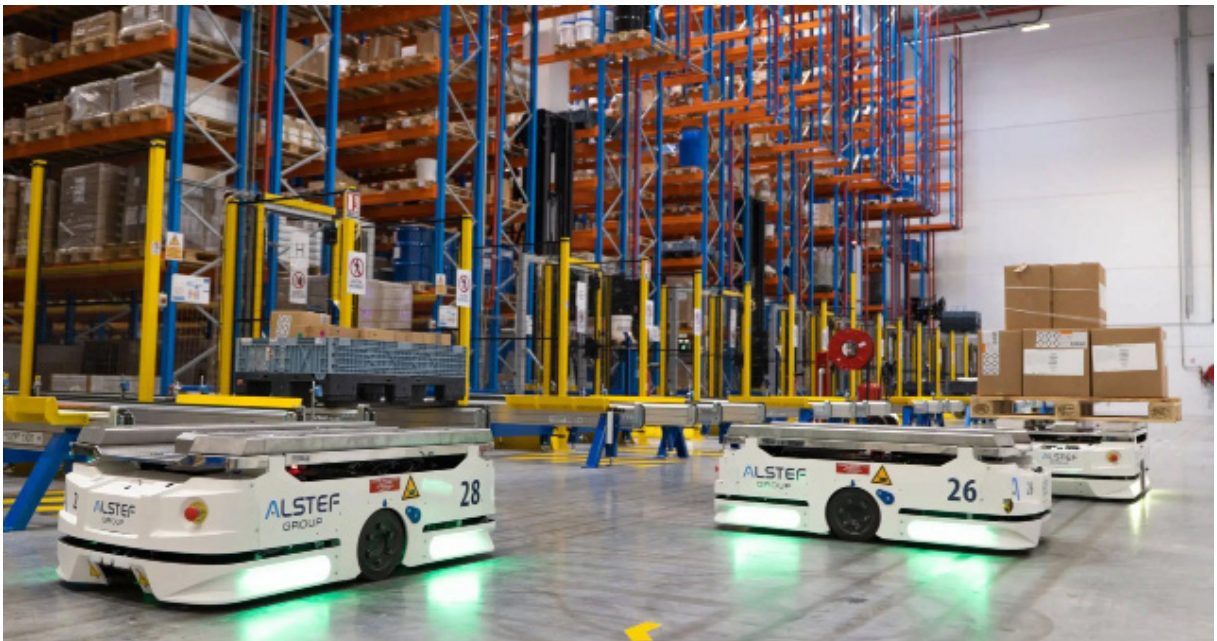


ALSTEF GROUP



BEYOND AUTOMATION

“ Our mission is to create intelligent solutions that not only meet the needs of our customers, but also provide them with the long-term benefits of a tailor-made automated system that is eco-designed, efficient, scalable and innovative. ”





ALSTEEF GROUP

GROUP PRESENTATION

OUR FIELDS OF EXPERTISE



From regional airports to the world's busiest hubs, Alstef Group has been shaping baggage handling systems and supporting airport operations globally for more than 60 years. Throughout this journey, we have maintained a strong focus on safety, ensuring our solutions consistently meet evolving regulatory requirements and IATA standards. We bring deep expertise in delivering retrofit projects within live, operational airports, where careful planning and execution are essential to minimise disruption and maintain continuity of service. Alstef Group delivers tailored solutions built from a flexible suite of integrated, modular products and advanced automation and control software. Each system is designed, configured, and quality assured prior to delivery, enabling efficient on-site installation, smooth commissioning, and reliable, simplified maintenance throughout its lifecycle.

Alstef Group designs, manufactures, and delivers internal logistics and flow management solutions for distribution centres and production facilities worldwide. Our focus is on meeting complex material flow and storage requirements through end-to-end logistics systems tailored to each customer's operational needs. Over six decades, we've developed solutions built from carefully selected technologies - including advanced AGV and mobile robotics capabilities - that align precisely with customer objectives and remain adaptable as operations evolve. Backed by strong expertise in industrial processes, we integrate this capability across our pre-sales and project delivery activities, from advisory support and system design to simulation, detailed logistics analysis, and execution.

Alstef Group delivers modular and scalable post and parcel handling solutions, from basic dimension checking, weighing, scanning, and manual sorting to fully automated parcel sortation systems. We work closely with clients from the earliest project stages to design efficient solutions that meet all operational requirements and design criteria, while offering flexibility to adapt and expand as needs evolve. With extensive experience integrating a wide variety of sorters, including bombay, linear or loop cross-belt, shoe, tray, multi-belt, modular, and swivel-wheel systems, we ensure each solution is reliable, versatile, and durable. Collaborating with other industry leaders, we also provide access to complementary sorter technologies, reinforcing our ability to deliver comprehensive and tailored parcel handling systems.

2025

KEY FIGURES

20

GLOBAL OFFICES



FRANCE - NEW ZEALAND - USA - CANADA - MEXICO
PERU - CHILE - BRAZIL - SOUTH AFRICA - AUSTRALIA
CROATIA - ROMANIA - BULGARIA - TURKEY - INDIA
COSTA RICA - DOMINICAN REPUBLIC - SINGAPORE
GERMANY

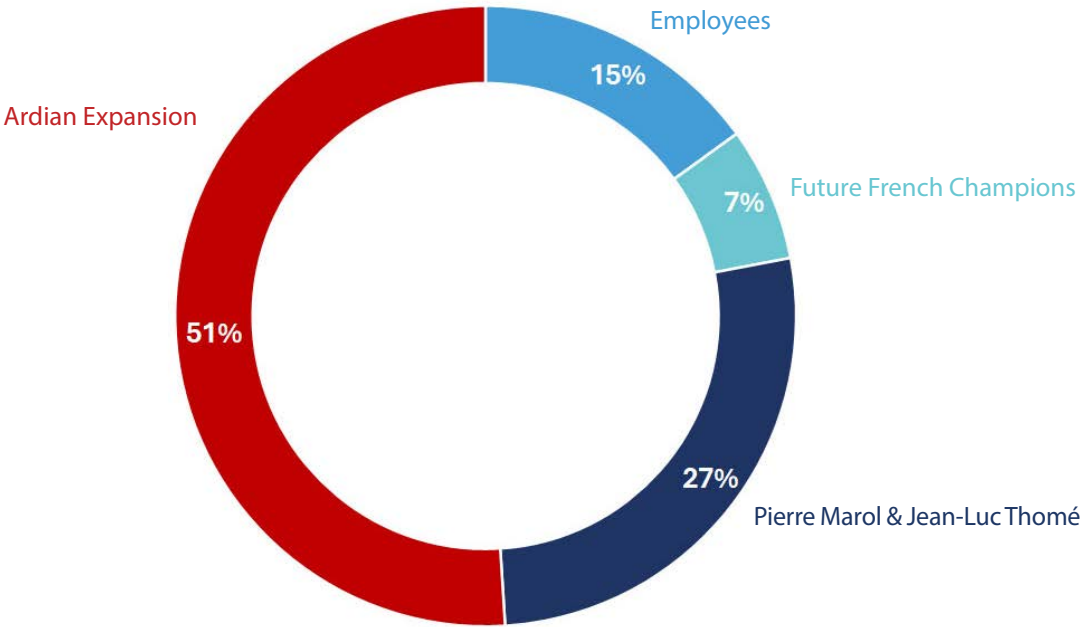


PROJECTS COMPLETED IN **94**
COUNTRIES





Shareholders Alstef Group



IMPLEMENTATION OF ALSTEF GROUP'S CSR STRATEGY

Alstef Group is committed to playing a meaningful role in protecting the environment and contributing to social and societal progress. We take into account the expectations of our stakeholders - including employees, customers, suppliers, and shareholders - while anticipating evolving regulatory requirements.

In 2023, Alstef Group defined a CSR strategy across all Group entities. While our headquarters leads this initiative, we recognise the importance of deploying it globally, allowing each subsidiary to implement the strategy at its own pace, in line with local contexts and challenges.

As part of this commitment, Alstef Group has established targets to reduce its greenhouse gas emissions. This has included assessing facilities in France, New Zealand, Australia, and the United States, and identifying key areas for action - including our systems, procurement practices, and travel.

We are actively working to minimise our environmental impact through targeted, measurable actions. By reducing greenhouse gas emissions, we align with global sustainability objectives while reinforcing our responsibility as a corporate citizen.

Beyond addressing current challenges, Alstef Group is focused on embedding sustainable practices at the core of its operations. This approach reflects our long-term vision: to combine industrial performance with environmental responsibility and contribute positively to a more sustainable future.

The United Nations' 2030 Agenda for Sustainable Development establishes 17 Sustainable Development Goals (SDGs), providing a global framework to guide economic and societal progress and support organisational transformation.

Aligned with these objectives, Alstef Group has implemented a CSR strategy to address increasingly complex social and environmental challenges.



OUR FIVE CSR PILLARS

At Alstef Group, we are dedicated to creating a positive and lasting impact through responsible business practices. Our Corporate Social Responsibility (CSR) strategy is guided by the United Nations Sustainable Development Goals (SDGs), providing a clear framework for sustainable action across all areas of our operations.

Building on this framework, we have defined five key pillars that shape our CSR initiatives. These pillars highlight the specific areas where we focus our efforts, reflecting both our commitment to the UN SDGs and our ambition to drive meaningful change. In the pages that follow, we explore each pillar and the actions that bring our CSR strategy to life.



JOINING THE UNITED NATIONS GLOBAL COMPACT

As part of our commitment to being a responsible business, Alstef Group is proud to be a member of the United Nations Global Compact, a worldwide initiative uniting over 24,000 companies dedicated to sustainable and ethical practices. This membership reflects and reinforces our ongoing efforts to advance the 17 Sustainable Development Goals and translate our commitments into concrete, positive actions.





PILLAR #1

RESPONSIBLE OFFER

RESPONSIBLE OFFER

Engineering a Sustainable Future for Our Customers

We all share responsibility for how our solutions impact the world - not only in terms of equipment and processes but also in how they affect the environment and society. At Alstef Group, this responsibility extends to the very solutions we deliver to our customers.

Our approach to Corporate Social Responsibility requires a 360° perspective, integrating environmental, societal, and economic considerations into every stage of our offering. Through thoughtful engineering and innovation, we are rethinking our systems and solutions to be more sustainable - reducing energy use, optimising materials, and extending lifecycle performance.

By embedding sustainability into our products and services, we are paying it forward: enabling our customers to operate more responsibly, achieve their own sustainability goals, and deliver lasting value to the communities and environments they serve. I am proud to be part of this journey, helping shape solutions that benefit both our customers and the planet.



Philippe HAMON
Group Sales Director
Airport Solutions

OUR COMMITMENTS



**RESPONSIBLE AND
SUSTAINABLE
PURCHASING**

**END-OF-LIFE
MANAGEMENT
OF PRODUCTS**

**ECO-DESIGN AND
RESPONSIBLE
INNOVATION**

**PRODUCT
QUALITY**

RESPONSIBLE AND SUSTAINABLE PURCHASING

The purpose of our Responsible and Sustainable Purchasing Policy is to clarify our expectations of our partners and suppliers and to set out our commitments throughout the purchasing and supply chain. This policy aims to integrate CSR into selection criteria in the same way as quality, service, cost, innovation and risk management criteria. It reflects the approach we wish to take with our suppliers and partners to ensure that our relationships are sustainable, profitable and responsible.

In 2024, Alstef Group signed the Responsible Supplier Relations and Purchasing Charter (RFAR) for its operations in France, demonstrating our strong commitment to sustainable purchasing. The practices and principles adopted through this charter serve as a reference point, with the objective of progressively adapting and extending them to our other subsidiaries worldwide, ensuring a consistent and responsible approach to procurement across the entire Group.



EMBRACING SUSTAINABILITY IN RESPONSIBLE PURCHASING

The concept of responsible purchasing or *sustainable purchasing* refers to any purchase that takes account of social and environmental factors in addition to the usual economic factors of price and quality.

By promoting responsible purchasing, we can make a major contribution to the ecological transition, which has a number of advantages for our company, including:



We're proud to spotlight the key principles defining our responsible purchasing policy:

Building Relationships of Trust: We believe enduring partnerships founded on ethical and responsible business conduct. Through our commitment to fostering trust with suppliers and partners and our endorsement of ethical labor practices, we help ensure sustainable and responsible collaborations that positively impact the communities we serve.

Environmental Preservation: A cornerstone of our responsible purchasing framework is our commitment to environmental conservation. We are continuously refining our purchasing processes to manage our environmental impact through optimization of energy usage, reduction of raw material consumption, and implementation of waste reduction strategies throughout the life cycle of our products.

Contributing to local Economies: Supporting local initiatives, employment, and community development lie at the core of our Responsible Purchasing strategy. Through our partnerships with local suppliers, we actively contribute to the growth and vitality of the regions in which we operate.

Social Commitments: We embody a socially responsible vision within our company. We pledge to uphold Human Rights, rejecting practices like child labor and forced labor. Discrimination is not tolerated; we advocate for fair and impartial treatment.

OUR GOALS:

1

GROUP RESPONSIBLE PURCHASING POLICY AND ETHICS CHARTER
DEPLOYED ON 100% OF THE PANEL OF STRATEGIC SUPPLIES

2

DEVELOP A WORLDWIDE SUPPLIER RATING SYSTEM

ALSTEF GROUP'S SUPPLIER CODE OF ETHICS

Our approach to responsible and sustainable purchasing includes integrating CSR into our vendor selection criteria, treating it equally with quality, service, cost, innovation, and risk management. Alstef Group takes stock of its practices, which are mainly based on the following ethical, social and environmental criteria.

Customer Focus, innovation, know-how, commitment, and team spirit are part of our core values. Alstef Group consequently asks its suppliers to be part of this process by signing our Supplier Code of Ethics. This Code of Ethics is a formal statement of our desire to share our values and our ethical commitment with our suppliers. The success of the code of ethics depends on its implementation by Alstef Group's Suppliers and on cooperation, mutual trust and respect between Alstef Group and its Suppliers. This Code of Ethics relies on key commitments for all stakeholders.

ETHICAL CRITERIA

Alstef Group works to ensure that its activities are free from bribery, corruption and other fraudulent behaviour. The company relies on its supplier ethics charter and code of conduct to combat all prohibited practices. Alstef Group trains its employees in the fight against corruption.

Develop fair and transparent business practices

Alstef Group works with its Suppliers within a context of fair and transparent business practices, respecting ethics, and legality. The Supplier shall comply with the relevant rules of competition law. It shall refrain from any agreement on prices and any unfair practice aimed at hindering free competition. It shall refrain from any conflict of interest, any counterfeiting and shall respect the regulations concerning intellectual property.



Fight against corruption and influence peddling

Corruption and influence peddling are clearly unacceptable within the Alstef Group. Alstef Group therefore requires its suppliers to comply with all applicable laws and regulations regarding bribery, corruption and influence peddling. Consequently, the Supplier shall refrain from any behaviour that could be qualified as passive or active corruption.



Avoid conflicts of interest

Alstef Group is particularly attentive to conflicts of interest. As such, Suppliers must avoid all situations where their personal interests may conflict with those of Alstef Group. The Supplier therefore undertakes to inform Alstef Group without delay of any actual or potential conflict of interest.



Guarantee confidentiality

Alstef Group and the Supplier mutually undertake to guarantee the confidentiality of any information provided under the terms of a contract. The Supplier also guarantees the confidentiality of information provided by Alstef Group concerning customers, service providers or other suppliers and subcontractors.



SOCIAL CRITERIA

Alstef Group expects its suppliers to share a socially responsible vision of the company. In this respect, the Supplier undertakes to comply with International Conventions and with all International, National and Local regulations concerning Human Rights.

Respect for human and employment rights and working conditions

Alstef Group is concerned about the social quality of its supplies, and is committed to providing good working conditions for the people employed at the various stages of manufacturing the products and supplies purchased and/or the services provided.



Combating child labour and modern slavery

Alstef Group is committed to the fight against child and forced labour. We will not tolerate any form of forced labour in our operations. Alstef Group relies on its supplier ethics charter to respect the people who work on its behalf. Alstef Group is committed to combating child labour and prohibits the employment of employees who are under the minimum age for employment laid down by law for the country concerned, or who have not completed their compulsory schooling.



Be in accordance

Alstef Group is committed to respecting health and safety regulations in its operations. The company requires its suppliers to comply with any regulations that may affect the users, its employees and parts/equipment supplied to Alstef Group.



ENVIRONMENTAL CRITERIA

Alstef Group encourages its Suppliers to develop a CSR policy. The Supplier shall implement actions to reduce its impact and that of its equipment on the environment (such as eco-design, the use of reusable, recoverable or recyclable resources and equipment). The Supplier shall implement logistics strategies to optimize and rationalize transport and reduce its carbon impact. It shall refrain from using environmentally hazardous substances in its finished products.




The Supplier shall endeavor, where possible, to use environmentally friendly and energy-saving technologies. It shall limit the waste generated by its industrial processes and its finished products at the end of their life. It shall ensure that they are disposed of in an environmentally friendly manner, including when working on customer sites.



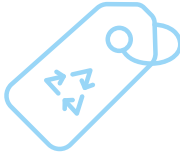
END-OF-LIFE MANAGEMENT OF PRODUCTS

In terms of reducing the environmental footprint, one of the main challenges is to extend the lifespan of equipment.

By prolonging the usability of our systems, we significantly minimize the need for constant replacements, thereby decreasing resource consumption and waste generation. Through innovative strategies and proactive maintenance programs, we strive to maximize the efficiency and durability of our equipment, ensuring sustainability remains at the forefront of our operations.



20
YEAR LIFESPAN
On average for BHS equipment



>80%
RECYCLABLE MATERIALS
On average

AWARENESS AND TRAINING

The role of the equipment operator is also crucial in controlling environmental and health and safety parameters. That's why Alstef Group provides customers with the right methods for optimized product management: optimizing "eco-use", product operating procedures, and raising awareness.

Alstef Group aims to:

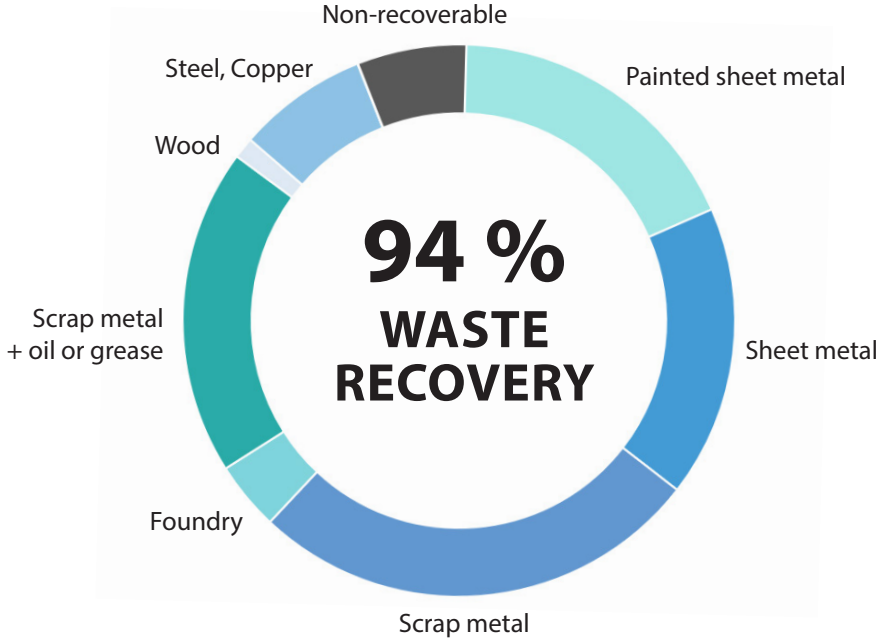
Create communication kits	Develop a decision-support tool for operators	Optimize battery use on AGVs
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IMPROVE WASTE RECOVERY

Our steadfast commitment to eco-responsibility is reflected in an integration according to needs and feasibility within our customer offerings, encompassing eco-design, extension of equipment life, end-of-life equipment management, and HSE risk prevention. It is through this unwavering commitment that we aim to achieve our objectives, notably in terms of equipment recyclability rates, thereby ensuring a significant contribution to environmental sustainability.

Find below an example of our analysis of equipment end-of-life waste recovery carried out for a current airport project.

RECOVERABLE	Painted sheet metal	40.432 kg
	Sheet metal	38.478 kg
	Scrap metal	59.618 kg
	Foundry	9.032 kg
	Scrap metal + oil or grease	43.052 kg
	Wood	2.790 kg
	Steel, Copper	17.260 kg
	NON-RECOVERABLE	Polymer, electrical components, glass fibre, reinforced plastic, steel + polymer + grease



RECOVERY AND REPROCESSING OF END-OF-LIFE WASTE ON A CURRENT AIRPORT PROJECT - INSTALLATION PHASE

RETROFITTING: EXTENDING THE LIFE OF OUR SYSTEMS

A SMART, SUSTAINABLE STEP FORWARD

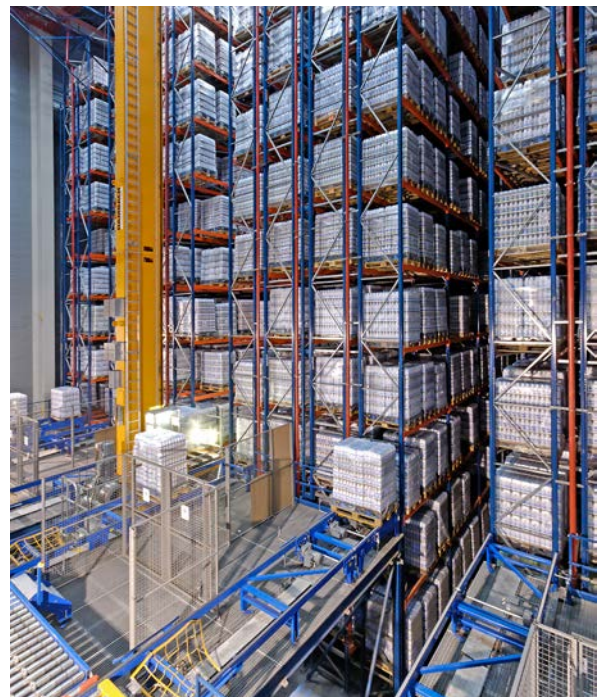
Retrofit solutions are an integral part of our approach across our three core activities. Through retrofitting, we extend the life of existing installations, improve system reliability, and integrate the latest technologies without the need for full replacement.

This approach minimizes waste, lowers investment costs, and limits the environmental impact of industrial operations - all while ensuring continuity of service. Whether it's updating control systems, replacing worn mechanical parts, or improving safety and ergonomics, our retrofit solutions are tailored to meet the specific needs of each site, offering a flexible, cost-effective, and environmentally conscious alternative to full replacement.

CASE STUDY

One example of our approach in action is the modernization of Nestlé's York Distribution Centre (YDC) in York, UK. The project, led by our Intralogistics Works Business Unit, underscores our expertise in modernizing, upgrading and optimizing existing warehousing systems to extend their lifespan and boost operational performance. This initiative entails the replacement of six stacker cranes and their control systems within the factory's automatic warehouse.

In this project, we are replacing six aging stacker cranes with high-performance models featuring double-deep telescopic forks and camera-guided positioning. We are also updating the control system with a centralized, ground-based PLC architecture and a Profinet network. All work is carried out in phases to maintain warehouse operations throughout the retrofit - a perfect example of how sustainability, efficiency, and continuity can go hand in hand.



ECO-DESIGN AND RESPONSIBLE INNOVATION

Alstef Group is committed to an eco-responsible approach based on continuous innovation and an ambitious R&D program, in order to offer ever more durable and sustainable solutions.

4 COMMITMENTS

Analysing the use of eco-responsible and/or recycled raw materials in our product range

Applying the eco-design approach to our existing product range and to new products


Promoting our eco-responsible approach in our customer offers

Reducing energy consumption to lower costs and risks

ECO-DESIGN OF OUR SYSTEMS

Alstef Group regularly reviews and refines its R&D program with a focus on continually reducing the energy consumption of its products and installations. Energy recovery systems are implemented in our AGVs according to the possibility and/or needs expressed by the customer.



 **DID YOU KNOW ?** We promote the replacement of linear motor carousels with friction-driven carousels, which consume less energy. This means that the same carousel consumes much less energy in terms of installed power as a linear or friction-driven solution.



MANAGEMENT INTELLIGENCE AND FLOW OPTIMIZATION

From the very beginning of the design and pre-installation studies, Alstef Group's engineering and design departments elaborate the project most fitted to the operating requirements. Our system expertise allows us to provide an upstream intelligent solution integrating the optimization of flows and movements, in order to reduce the energy wastage caused by reorganization movements and load resumption. By improving the fluidity and reliability of processes, automation reduces the efforts to restart the production, saving time and energy.

We also integrate environmental performance monitoring into our management software OPAL and BAGWARE. Our KPI and reporting modules, Opal Analytics and BAGAnalytics, proposes energy consumption indicators by combining real data from the fuse boxes. These indicators meet the requirements of BREEAM (Building Research Establishment Environmental Assessment Method) certification, international standard that measures environmental impact of a building.

ON-BOARD ENERGY RECOVERY SYSTEMS

Our stacker cranes feature a modular drive system that integrates both energy recovery and reinjection into the electrical network. When an axis enters a restitution phase, the energy generated is recovered and redistributed to other axes. Through reinjection, this energy is converted into usable electricity to power the crane and connected equipment, such as conveyors. With traditional solutions, this energy is typically lost as heat through resistors.

Another solution developed by our teams is the use of supercapacitor-based systems. Embedded in our stacker cranes, they enable an overall reduction in energy consumption of up to 20%. They also smooth peak demand during acceleration phases, allowing a reduction in the size of the power supply.

Our storage AGVs are also equipped with energy recovery systems. The GT16, a dedicated vehicle for very narrow aisle (VNA) storage, captures energy generated during deceleration or slowdowns. During lifting, the hydraulic unit adjusts torque and force in real time according to speed requirements and operational constraints.



AGV LONG-LIFE BATTERIES

The use of lead or lithium batteries on AGVs provides an efficient way to optimise performance and extend service life.

These batteries are easily managed, enabling effective control of their usage. They are inspected as part of preventive maintenance, allowing for regular, planned checks and reducing the need for systematic battery replacement.

High-performance batteries offer many environmental benefits:

REDUCING THE AGVS POWER CONSUMPTION

REDUCING WASTE

EXTENDING THE LIFESPAN OF THE AGV

Connected 4.0 maintenance is another monitoring method, where systems directly trace information on defective parts to be replaced, allowing timely interventions to maximize battery life.

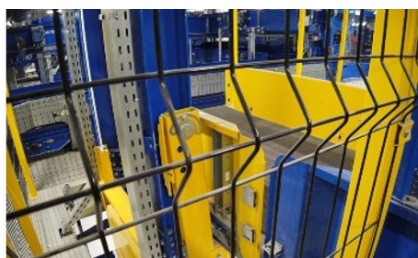
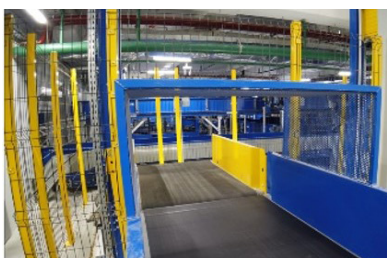
Our “Road to 2026” R&D program will also allow us to optimize energy consumption thanks to AI (developed in-house).

COUNTERWEIGHT ELEVATOR

A counterweight baggage elevator is a device used to transport luggage vertically, commonly found in airports. It consists of a cabin for the luggage, a vertical guidance system, and an engine with pulleys. The counterweight, which is similar to the average load, balances the cab, reducing the effort required for lifting and improving safety. This system is also more energy efficient: the operators place the luggage on the platform, select the desired level, and the mechanism does the rest.

Counterweight elevators offer many environmental benefits:

- **Energy efficiency:** A counterweight baggage elevator uses less energy than other lifting systems because of its balancing mechanism. This translates into reduced electricity consumption for the entire baggage sorting system.
- **GHG emission reduction:** Using less energy, these elevators help reduce greenhouse gas emissions. Airports, which are often major sources of emissions, can thus reduce their overall environmental impact.
- **Less waste and replacements:** Thanks to their durability and robust design, counterweight baggage lifts require less frequent replacement of wear parts.



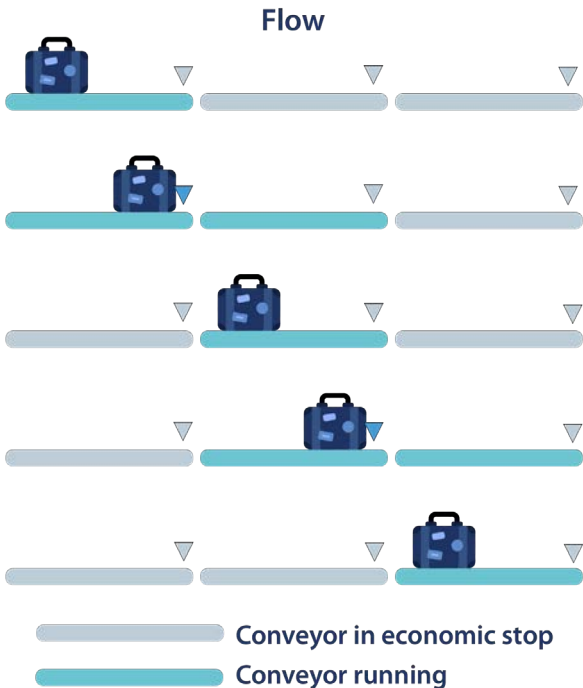
LINER-LESS LABEL PRINT AND APPLY SOLUTIONS

Our post and parcel division proposes linerless labels which offer several advantages over traditional labels with backing paper. Firstly, they generate less waste since there's no liner to discard, making them more environmentally friendly. Additionally, they save storage space and transportation costs as they come in rolls without bulky liners. Their adhesive technology ensures efficient application, reducing downtime and increasing productivity in labeling processes.

MOTOR OPTIMISATION - WAVE CONCEPT

Our Wave Concept, integrated in 100% of our offers, optimizes the use of airport conveyors and reduces energy consumption by running the motors for the shortest time possible. Detectors ensure the conveyors only run when bags are present in the system, saving on energy but ensuring throughput is maintained.

Alstef Group installs IE3 motors as a standard at its customers' sites and is promoting use of energy class IE5 motors as often as possible. These motors deliver considerable energy savings and reduce greenhouse gas emissions. They also have a longer service life and lower maintenance costs.



PRODUCT QUALITY

Improving the repairability and reuse systems of our equipment is crucial for fostering sustainability and reducing environmental impact. By placing a strong emphasis on extending the lifespan of our products and enhancing their robustness and resistance, we not only contribute to the conservation of valuable resources but also align ourselves with the principles of a circular economy.

Furthermore, emphasizing the durability and resistance of our equipment ensures that it can withstand the test of time and harsh operational conditions. This not only enhances the overall value proposition for our customers but also reduces the frequency of repairs and replacements. In turn, this leads to a decrease in the environmental footprint associated with manufacturing, transportation, and disposal of products.

4 COMMITMENTS

Use materials/
components with
a long lifespan
or derived
from re-used or
repurposing

Reduce
consumables
and optimize
consumption

Enhance the eco-
responsible impact
and equipment
facilities

Enhance the value
of actions to limit
environmental
impacts



XSORT: ECO-DESIGN CASE STUDY

As part of its commitment to sustainable innovation, Alstef Group has developed the XSORT cross-belt sorter, a next-generation baggage handling system designed with eco-design principles at every stage.

Engineered to minimize environmental impact, the XSORT uses low-carbon aluminum sourced from ASI-certified suppliers and produced with renewable hydroelectric energy. Its lightweight structure not only reduces transportation emissions but also enables faster installation.

The use of recyclable materials - such as aluminum, steel, and PVC - combined with a minimal use of plastics and the integration of wooden sliding surfaces, supports a circular economy model.

Energy efficiency is a cornerstone of the XSORT, powered by synchronous linear motors and inductive wireless transmission systems that deliver up to 85% efficiency.

The system also features a dynamic energy-saving mode, adjusting operational speed based on flow requirements to reduce energy consumption further. With a compact design and frictionless components, maintenance needs are minimal, and system longevity is enhanced. Predictive maintenance through IoT sensors ensures maximum uptime while reducing unnecessary part replacements.

Overall, XSORT exemplifies Alstef Group's dedication to developing innovative technologies that combine operational excellence with measurable environmental benefits.

100%
RECYCLABLE
aluminium & steel

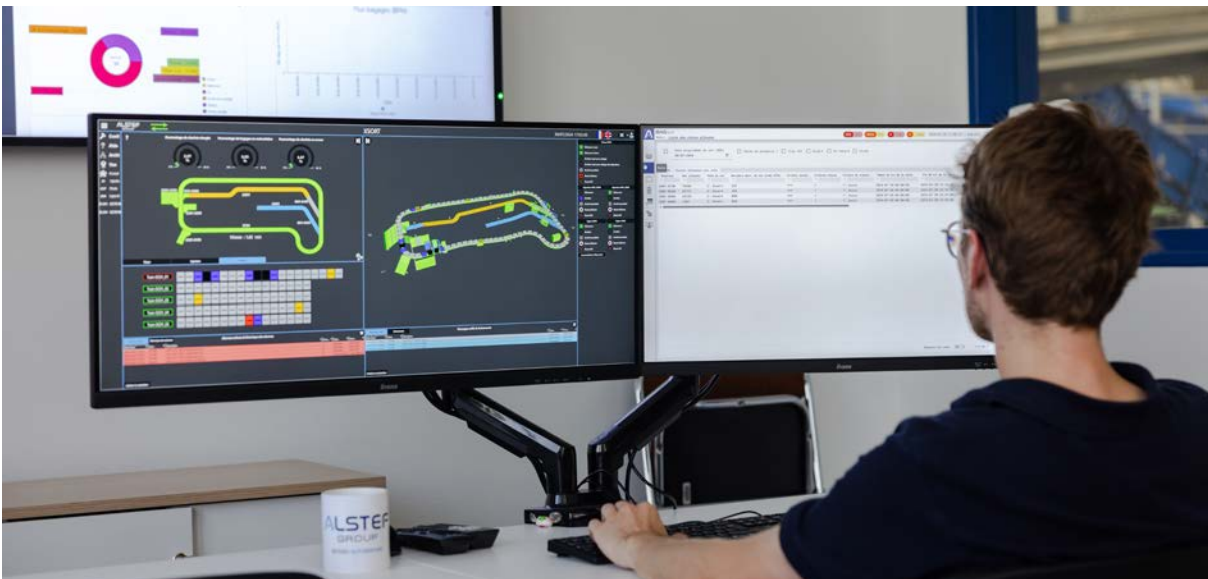
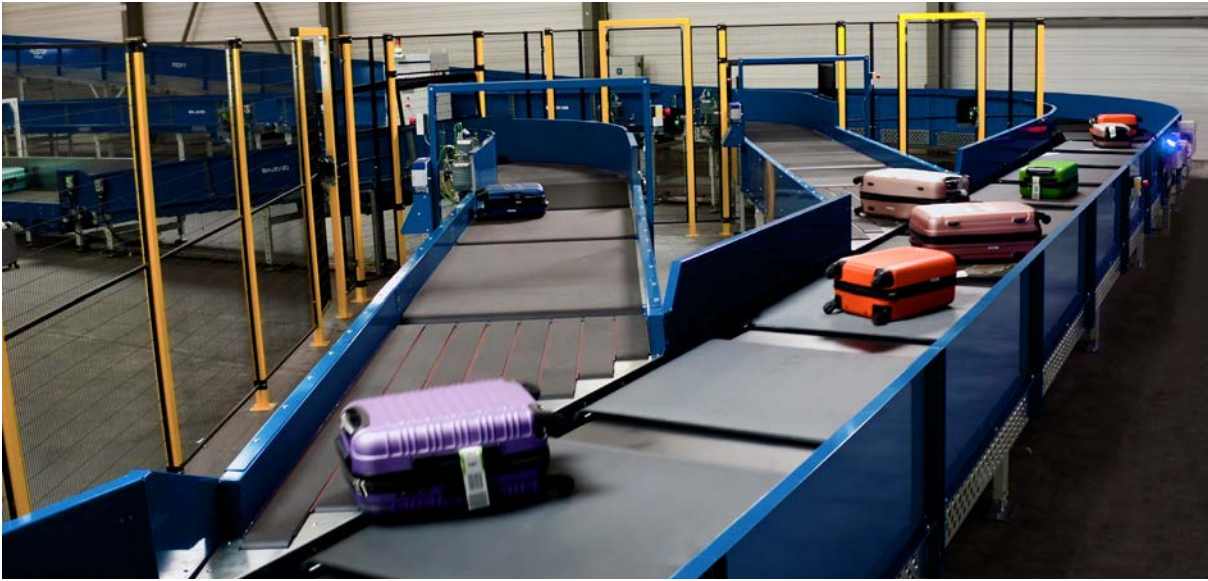


**OPTIMISED
ENERGY
EFFICIENCY**



**LOCALLY
SOURCED
COMPONENTS**







PILLAR #2

ENVIRONMENTAL ISSUES

ENVIRONMENTAL ISSUES

In today's world, businesses have a critical role to play in protecting the environment, and at Alstef Group, we recognize the responsibility that comes with our operations. Environmental responsibility is not only a moral imperative but also a strategic priority for building resilient, long-term business success.



Aurélie VANNIER
CSR and QSE Director

To this end, we are taking concrete steps to track and reduce our carbon footprint across our operations. From monitoring energy consumption in our facilities to optimising our production processes and logistics, we are working to identify areas where we can minimise emissions and resource use. These actions allow us to make informed decisions, set measurable targets, and continuously improve our environmental performance.

By actively measuring and managing our impact, Alstef Group contributes to mitigating climate change, reducing pollution, and preserving natural resources. Our commitment to environmental responsibility ensures that we deliver sustainable solutions for our customers while safeguarding the planet for future generations.

OUR COMMITMENTS



**COMBATING, MITIGATING AND
ADAPTING TO CLIMATE CHANGE**

**SUSTAINABLE USE OF RAW
MATERIALS AND WASTE
MANAGEMENT**

**PREVENTION AND REDUCTION
OF POLLUTION (WATER, AIR,
SOIL)**

**PROTECTION OF THE
ENVIRONMENT AND
BIODIVERSITY**

**SUSTAINABLE USE OF WATER
RESOURCES**

**SUSTAINABLE USE OF ENERGY
RESOURCES**

COMBATING, MITIGATING AND ADAPTING TO CLIMATE CHANGE

Alstef Group, fully cognizant of the formidable challenges posed by sustainable development and the imperative to combat climate change, has made a resolute commitment to actively participate in an ongoing process of continuous improvement. The primary objective of this initiative is to curtail its production of greenhouse gases, with a specific focus on mitigating carbon dioxide (CO2) emissions.

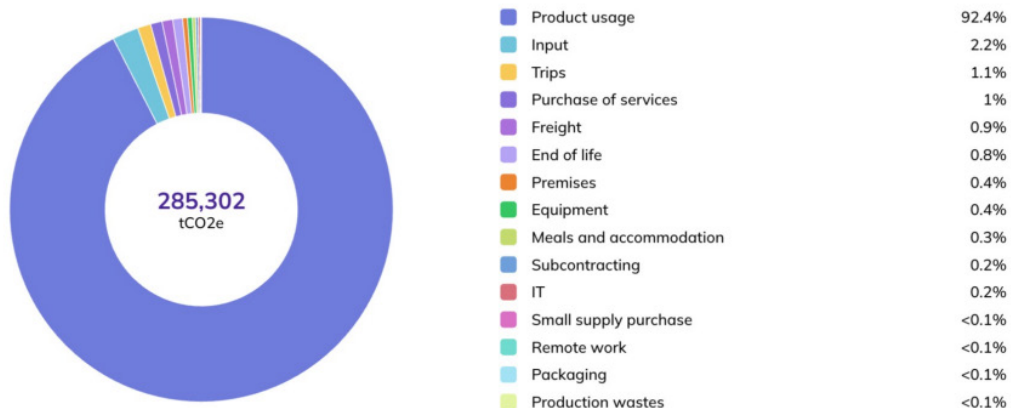
CARBON FOOTPRINT ANALYSIS

As part of its commitment to the green transition, the Alstef Group has been conducting an annual carbon footprint assessment since 2025 to evaluate and identify all its greenhouse gas (GHG) emissions, whether direct (linked to the company's operations) or indirect (supply chain, transport, product use, etc.). This analysis covers seven of the group's subsidiaries, which account for 98% of Alstef Group's consolidated turnover.

The main emission sources identified are indicative of the company's project-based operations.

For Scope 1, the main sources of emissions are broken down as follows:

- Mobile sources powered by internal combustion engines 66.8%
- Stationary combustion sources (gas used in buildings) 26.9%
- Direct fugitive emissions (refrigerants from refrigeration units) 6.3%



Breakdown by emissions category

For Scope 2, indirect emissions are linked to electricity consumption (100% of the category).

With regard to Scope 3, the emission categories break down as follows:

- Energy consumption by facilities, i.e. the use of products, accounts for 92.4%
- Entrants represent 2.2%
- Business travel, accounting for 1.1%
- Purchases of services, accounting for 1%

Alstef Group has used these key emission sources to define its transition plan for Scopes 1, 2 and 3, applying ADEME's ACT Step-by-Step method.

For Scopes 1 and 2, the decarbonisation plan focuses primarily on gradually converting its vehicle fleet to 100% electric over the coming years and phasing out the use of gas for heating its buildings.

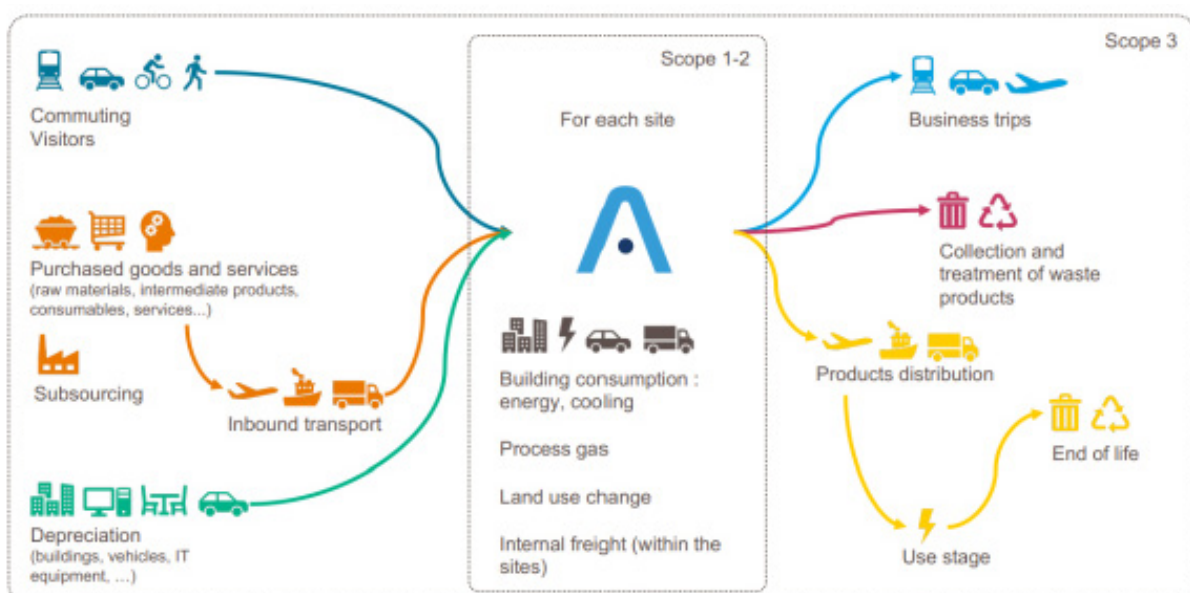
For Scope 3, the main levers are as follows:

- Eco-design of solutions and equipment to reduce their energy consumption and their impact throughout their entire life cycle
- Optimising industrial procurement by incorporating 'low-carbon' criteria and working with committed suppliers
- Decarbonisation of freight transport and optimisation of international logistics flows, in conjunction with export activities and projects implemented on a global scale
- Leading and implementing a 'low-carbon' strategy through an employee development plan focusing on 'Environment and Sustainable Performance'

The Alstef Group has set itself a target of reducing its Scope 1 and 2 greenhouse gas emissions by 19% by 2028 (based on a 2024 baseline), with interim milestones to ensure rigorous monitoring of progress.

Through this initiative, Alstef Group reaffirms its commitment to balancing industrial performance, technological innovation and environmental responsibility, whilst actively contributing to the transition to a low-carbon economy.

The Alstef Group publishes its annual GHG report on the ADEME website.



DECARBONIZATION ACTION PLAN

By understanding and quantifying our greenhouse gas emissions, we gained crucial insights into our environmental impact and identify areas where we can make meaningful reductions. This allowed us to set up a dedicated decarbonization action plan for subsidiaries which conducted a carbon footprint analysis, taking into account our priorities and divided into six main themes:

1

STEERING, MONITORING

- Drafting a comprehensive action plan
- Organizing awareness-raising initiatives

2

MATERIALS

- Developing Ecodesign of our products
- Using recycled materials in our products
- Prioritizing products with a low environmental footprint

3

TRAVEL AND MOBILITY

- Drawing up a company mobility plan or enhancing existing provisions
- Developing soft mobility with an incentive system (€1 per day per employee in France)
- Developing carpooling initiatives
- Limiting journeys through rationalization and reorganization

4

CAPITAL GOODS

- Establishing a policy encouraging the selection of responsible accommodation/catering for business trips
- Setting up an employee awareness and training program on environmental issues

5

ENERGY CONSUMED

- Deploying a global energy-saving policy (IT consumption, lighting, etc.)
- Limiting the use of heating and air conditioning in offices
- Replacing gas heating with heat pumps

6

FREIGHT

- Optimizing distances: choice of suppliers, assembly location, etc.
- Choosing transport companies for road freight based on environmental criteria (fuel used, consumption, etc.)



SUSTAINABLE USE OF RAW MATERIALS AND WASTE MANAGEMENT

SUSTAINABLE USE OF RAW MATERIALS



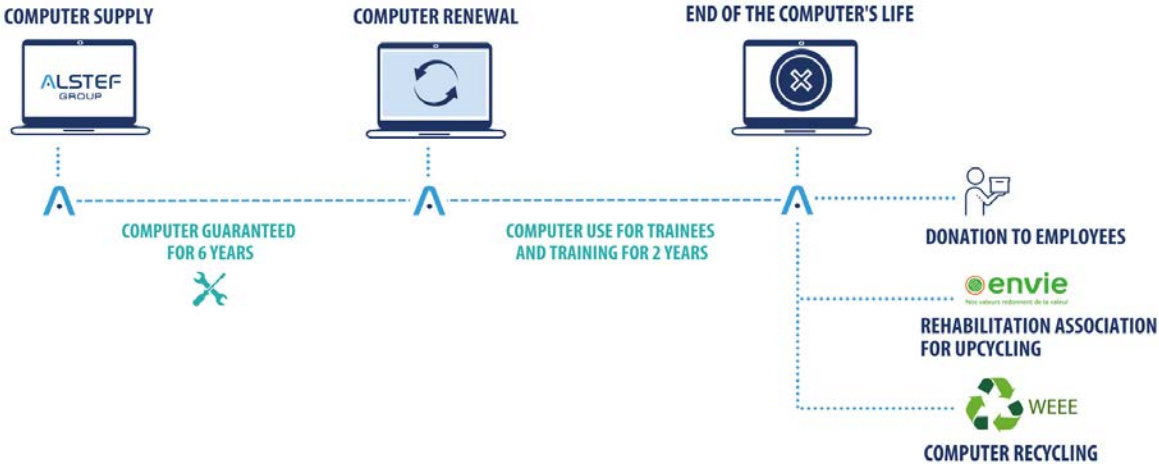
See Responsible Offer pillar
Page 13

WASTE MANAGEMENT

Alstef Group has implemented a comprehensive computer lifecycle programme across its French subsidiaries. To maximise equipment longevity, devices are reassigned to interns, extending their operational lifespan within the company to up to eight years.

At the end of its useful life, Alstef Group gives functional equipment a second life by donating it to employees, schools and associations.

Non-functional equipment is processed and recycled responsibly through partnerships with local organisations



*From 2026, computers will be replaced every 6 years instead of 5 to further reduce our environmental footprint.

PREVENTION AND REDUCTION OF POLLUTION (WATER, AIR, SOIL)

WATER AND SOIL POLLUTION

We acknowledge that soil and water pollution can potentially arise from accidental environmental incidents, such as hydraulic cable ruptures on mobile lifting platforms. To mitigate these risks, we have established rigorous intervention procedures tailored to each site, taking into account specific environmental constraints. Additionally, we ensure that emergency numbers are readily available for swift response in case of any environmental emergencies.

For instance, in France, as part of our proactive approach, we deploy absorbent kits to swiftly contain and manage accidental spillages, minimizing their environmental impact. Furthermore, we conduct regularly scheduled emergency tests, including drills for fire and accidental spills, to evaluate and improve our response mechanisms. Our commitment extends to implementing rainwater plugging systems to further safeguard against potential pollution incidents, underscoring our dedication to environmental stewardship and sustainable practices.

AIR POLLUTION

Air pollution comes from the generation of greenhouse gases by our buildings and vehicles in our car fleets. That's why Alstef Group is currently deploying several solutions to reduce its production of greenhouse gases.

MONITORING REFRIGERATION UNIT

Alstef Group's headquarters uses refrigerants in its server room cooling systems. The company has set up regular monitoring processes for these refrigeration units, as well as temperature sensors to detect any rise in temperature that could be the cause of a refrigerant leak. These refrigeration units are regularly monitored and recorded by the Group entities concerned by this process.



PROMOTING ELECTRIC VEHICLES

Across many subsidiaries, electric vehicle charging stations have been installed to encourage lower-emission transport, with more than 20 already deployed in France.

We are also investing in electric vehicles where operations allow, including for our O&M team at Paris Roissy Charles de Gaulle Airport, and prioritising low-CO2 emission vehicles through our preferred rental partner at headquarters.



GREEN MOBILITY ACTION PLAN

The company has implemented and is promoting several mobility solutions, depending on the country, to reduce the production of greenhouse gases:



Sustainable mobility package



Shared file to encourage carpooling on business trips

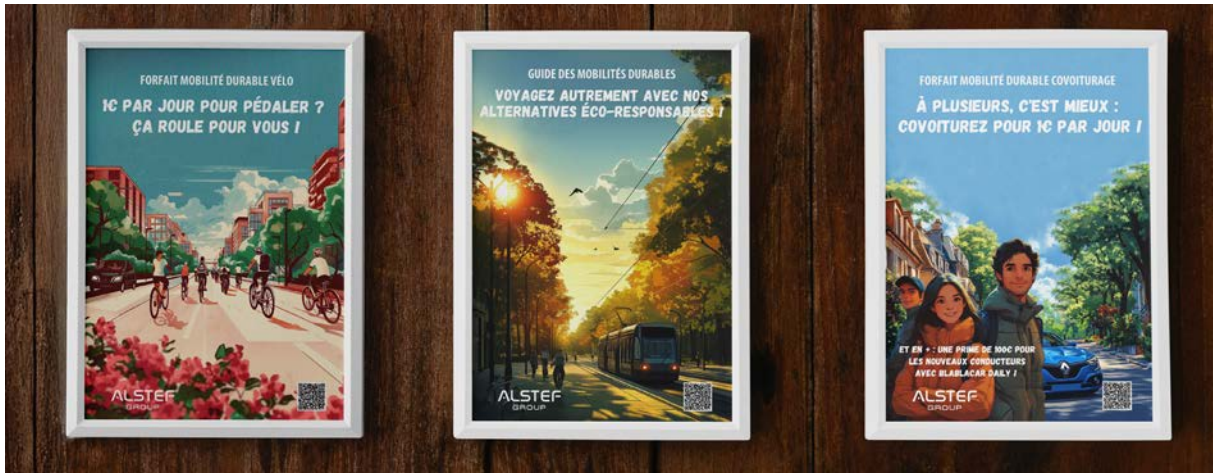


Home-work commute carpooling platform



Encouraging soft mobility to use means of transport other than the car



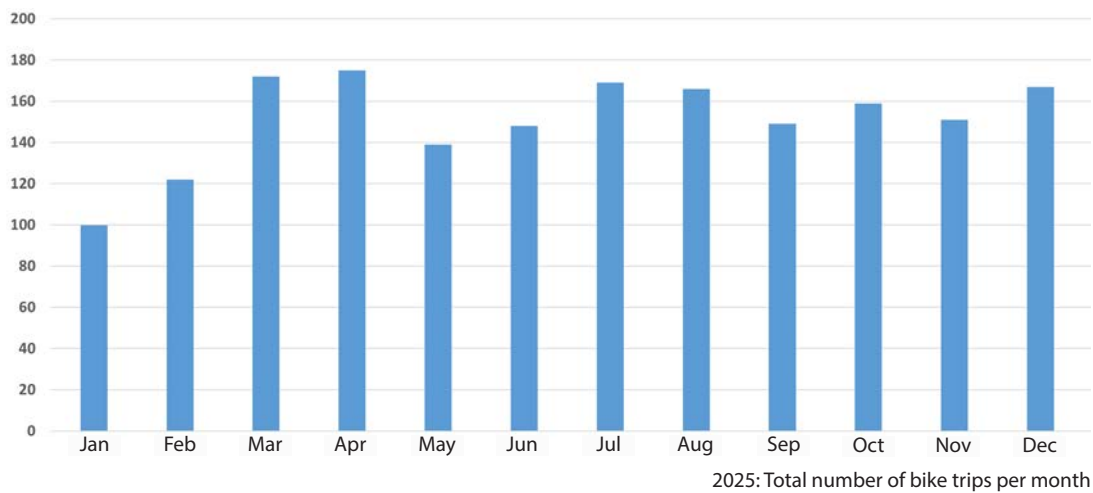


SUSTAINABLE MOBILITY ALLOWANCES : CYCLING

We are implementing sustainable mobility allowances for cycling and carpooling, further supporting low-impact commuting options and reinforcing our commitment to environmentally responsible transportation.

French employees commuting from their home to the workplace are eligible for the sustainable mobility allowance for cycling, which provides financial support of €1 per day. This initiative aims to encourage the use of bicycles as an eco-friendly alternative for daily travel, helping to reduce carbon emissions while promoting employee well-being through active mobility.

We also track the number of bicycle commutes made each month, allowing us to monitor the impact of cycling as a sustainable mobility option and encourage continued participation.



To further support our cycling community, Alstef New Zealand has also invested in boot and clothes dryers for our Auckland-based employees who commute by bike. This initiative ensures greater comfort for cyclists, especially during wet weather, and reinforces our commitment to promoting sustainable commuting.



SUSTAINABLE MOBILITY ALLOWANCES : CARPOOLING

To further promote low-carbon commuting options, employees who travel to the Alstef Mobile Robotics site in Mordelles by carpooling are also eligible for the sustainable mobility allowance, offering €1 per day. This initiative supports shared, eco-friendly transportation and contributes to reducing the environmental footprint of daily travel.

To extend this approach beyond daily commuting, we also encourage employees to propose or participate in carpooling for professional intersite travel—whether between Boigny, Mordelles, customer sites, or other remote locations. By adopting shared mobility for business trips, we further reduce our carbon footprint and promote responsible travel practices across all aspects of our operations.

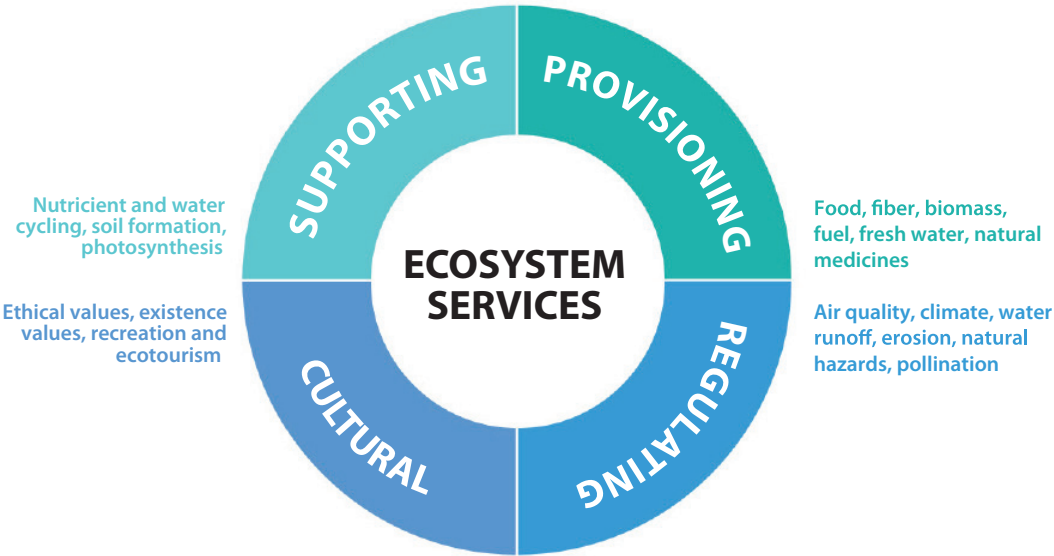


To encourage more sustainable commuting practices, the company supports the use of BlaBlaCar Daily, a carpooling application designed for home-to-work travel. This solution enables employees to share rides either as drivers or passengers, helping to reduce their carbon footprint while fostering social interaction and lowering transportation costs. By using the app, employees can also benefit from various incentives such as a referral system, and free rides for passengers - all contributing to more eco-friendly and accessible daily travel.



PROTECTION OF THE ENVIRONMENT AND BIODIVERSITY

Alstef Group is committed to contributing to the protection of the environment and biodiversity. The company decided to build its actions around the Ecosystem Services, which refer to the benefits that humans obtain from natural ecosystems. These services play a crucial role in maintaining quality of life and human well-being and are generally divided into four main categories:



SUPPORTING





Bees play a hugely important role in our ecosystem but our dear foragers are under threat. For several years, honey production has been on the decline. Alstef Group has installed beehives on 75% of its Excellence Centers, and encourage pollination. By taking action for biodiversity in favor of bees, in an environment that favors the development of fauna and flora, we wish to contribute to environmental sustainability.

In addition, we're also involved in the protection of birds thanks to our collaboration with LPO, the largest environmental NGO in France, and the installation of birdhouses on our Orléans site.



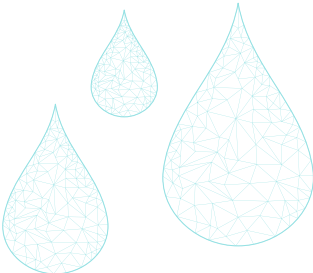
Whenever possible, the company has decided to give priority to the free movement of animals on its site, to create an ecological corridor system encouraging exchanges between wildlife, such as deers and hinds in France.

From 2024 onwards, the company plans to implement one action per ecosystem service category each year at group level.

<p>SUPPORTING</p>  <p>Installing beehives and birdhouses</p>	<p>REGULATING</p>  <p>Conducting a carbon footprint analysis for Alstef USA</p>
<p>CULTURAL</p>  <p>Celebrating Earth Day globally</p>	<p>PROVISIONING</p>  <p>Developing the use of recycled raw materials in Research and Development projects</p>



SUSTAINABLE USE OF WATER RESOURCES



Aware of the challenges of sustainable use of water resources, Alstef Group headquarters has decided to engage in a process of continuous improvement to reduce its consumption of water to preserve it which becomes a rare and precious resource.

The company is already adopting water-saving measures and actions, depending on the subsidiaries, such as:

1

REDUCING CONSUMPTION

- Installation water-saving devices on taps and toilet flushes (+ 40% savings).
- Periodic inspection of water coolers to ensure proper operation.

2

LIMITING WATER PRODUCTION

- Installation of water softeners reducing water hardness.

3

TREATING AND PROTECTING RAINWATER

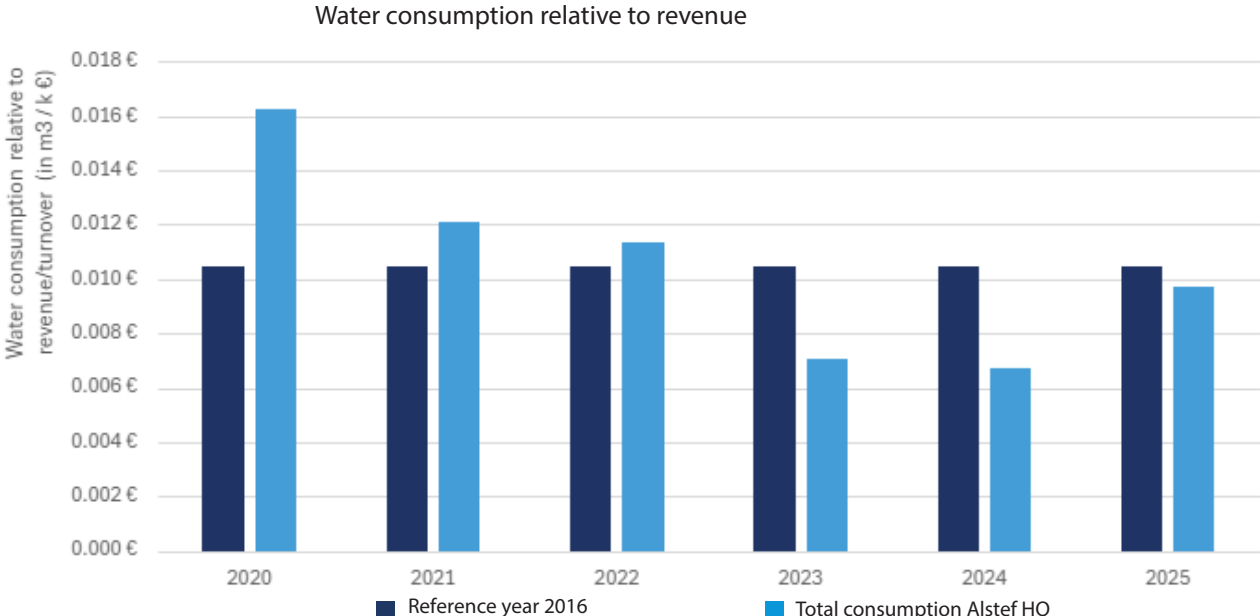
- Oil and silt separator for water coming from the parking lot.
- Installation of a phyto-purification system with adapted vegetation.
- Installation of a system for blocking manholes in the event of fire or spillage.

4

RAISING AWARENESS AMONG THE TEAMS

- Dedicated communications sent regularly.

The company also decided to track its water consumption in relation to revenue or headcount in order to identify trends in consumption as a function of activity.




SUSTAINABLE USE OF ENERGY RESOURCES

We are actively implementing measures to ensure the sustainable use of energy resources. Through the adoption of energy-efficient technologies, responsible consumption practices, and investment in renewable energy sources, we aim to minimize our environmental footprint and contribute to a cleaner, greener future.

Installation of energy-efficient convectors and heat pumps	Ongoing study of a geothermal system	Installation of solar panels	Installation of presence detectors in high-traffic areas	Regulation of air conditioning and heating systems temperatures	Installation of LEDs in buildings
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In 2024, I was trained as an energy advisor to implement our company's energy-saving and optimization strategy. Thanks to the training program, I'm now equipped to identify high-consumption areas on site and implement targeted improvements. With the support of dedicated coaching, we're focusing on optimizing heating and cooling systems, improving server room efficiency, and raising staff awareness - all to reduce our environmental impact while enhancing performance.

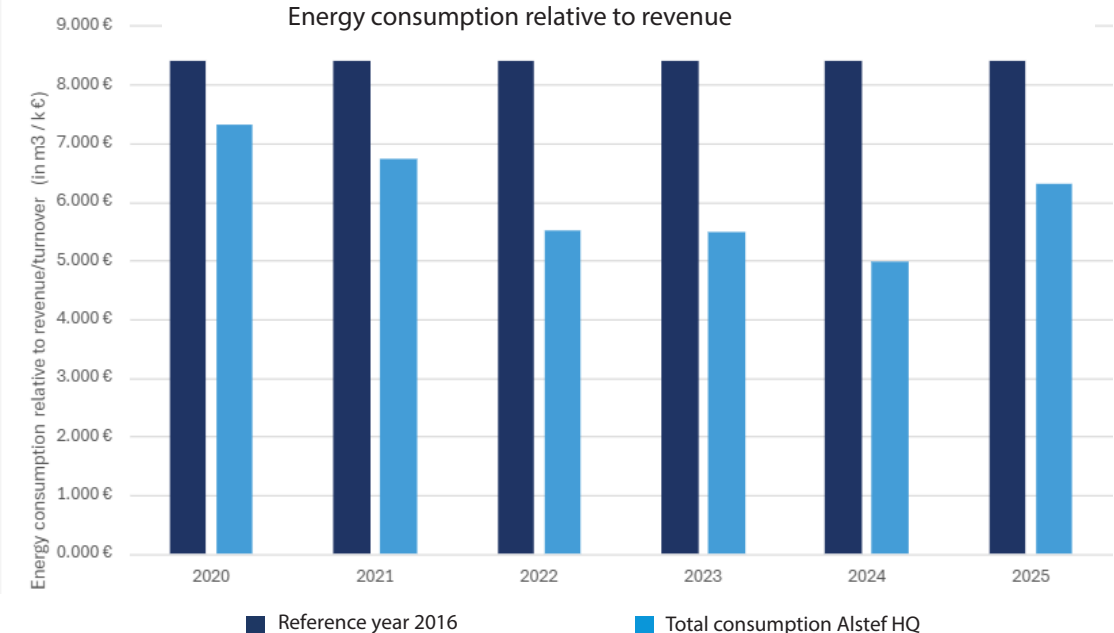


Eric POSNIC
AMR ENERGY ADVISOR



The company also decided to track its energy consumption in relation to revenue or headcount in order to identify trends in consumption as a function of activity. Alstef Group aims to monitor its energy consumption in line with the legal requirements applicable in each country.

The solar system installed in July 2025 had generated 32.37 MWh by the end of 2025.



ALSTEF
GROUP



PILLAR #3

SOCIAL ISSUES

SOCIAL ISSUES

We understand that safety and security, well-being, skills development, inclusion and diversity are not only fundamental human rights but also critical pillars for sustainable development and shared prosperity.



Nathalie RIGAUD
HR & Communications
Director

It's imperative to ensure a safe and secure working environment for all employees, contractors, and stakeholders across our operations and therefore to implement robust safety protocols and training programs to mitigate occupational hazards and prevent accidents.

By fostering a workplace culture that prioritizes employee well-being, both physical and mental, we promote a healthy work-life balance and work towards creating an environment where every individual feels valued, supported, and empowered to thrive.

Investing in training and professional development opportunities to equip our employees with the skills and knowledge needed to thrive in a rapidly evolving business landscape will provide all our employees with the resources they need to grow professionally.

Cultivating an inclusive work environment where diversity of thought, background, and experience is celebrated and valued goes beyond fulfilling legal requirements; it's about implementing recruitment, retention, and advancement strategies that promote equal opportunities for all employees.

Our employees are the backbone of our organization, and their health and happiness directly influence their performance, productivity, and overall satisfaction. Together, we can build a brighter future for generations to come.

OUR COMMITMENTS



**EMPLOYEE
HEALTH AND
SAFETY**

**WORKING
CONDITION
AND WELL-BEING**

**SKILLS AND
DEVELOPMENT**

**DIVERSITY AND
INCLUSION**

EMPLOYEE HEALTH AND SAFETY

At Alstef Group, we recognize that our employees are our most valuable asset. Their well-being, both physical and mental, is paramount to our success and a shared responsibility. We are committed to fostering a work environment that actively promotes a high level of health and safety, allowing each individual to thrive.

HOW TO REACH THE ZERO ACCIDENT OBJECTIVE?

Alstef Group has enhanced its process approach by including all occupational health and safety requirements within its subsidiaries. HSE objectives are monitored in the form of indicators on a dashboard kept up to date by the QSE Manager. We are now developing new actions to ensure a global approach at a group level.



Harmonise data collection and reporting worldwide.

- Analyse current state of data collection
- Ensure the data collected per entity is coherent and standardised



Track accidents on sites and road accidents.

- Ensure the harmonization of the reporting
- Standardize accident definition around the group



Track nearly missed accidents on site

- Ensuring the harmonization of the reporting protocol



OUR HEALTH & SAFETY ACTIONS

MANAGEMENT OF ACCIDENTS AT WORK

Within our French subsidiaries, in the event of a health and safety incident, Alstef Group issues a request for improvement, which the company manages until the problem is resolved. Each workplace accident is investigated by the Health Quality and Safety Manager, with the participation of the accident victim, the Health, Safety and Working Conditions Commission and the accident victim's direct manager. A report and associated action plan are drawn up to prevent any recurrence of the situation.

RISK ANALYSIS AND PREVENTION MEASURES

Most subsidiaries regularly update their Occupational Risk Assessment Document or risk analysis. It is updated at least once a year and based on the life cycle of the subsidiaries' products and services. It takes into account both risks and opportunities in terms of health and safety at work. In France the process for updating the risk assessment involves a safety committee including employee representatives.

New employees undergo Quality, Health, Safety and Environment training/awareness-raising within the company.

Alstef Group no longer uses any CMR chemicals (Carcinogenic, Mutagenic and Reprotoxic). The company has removed all such products from its site references. The only chemical products used are degreasing agents, degreasers, oils, glues and paints, which are studied and monitored in conjunction with the occupational health department. The company asks its chemical suppliers to comply with the regulation (for instance the REACH directive if applicable). Alstef Group buys just the right quantity of chemical products for the site.

RAISE AWARENESS OF HEALTH-RELATED ISSUES



100%
OF EMPLOYEES INVOLVED
BY 2026

OBJECTIVE

SAFETY OF STAFF ON WORKSITES

Alstef Group provides its employees with the safety training and guidelines they need to work on customer sites and on its own facilities - including electrical qualifications, working at heights, proper gestures and postures, slinging operations, workplace first aid, fire permits, first response team training, and chemical risk awareness.

To further strengthen our commitment to health and safety, we are also implementing a dedicated e-learning module to ensure all teams operating on commissioning and maintenance sites receive consistent, accessible, and up-to-date training.

Every U.S.-based field technician is completing OSHA 30 (Occupational Safety and Health Administration) training - a comprehensive program that prepares workers to recognize and prevent safety risks on the job. It's one more way we're reinforcing a safety-first mindset across every site and every installation.



First-aid kits are distributed to each workplace first-aider. The contents of the kit are renewed and checked at least once a year. In 2023, the proportion of first-aid workers represents 20% of our headquarters total workforce.

Alstef Group allocates personal protective equipment to each of its employees so that they can work safely on site. This includes permanent equipment such as safety shoes, work clothes, high-cut and puncture-resistant gloves, helmets and hard hats, as well as specific equipment such as electrical personal protective equipment kits (insulating mats, gloves and over-gloves, VAT, arc flash helmets, lockout padlocks) and height protection kits (harnesses, lanyards, karabiners, fall arresters, ties, helmets).

“TAKE 5” RISK ASSESSMENT

Our HSE strategy ensures proactive risk management. The APAC region has developed a comprehensive «Take 5» risk assessment, identifying hazards before any task begins and adapting dynamically as risks evolve. All APAC site-based staff carry a business card-sized info card with a QR code linking to the Take 5 form, ensuring instant access.

This reinforces our commitment to safety and our eight safety non-negotiables, which set clear expectations for maintaining a zero-harm culture. Safety is embedded in every action, decision, and operation.



MENTAL HEALTH AWARENESS AND TRAINING

We recognize the importance of prioritizing not only physical, but also mental health in the workplace. That's why we introduced a training program for on-site mental health rescuers to provide confidential and appropriate assistance and compassionate guidance to any team member facing mental health challenges.

Since 2024, we maintain that 10% of french employees are trained. By offering immediate support and fostering a culture of openness, we aim to create a safe environment where employees feel comfortable seeking help when needed.

We also offer assistance and support programs for our employees. For Example, Alstef Group's employees in USA, Australia and New Zealand have access to an EAP (Employee Assistance Program) and in the USA, access to WorkLife Services Benefit, which offers confidential support and helpful resources to prevent and cope with anxiety and depression, parenting and family challenges, relationship difficulties, substance use concerns, and more.



ISO 45001 CERTIFICATION

Alstef Automation first achieved ISO 45001:2018 certification for its occupational health and safety management system in May 2020, complementing its ISO 9001:2015 certification.

Today, this commitment has been extended across the Group, with New Zealand, India, and Australia also achieving ISO 45001 certification.

This internationally recognised standard reflects our ongoing dedication to providing a safe and secure working environment for our employees, clients, and partners. Through the consistent application of ISO 45001 principles, we actively work to identify and reduce risks, prevent incidents, and strengthen a culture of safety across all our operations.

At Alstef Group, safety is not just a priority - it is a core value embedded in everything we do.



RAISING AWARENESS AMONG OUR TEAM

HEALTH & SAFETY EVENTS

Across the globe, our subsidiaries organise dedicated Health and Safety initiatives throughout the year. Teams come together for training sessions, workshops and awareness campaigns designed to strengthen safe practices - both in the workplace and in everyday life.



HEALTH & WELLBEING

Our company understands the critical role that managers play in maintaining a respectful and inclusive workplace environment. To ensure they have the necessary skills and awareness, we provide new managers comprehensive trainings focused on bullying, harassment, and discrimination prevention. These trainings equip managers with the knowledge to recognize and address inappropriate behavior effectively. Managers learn how to foster a culture of respect, set clear expectations, and handle sensitive situations with empathy and professionalism. By investing in these trainings, we empower our managers to create a safe and supportive work environment where every team member feels valued and respected.



TRAINING IN GESTURES AND POSTURES

In December 2025, our teams in France took part in Dr Nacre's Escape Game, an interactive initiative designed to raise awareness of musculoskeletal disorders (MSDs).

Through a fun and engaging format, participants learned more about the risks associated with repetitive movements and sustained postures, and how to prevent pain affecting muscles, joints and tendons in the workplace.



ROAD SAFETY

Alstef Group is dedicated to promoting road safety, having trained 46 individuals in 2024 through advanced programs with Centaure, a recognized leader in driver safety education and risk prevention. The employees enrolled for this training as sales representatives and technicians are among those most exposed to road risks in the course of their daily work. In 2025, we continue this effort with "Préventis CARD PRO 2" and "Préventis Prémium," which integrate theory and practical exercises to enhance driving skills and safety awareness. These programs focus on identifying risk factors, maintaining vehicle safety, and adhering to legal frameworks. By investing in these initiatives, we aim to reduce road risks and foster a culture of safety for our employees, both on and off the job.

In addition to training, monthly email communications are sent out to employees in France to reinforce road safety awareness. These messages include practical tips, reminders about safe driving behaviors, and updates on relevant regulations, helping to maintain engagement and support long-term behavioral change.



WORKING CONDITIONS & EMPLOYEE WELL-BEING

At the heart of our commitment lies a steadfast focus on fostering optimal working conditions and prioritizing the well-being of our invaluable workforce. As we embark on this journey, we not only recognize the intrinsic value of creating a supportive and enriching work environment but also acknowledge the profound impact it has on our employees' lives.

BUILDING A GREAT PLACE TO WORK

As part of our ongoing commitment to employee well-being and continuous improvement, Alstef Group conducted the 2025 Great Place To Work survey across the entire Group. The results led to Great Place To Work certification in France, New Zealand, Canada, the USA and Croatia.

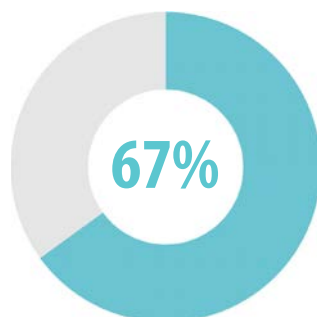
The survey invited all employees to share their perspectives on corporate culture, leadership, working conditions and professional development. From operational teams to office-based staff and senior management, every voice contributed to a comprehensive view of our workplace experience.

Building on the momentum of previous editions, the 2025 survey provides clear priorities for action. The insights gathered are being translated into targeted improvement plans to further strengthen engagement, reinforce our culture and support a positive working environment across all our subsidiaries.

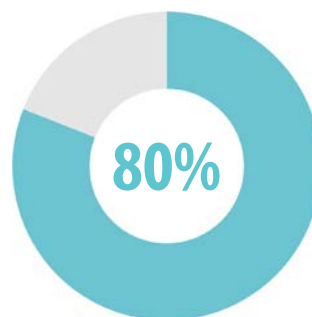


GREAT PLACE TO WORK - 2025 SURVEY RESULTS

ALSTEF GROUP TRUST INDEX
+ 2 % between 2023 and 2025



GROUP PARTICIPATION RATE



We warmly congratulate the teams in France, New Zealand, Canada, the USA and Croatia for achieving Great Place To Work certification in 2025. This recognition reflects the strong engagement, collaboration and positive workplace culture they have built together. We are proud of their commitment and the environments they continue to foster.

Across the Group, the survey also highlighted meaningful progress in many other countries compared with previous editions. While certification was not achieved everywhere this year, the results demonstrate clear improvement and strong foundations for further progress. Action plans are being implemented locally to address identified priorities, and we remain fully committed to supporting all teams in strengthening their workplace experience. Every voice matters, and the feedback received is carefully analysed to drive continuous improvement across the organisation.

GREAT PLACES CERTIFIED FOR 2025-2026



QUALITY OF LIFE AT WORK INITIATIVES AND CELEBRATIONS

At the core of Alstef Group’s vibrant community are our valued employees, and we take great pride in placing them at the forefront of our organizational life. Throughout the year, we prioritize the celebration of our achievements and orchestrate a diverse range of events around the world, including festive events, workshops, and spirited sports activities.

This deliberate curation of events serves as more than just a celebration; it constitutes a commitment to enhancing well-being in the workplace and engaging collectively in initiatives that support local and environmental causes. Each meticulously planned event not only provides unique and memorable experiences for every participant but also plays a pivotal role in fortifying team cohesion. This approach underscores our dedication to fostering a dynamic, inclusive, and interconnected work environment that goes beyond traditional corporate norms, creating a sense of belonging and shared purpose among our team members.

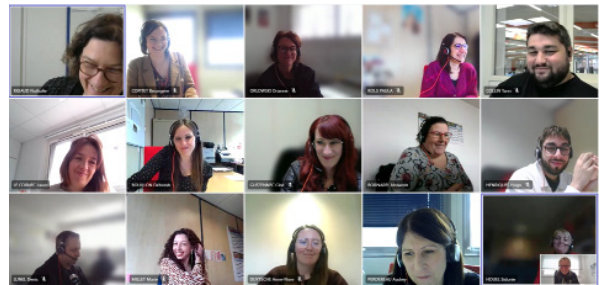


FOSTERING WORK-LIFE BALANCE

In recognition of the evolving nature of work and the changing expectations of our workforce, our company is committed to fostering a healthy work-life balance for our employees. As early as 2019, the Group has embraced a common remote work policy with a maximum of two days per week as a means to uphold and strengthen team spirit in real life. By encouraging regular in-person interactions, the policy fosters a sense of camaraderie and collaboration among team members, ultimately enhancing productivity and innovation. The company also remains committed to flexibility, recognizing that individual circumstances may require tailored arrangements and contributing to a positive and inclusive work environment.

Since then, each subsidiary is starting to join this common policy that underscores our dedication to promoting flexibility and well-being among our team members with common global rules for everyone within the Group.

The decision to embrace remote work is rooted in our commitment to creating a supportive and inclusive work environment that empowers our employees to manage their professional responsibilities while also attending to personal and family needs. By embracing remote work, we aim to enhance job satisfaction, boost productivity, and reduce the environmental impact associated with commuting, aligning our operational practices with the principles of sustainability and employee-centricity.



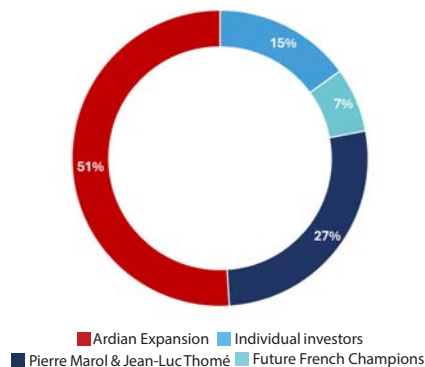
DEVELOP THE EMPLOYEE SHAREHOLDING SCHEME



At Alstef Group, we believe it is important to involve our employees in our economic performance. We have therefore developed simplified and generalized value-sharing systems accessible to every permanent employee in our organization.

The Alstef Group share scheme creates a platform to enhance performance by aligning our employee's interests with those of our business.

Shareholders Alstef Group



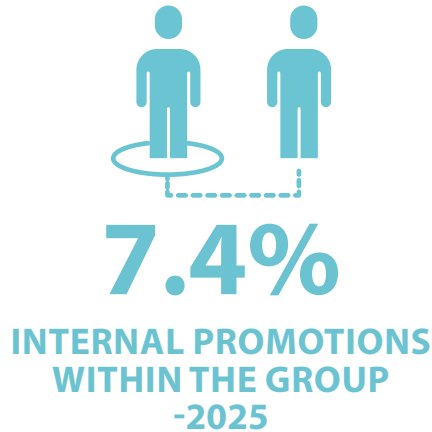
SKILLS & DEVELOPMENT

We are deeply committed to fostering the personalized professional development of our employees and helping our team members reach their full potential in ways that suit them best. That's why we're committed to making sure everyone has opportunities to grow and develop in their careers, tailored to their individual needs and goals.

DEVELOPING PROMOTION AND INTERNAL MOBILITY

Through initiatives such as internal mobility and promotion, we empower our employees to explore new opportunities and advance their careers within our organization. Whether it's through lateral moves to gain diverse experience or vertical promotions to take on greater responsibilities, we believe in providing avenues for our team members to realize their full potential.

We are pleased to report a significant trend of promotions occurring across various levels within our company. 50% of our Executive Committee members have ascended through internal promotion pathways. This steady progression within our ranks serves as a testament to our commitment to nurturing talent from within.



Our commitment to international mobility remains a key pillar of employee development at Alstef Group. This year, we observed a significant increase in cross-border movements, reflecting our dedication to offering enriching global opportunities.

Employees from New Zealand and India expanded their horizons by taking on new roles in Australia, while colleagues from France pursued assignments in New Zealand, Latin America, and the United States. Likewise, team members from Mexico broadened their experience through mobility opportunities in Canada. These exchanges strengthen collaboration across our subsidiaries, encourage cultural awareness, and support the growth of adaptable, globally minded professionals. By fostering such mobility, we continue to build a diverse and connected workforce that thrives in an international environment.

I am Legal Counsel for the Asia-Pacific (APAC) region at Alstef Group, where I support the structuring, drafting, and negotiation of complex cross-border infrastructure projects. My role sits at the core of the company's international operations, enabling the delivery of high-value projects across diverse regulatory environments.

I joined the company in 2022 in France and quickly transitioned into international assignments, supporting key business functions in New Zealand before taking on a broader APAC mandate based in India. This journey has allowed me to work on major multi-jurisdictional deals and collaborate closely with teams across regions, contributing directly to the company's growth in the Asia-Pacific market.



Thibaut GIRET
APAC Legal Counsel

EMPOWERING EMPLOYEES THROUGH TRAINING

We prioritize training and skill development as integral components of our commitment to employee growth. We offer a wide range of learning opportunities designed to enhance both technical expertise and soft skills. By investing in continuous learning, we ensure that our employees remain at the forefront of their respective fields and are equipped to tackle new challenges with confidence.

In 2025, we finalized the rollout of AGREE, our global Human Resources Information System (HRIS). Although its deployment is complete, we continue to enhance and further develop the platform to better support employee development. AGREE streamlines key HR processes, such as annual interviews and career path management, providing a more efficient, consistent, and personalized approach to supporting our teams worldwide.



Additionally, we firmly believe in investing in the future, and our apprenticeship program stands as a testament to this commitment. With 8% of our french workforce comprised of apprentices, we are proud to play a role in shaping the next generation of talent. Our apprenticeships offer individuals the opportunity to gain hands-on experience, invaluable skills, and industry-specific knowledge under the guidance of seasoned professionals. By nurturing talent from within, we not only contribute to the personal and professional development of our apprentices but also enrich our company culture with fresh perspectives and innovative ideas. Together, we are building a brighter future, one apprentice at a time.

DIVERSITY & INCLUSION

Diversity and inclusion are foundational principles at our company, woven into the fabric of our culture and operations. We are committed to fostering a workplace where individuals of all sexes, ages, abilities, and nationalities are valued and respected. Embracing diverse perspectives and experiences not only enriches our work environment but also drives innovation and creativity. We actively promote equal opportunities for each and every employee, ensuring that every individual has the support and resources they need to succeed.

POLICY ON EQUITY, DIVERSITY, AND INCLUSION

In 2024, Alstef Group released its policy on Equity, Diversity, and Inclusion.

This document reflects our collective commitment to making our organization a place where everyone can thrive, respected for their unique qualities and talents.

It is more than a goal - it is a vital approach that enriches our culture and strengthens our collective performance.

Alstef Group is committed to taking reasonable measures to:

- 1 EQUAL OPPORTUNITIES**
Promote equal opportunities for all our employees around the world regardless of their identity by treating employees who perform equivalent work in the same work location equally.
- 2 ACCESSIBILITY AND INCLUSIVE ENVIRONMENT**
Ensure a safe, inclusive, and ergonomic workplace where all employees can thrive. Adapt spaces as needed and offer tailored support for disabled staff, recognizing and valuing everyone's unique contributions.
- 3 INCLUSIVE RECRUITMENT**
Adopt inclusive recruitment, eliminate discrimination, and encourage applications from people with disabilities by ensuring fair adjustments. Require new hires to read the Equity, Diversity and Inclusion Policy.
- 4 TRAINING AND AWARENESS**
Set up training, communication and awareness actions for all our employees. These actions encourage employees to work together to create a respectful and inclusive work environment.
- 5 EXTERNAL PARTNERSHIPS**
Work closely with organizations and associations that promote inclusion. We participate in local and national initiatives to promote this cause.
Present the Equity, Diversity and Inclusion Policy to the company's partner members and stakeholders.
- 6 COMMUNICATION AND REVIEW**
Ensure that employees are informed about our actions and results regarding the Equity, Diversity and Inclusion policy.
Review Alstef Group's work practices and procedures to ensure fairness at all times.
- 7 COMMITMENT TO HUMAN RIGHTS**
Promote a respectful, fair, and inclusive environment that safeguards the dignity of every individual. Uphold human rights as outlined in the UN International Covenants, including the International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social and Cultural Rights (ICESCR).
Ensure these principles are integrated into all activities.

RAISING AWARENESS TO DISABILITY

We remain strongly committed to promoting awareness and fostering inclusion at all levels of our organisation. In France, our Disability Advisor plays a central role in supporting this commitment, providing guidance to ensure that employees with disabilities are fully supported and able to thrive within our subsidiaries. Through her expertise and advocacy, we continue to build a workplace where every individual feels valued, respected and empowered.

Alongside this dedicated support, we regularly organise initiatives to raise awareness of diversity and inclusion. These initiatives create opportunities for open dialogue and learning, helping employees better understand different perspectives and experiences within our teams.

Workshops, awareness campaigns, and interactive training sessions are conducted to strengthen understanding of disability, accessibility and inclusive practices. Specific sessions are also delivered to managers and recruitment officers to reinforce inclusive recruitment approaches and support fair, accessible career opportunities for all.



LOIRET OPEN PARATENNIS



In France, we've been a proud partner of the Loiret Open Paratennis since 2022. Every year, we participate in their Partners Tournament as well as events where our employees are introduced to wheelchair tennis.

HANDISPORT 35 ASSOCIATION



For the second consecutive year, Alstef Mobile Robotics partnered with Handisport 35 to support access to sport and outdoor activities for young people with disabilities.

The programme included a range of sporting and recreational activities such as coastal walks at Cap Fréhel, surfing, catamaran sailing, giant paddleboarding, beach-based Olympic games, and a visit to Saint-Cast-le-Guildo.

CELEBRATING CULTURAL EVENTS

At Alstef Group, we celebrate cultural events across our global locations. These celebrations strengthen connections among colleagues, promote mutual respect, and foster a spirit of unity within our teams. By highlighting the diverse cultures and traditions that make up our company, we enrich our work environment and create a space where everyone feels included and respected.

FRANCE



In France, our teams came together to celebrate La Chandeleur, a traditional festivity where crêpes take centre stage. Celebrated each year, this occasion is associated with prosperity and good fortune, and offers a moment to share a simple yet meaningful tradition. Employees enjoyed preparing crêpes together and taking part in a convivial break that strengthened team spirit and cultural connection.

Our French team also celebrates international occasions to foster cultural openness, stronger team connection, and a sense of fun. In 2025, they marked Halloween with a festive gathering, dressing up in creative costumes, and similarly for St Patrick's Day.



These moments bring energy to the workplace and encourage team spirit. They also provide a light-hearted way to connect across cultures.

INDIA

At our Pune office, teams came together to mark Dussehra, a major Hindu festival that represents the enduring principle of good triumphing over evil and reflects values such as integrity, courage, and righteousness. Acknowledging celebrations like Dussehra supports cultural understanding, strengthens team cohesion, and reinforces our commitment to an inclusive workplace culture.



APAC



Our APAC teams celebrate Diwali and Chinese New Year to recognise the cultures that form a significant part of our APAC workforce. These moments are a simple but meaningful way to acknowledge the diversity within our team and create opportunities to learn from one another. Diwali celebrations bring people together through colour, dress, and shared experience, while Chinese New Year offers a chance to explore traditions, symbolism, and customs - reinforcing an inclusive culture built on respect and connection.

USA



This commitment to celebrating cultural diversity is also reflected in our teams across the United States. In 2024, colleagues gathered to mark key moments such as Thanksgiving and Cinco de Mayo, two occasions that brought people together around shared values, cultural discovery, and team spirit. Whether through traditional meals or festive activities, these events contribute to reinforcing our inclusive workplace culture and fostering strong, cross-cultural connections.

IMPROVING CROSS-CULTURAL AWARENESS

In 2025, Alstef Group focused on strengthening cross-cultural collaboration by launching Cultural Awareness Sessions between our teams in France and India. These initiatives aim to improve understanding of local work practices, enhance communication, and foster smoother cooperation between subsidiaries. Building on this momentum, similar sessions will be extended in 2026 to include our teams in the United States and France, further supporting more effective and harmonious ways of working across the group.



COMMITTING TO GENDER EQUALITY

Alstef Group is steadfastly committed to fostering gender equality within our organizational framework. In alignment with our commitment to social responsibility, we are actively implementing policies and initiatives that champion gender equality. This includes promoting equal opportunities in recruitment, ensuring pay equity, and providing a supportive environment for career growth irrespective of gender.

Within the framework of the French Law for the Freedom to choose one’s professional future of September 5, 2018, Alstef Group publishes its Gender Equal Pay Index every year.

2025 GENDER EQUAL PAY INDEX (FRANCE)

Indicators	ALSTEF AUTOMATION	ALSTEF MOBILE ROBOTICS
Pay gap	36/40	39/40
Individual pay raise gap	20/20	35/35
Promotion gap	10/15	N/A
Percentage of employees receiving a raise upon return from maternity leave	15/15	15/15
Proportion of female employees in the 10 highest earners	5/10	5/10
TOTAL	86/100	94/100



GROUP KEY INDICATORS



These figures reflect Alstef Group's ongoing efforts to improve gender diversity within the organization. As of 2025, 15% of our total workforce are women, a proportion that highlights both the progress made and the continued need for initiatives to attract and retain female talent in a traditionally male-dominated industry.

Encouragingly, 16% of the Group's managers are women, demonstrating that once integrated, women have access to meaningful opportunities for career development and progression.

In 2025, as the overall workforce grew compared with the previous year, Alstef Group placed particular emphasis on increasing the proportion of women within its expanding teams. This included paying special attention to diversity during recruitment, ensuring that hiring processes actively supported a more balanced representation of women across the organization.

While progress has been achieved, these figures also serve as a reminder that sustained action is required to close gender gaps. Through targeted recruitment efforts, development programs, and inclusive workplace policies, Alstef Group remains committed to creating a more balanced and equitable environment for all employees.

COMBATING HARASSMENT AND DISCRIMINATION

Alstef Group is committed to fostering a safe, respectful and inclusive workplace for all, in line with our gender equality objectives. To this end, we have established a confidential ethics alert system dedicated to reporting any abusive, inappropriate or harassing behaviors. Accessible via our intranet, this secure channel allows employees to report:

- Any form of harassment or discrimination
- Abusive conduct or inappropriate remarks
- Threats or actions that undermine the well-being or dignity of individuals

All reports are handled with the strictest confidentiality and investigated impartially, in compliance with the EU General Data Protection Regulation (GDPR) and applicable local laws. Whistle-blowers are protected against retaliation, while any misuse of the system may result in disciplinary measures. We only collect and process the personal data strictly necessary to evaluate and resolve each alert, ensuring both transparency and respect for privacy.



PILLAR #4

SOCIETAL ISSUES

SOCIETAL ISSUES

Understanding the connection between our company and the society we operate in is essential not only from a responsibility standpoint, but also for the long-term sustainability of our business. The challenges faced by our communities inevitably influence our environment, our employees, and the continuity of our activities. By engaging proactively with societal issues, we strengthen our ability to create positive, lasting impact that extends far beyond our operational footprint.

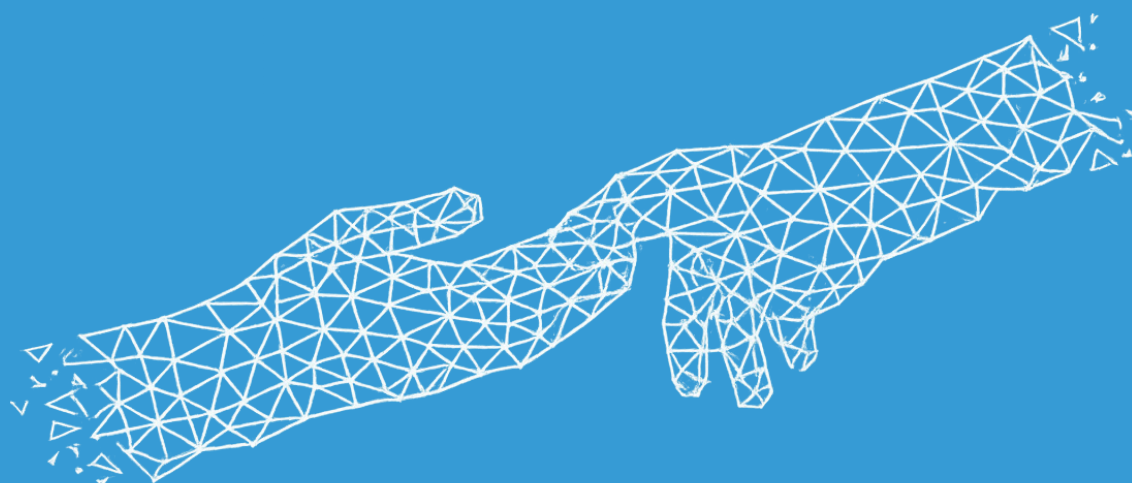


Olivier Imbert
Managing Director
Alstef Mobile Robotics

Supporting efforts to reduce social inequalities, improve access to education, and promote better health outcomes contributes to stronger, more supportive communities. Through charitable partnerships, employee involvement, and collaboration with local organizations, we aim to foster meaningful progress on these issues and help improve everyday life for those around us.

As an organization, we recognize that we have a role to play and the capacity to drive change. By aligning our actions with broader social priorities and integrating societal value into our decision-making, we generate shared benefits for our teams, our communities, and our stakeholders. This approach reinforces our commitment to building a more inclusive, equitable, and sustainable future for all.

OUR COMMITMENTS



**TERRITORIAL
ANCHORING AND
LOCAL DEVELOPMENT**

**SUPPORT TO
CIVIL SOCIETY
ORGANIZATIONS**

**EDUCATION AND
AWARENESS OF
STAKEHOLDERS ON CSR
ISSUES**

TERRITORIAL ANCHORING AND LOCAL DEVELOPMENT

Territorial anchoring is the proactive engagement of an organisation within its local communities. Alstef Group is committed to creating positive local impact by working closely with local stakeholders, prioritising nearby subcontractors and service providers where possible, and supporting communities through annual donations and engagement with schools and associations.

YEARLY CALL FOR SPONSORSHIP

Each year, Alstef Group runs an annual Call for Sponsorship during Q2, inviting employees across the global Group to submit applications to support a charity, association, or local club that is personally meaningful to them.

Applications are reviewed by a panel, which selects successful initiatives from each region. A total sponsorship amount of EUR 5,000 is then allocated across the selected projects, with funding levels determined by the panel based on the scope and impact of each initiative. In 2025, Alstef Group is proud to sponsor:



ALSTEF MOBILE ROBOTICS

REGARDS DE MÔMES

Regards de Mômes is a cultural and intergenerational association that develops artistic projects inspired by children's imagination, with a strong focus on collective participation and environmental awareness.



ALSTEF AUTOMATION

ASSOCIATION FOR THE AUTONOMY OF BLIND AND VISUALLY IMPAIRED PEOPLE

The project supports the opening of the first guide dog school in the Centre-Val de Loire region, extending the association's ongoing actions to promote autonomy for people with visual impairment. By providing access to trained guide dogs, the initiative enables greater independence in everyday activities such as travel, work, education, and access to essential services.



ALSTEF APAC

THE JAFFETTES DRAGON BOATING TEAM

The initiative supports the Jaffettes women's dragon boating team, a collective of female paddlers competing in long, narrow boats that require strength, endurance, coordination, and strong teamwork within a supportive and inclusive sporting environment.



MURIWAI JUNIOR SURF

Muriwai Junior Surf supports children aged 5–14 by building beach safety awareness, resilience, and participation in surf sports, while offering “rookie” training pathways for older participants to progress toward surf lifeguard volunteering. The programme also focuses on developing young leaders within its junior lifeguard cohort (14–17), providing opportunities to give back as assistant coaches and to undertake ongoing training in first aid, advanced lifeguard skills, and leadership.



ALSTEF AMERICAS

FUTURE PANTHERS SOFTBALL LITTLE LEAGUE

Future Panthers is a girls’ softball team for players aged 8–9, competing in the Sunday Select League during the spring season with multiple games each week. The team focuses on building skills, confidence, and teamwork, with the objective of progressing to a competitive 10U travel softball team and taking on higher-level competition in the next season.



STEP UP FOR MAYOTTE



As part of our territorial anchoring commitment, our teams mobilised for the “Stepping Up for Mayotte” challenge while we were working with Mayotte Airport when the cyclone struck the island. Wanting to support recovery efforts, employees took part in a collective step challenge, and the winner selected La Croix-Rouge française as the beneficiary of a €2,000 company donation.

COMMUNITY FOOD DRIVES

Food drives continue to be a meaningful way for Alstef teams to support community wellbeing across regions. During Quality of Life at Work Week, the Alstef USA office organised a food drive to support local communities, encouraging employees to contribute non-perishable food items and take part in a collective act of generosity.

In New Zealand, a food drive was held as part of Mental Health Awareness Week, reinforcing the link between wellbeing, kindness, and community support. Donations were made to Fair Food, with employees also volunteering their time to help sort surplus food. These initiatives reflect our commitment to supporting food security while actively engaging employees in practical, people-focused CSR actions.



CONTRIBUTING TO LOCAL COMMUNITY AROUND THE WORLD

As part of our CSR strategy, we're committed to broadening our actions for a more global impact around the world, specifically in communities we either operate in, or complete project work.

USA

Our teams in the United States organized two food drives in 2024 to support local organizations. The first initiative benefited the Philadelphia Veterans Association Food Pantry, helping provide essential supplies to veterans in need. The second drive took place during Thanksgiving and supported the Quakertown Food Pantry, reinforcing our dedication to solidarity during key moments of the year.

In addition, on the occasion of Earth Day, our employees took part in a local park clean-up initiative - a collective effort to give back to the environment and raise awareness about the importance of preserving natural spaces.

CANADA

Every year, our Montreal office is proud to give back with gratitude. During the holiday season, the team shares donations with their local community. Thanks to their generosity, they're making the holidays brighter for everyone.



They also contribute to local solidarity efforts through the Centraide of Greater Montreal program. This voluntary initiative allows employees to have a set amount deducted directly from their salary as a donation to support organizations that fight poverty and social exclusion.

INDIA

As part of our CSR strategy focused on territorial anchoring and community support, the Alstef team in Pune, India once again supported a local orphanage through a donation of much-needed funds, reinforcing our ongoing commitment to the communities in which we operate.



FRANCE

Forty-two of our employees in France took part in a blood donation initiative, generously giving their time to support a life-saving cause.

Initiatives like this reflect our employees' commitment to social responsibility and demonstrate how small individual actions can have a meaningful collective impact.



SUPPORT TO CIVIL SOCIETY ORGANISATIONS

Alstef Group helps of support to civil society organisations in developing countries, so that they really can participate in the CSR dialogue.

VOLUNTEERING PROGRAM

Alstef Group’s APAC volunteering policy, introduced in 2024, continued in 2025 with employee participation across multiple locations. The policy provides a paid half-day of leave, enabling employees to support local community and educational initiatives aligned with our CSR commitments.

In 2025, volunteers revisited the orphanage in Pune, Auckland teams supported Fair Food by helping sort surplus food, and Alstef NZ employees engaged with local schools through activities delivered in partnership with the Institution of Engineering and Technology, introducing children to engineering through hands-on learning such as building simple robots.



COMING TOGETHER TO SUPPORT MEANINGFUL CAUSES

SUPPORTING BREAST CANCER AWARENESS

Each year in October, Alstef employees around the world take part in highlighting Breast Cancer Awareness Month by dressing in pink and raising donations to show their support for the cause. This collective initiative helps raise awareness, encourages conversations around early detection and health, and demonstrates solidarity with those affected by breast cancer.



PEDALLING FOR PURPOSE

As part of Alstef Group's ongoing CSR commitments, six employees took part in the Make-A-Wish Canada 48-Hour Ride held in Montreal. The team collectively raised more than CAD 4,000 to help grant life-changing wishes for children living with critical illnesses, with Alstef Group reinforcing this effort by matching donations up to CAD 1,000.

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Beyond the physical challenge, the initiative reflected the values of solidarity, teamwork, and social responsibility that underpin our CSR strategy.



SUPPORTING AND ENGAGING WITH YOUNG PEOPLE

IET AUCKLAND

Alstef NZ continues to support the Institution of Engineering and Technology, building on a long-standing relationship that reflects our history and ongoing commitment to engineering excellence. This support includes financial contributions that help enable IET programmes focused on education, skills development, and the promotion of engineering as a meaningful and accessible career path.

Beyond financial support, our people actively contribute their time and expertise by participating in IET-led outreach initiatives. Alstef NZ employees regularly engage with local schools, working alongside students to introduce practical engineering concepts through hands-on activities such as building simple robots. These sessions are designed to spark curiosity, build confidence, and inspire the next generation to explore engineering through creativity, problem-solving, and real-world application.



SPORTS SPONSORSHIP AND ACTIVITIES

The company encourages our employees to get involved by sponsoring sporting, community or cultural activities, and promotes the initiatives of its teams.

RACE FOR CONNECTION

Alstef was proud to support the 9th edition of the Run'INSA-Orange Race, organised by the Sports Association of INSA Rennes. With the slogan "the race that connects students and employees," the event fosters friendly competition between students and partner companies, strengthening links with future engineering talent.

LES FOULÉES ROSES

For 20 years, the month of October has been an opportunity to get involved in the fight against breast cancer. To show its commitment, Alstef Group's headquarters takes part in the *Foulées Roses* every year. The event raises funds for the departmental committee of the French League Against Cancer.

TEAM BUILDING – GO-KARTING EVENT

The Brisbane project team marked a series of project milestones by coming together for a team events including golfing and go-karting event. Activities like these provide an opportunity to recognise achievements, strengthen team connections, and maintain momentum as we continue to deliver on our commitments.



VELOTOUR

A team from Alstef headquarters have once again participated in the annual Vélotour event in Orléans. Employees took part in the city-wide ride, showing commitment despite challenging weather conditions, reinforcing our focus on wellbeing and connection to the local community.

ORLÉANS LOIRET BASKET

Since 2023, Alstef Group has been a partner of the Orléans Loiret Basket sports club. The aim of this partnership is to support this sports club which plays against the major national basketball teams, while enabling the company's employees to take part in this social event and promoting health through sport.

US BASEBALL GAME NIGHTS

Members of the Alstef USA team came together for a team outing at an IronPigs game, providing an opportunity to relax, connect, and strengthen relationships outside the workplace. Activities like these support team cohesion and contribute to a positive and engaged working environment.





PILLAR #5

ETHICS & GOVERNANCE

ETHICS AND GOVERNANCE

Ethics and governance form the bedrock of our corporate integrity, guiding our actions and decisions to ensure transparency, accountability, and compliance with legal and ethical standards.



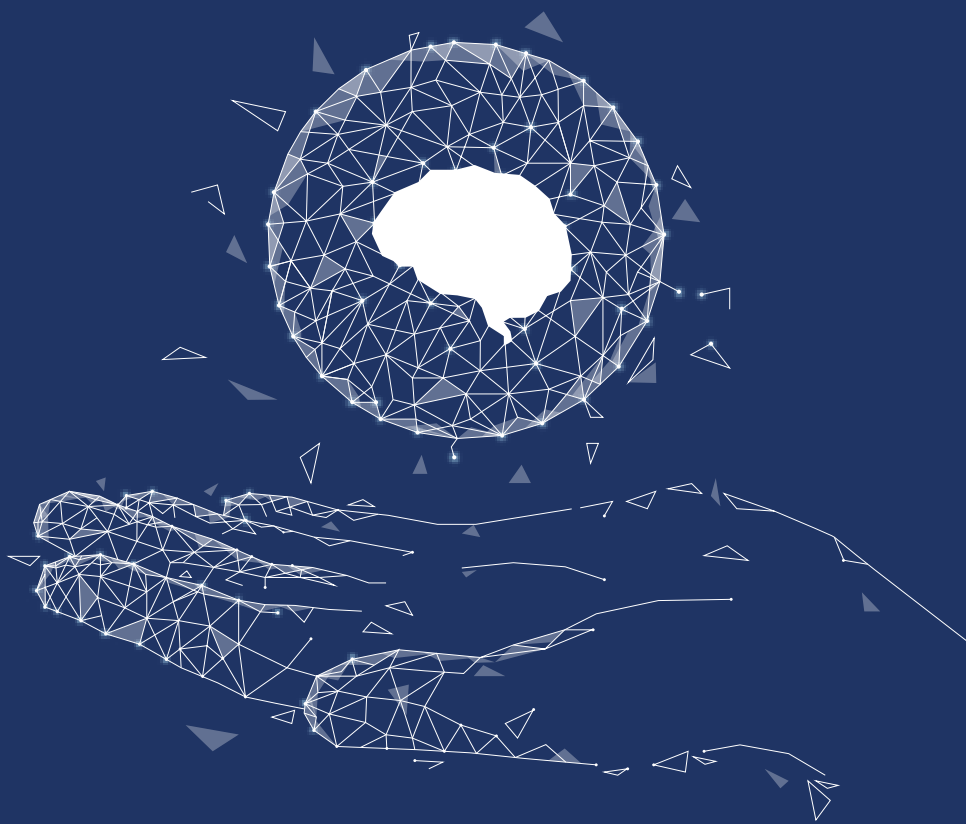
Christophe RICHARME
Chief Financial Officer
Group

Ethics serve as the moral compass that guides our conduct, both internally and externally. Upholding ethical principles such as honesty, integrity, and integrity, and fairness is not just a legal obligation but also essential for maintaining the trust and credibility of our stakeholders. By adhering to ethical standards in our business practices, we safeguard our reputation and build enduring relationships based on mutual respect and trust.

Governance, on the other hand, encompasses the systems and processes by which our company is directed and controlled. Our strong corporate governance frameworks ensure that decision-making is transparent, accountable, and aligned with the interests of our stakeholders, including shareholders, employees, customers, and the broader community. By implementing robust governance mechanisms, we mitigate risks, prevent misconduct, and uphold the highest standards of corporate conduct.

Ultimately, by prioritizing ethics and governance, we not only fulfill our legal obligations but also uphold the trust and confidence of our stakeholders. By embedding ethical principles into our corporate culture and governance practices, we create a foundation for sustainable growth and long-term success, ensuring that our company operates with integrity and accountability in all that we do.

OUR COMMITMENTS



**ANTI-CORRUPTION
AND BUSINESS
ETHICS**

**DUTY OF CARE
AND RESPECT FOR
HUMAN RIGHTS**

**DATA PROTECTION
AND PRIVACY**

ANTI-CORRUPTION AND BUSINESS ETHICS

ANTI-CORRUPTION CODE OF CONDUCT AND TRAINING

Alstef Group is deeply committed to conducting business with integrity and transparency. We place the highest importance on ensuring that all our actions reflect our values and ethical standards. Every employee is expected not only to demonstrate exemplary behaviour, but also to actively contribute to the implementation and continuous improvement of anti-corruption measures within the scope of their responsibilities.

The fight against corruption and influence peddling is a fundamental priority for the Group. It is essential to safeguarding our long-term sustainability, maintaining stakeholder trust, and upholding our corporate social responsibility commitments.

In response to increasingly stringent national and international regulations, and in accordance with Article 17 of the French "Sapin 2" Law of 9 December 2016, Alstef Group has developed and implemented a structured compliance programme dedicated to preventing and detecting corruption risks.

A Group-wide Code of Conduct formalises our position on transparency in business relationships and clearly sets out the principles and behaviours expected of all employees. This framework is reinforced by a comprehensive training programme designed to equip employees with the knowledge and practical tools required to recognise, assess and address situations that may involve unethical conduct. All employees in France have completed this training, and the programme is progressively being deployed across all subsidiaries worldwide.

100% OF FRENCH EMPLOYEES
TRAINED IN 2025 

SUPPLIER CODE OF ETHICS

Our approach to responsible and sustainable procurement integrates CSR criteria directly into our supplier selection process, placing them on equal footing with quality, service, cost, innovation and risk management. These requirements apply to all suppliers and subcontractors. As part of this commitment, Alstef Group invites its partners to actively engage in this process by signing our Supplier Code of Ethics.



See *Sustainable Purchasing* section
Page 16.

ETHICS COMMITTEE

In January 2023, Alstef Group established its Ethics Committee to strengthen and uphold the highest standards of integrity across the organisation. Recognising that ethical conduct is fundamental to stakeholder trust, the Committee plays a central role in defining, promoting and monitoring compliance with our Code of Conduct.

The Ethics Committee:

- Defines and oversees anti-corruption procedures and their continuous improvement
- Ensures the independent and effective application of the Code of Conduct and its principles
- Oversees ethics and compliance matters, reviews breaches and recommends corrective actions
- Receives and manages whistleblowing reports and determines appropriate follow-up
- Reviews corruption risk mapping and adjusts prevention measures where required
- Monitors and evaluates employee training on corruption risks



THIRD PARTY ASSESSMENT

Pursuant to anti-corruption regulations, certain third parties with whom Alstef Group intends to enter into a contract are subject to due diligence, in particular intermediaries, suppliers, and regular or major subcontractors.

Assessments focus on third parties identified in the risk map as presenting a potential risk of corruption. Accordingly, prior to entering into any contractual relationship, Alstef Group conducts investigations to determine whether prospective third parties have effective and appropriate compliance policies in place and whether, in the three years preceding the investigation, they have been subject to substantiated allegations, administrative sanctions, or criminal convictions relating to corruption, influence peddling, and/or international or national sanctions.

The scope and intensity of these investigations are proportionate to the level of risk identified in the risk map, the results of preliminary assessments, and the categorisation of third parties. In parallel, Alstef Group works closely with its suppliers and partners to ensure they understand the importance and relevance of our ethical standards, compliance expectations, and anti-corruption commitments, reinforcing a shared approach to responsible and transparent business practices throughout the value chain.

WHISTLEBLOWING

In 2024, Alstef Group has an established professional whistleblowing mechanism in place to provide all employees and stakeholders with a secure and confidential means of reporting any conduct or situations that may be contrary to this Code, including acts of corruption or influence peddling.

While employees are encouraged to raise concerns through their normal hierarchical channels where appropriate, the whistleblowing mechanism offers an additional, protected pathway. It ensures reinforced guarantees of confidentiality and protection for individuals who raise concerns in good faith.

DUTY OF CARE AND RESPECT FOR HUMAN RIGHTS

Alstef Group respects human rights and ILO conventions and is committed to combating all forms of modern slavery, particularly child labour. Alstef Group does not employ children under the age of 16. Our approach to managing modern slavery risks in operations and supply chain is based on the requirements of the Commonwealth Modern Slavery Act 2018. Globally, nations are implementing legislation to tackle modern slavery, which places obligations on organisations to address modern slavery in business operations and supply chains.

NON-DISCRIMINATION IN HIRING

Alstef Group is committed to ethical, inclusive, and transparent recruitment practices that promote equal opportunity across all regions in which we operate. Beyond compliance, we actively celebrate the diversity of our people and recognise the value that different backgrounds, perspectives, and cultures bring to our organisation.



Our teams are encouraged to learn from one another and to embrace cultural diversity as a strength. By fostering curiosity, openness, and respect, we create an environment where employees feel valued and empowered, strengthening collaboration, innovation, and our ability to serve customers and communities worldwide.



Throughout the recruitment process, Alstef Group strictly complies with all applicable laws, including those relating to child labour, forced labour, and the prevention of human trafficking. Ethical conduct and respect for human rights are fundamental principles that guide our hiring practices globally.



To further support inclusive behaviours, we are implementing training certifications for managers across the Group focused on fair and non-discriminatory recruitment. These programmes include guidance on conducting objective interviews, as well as dedicated modules on legal and ethical compliance, anti-discrimination legislation, and best practices for fostering diversity and inclusion within our teams.

DATA PROTECTION AND PRIVACY

Alstef Group achieved ISO 27001:2017 certification in 2024 at its French headquarters, meeting the internationally recognised standard for Information Security Management Systems (ISMS). In 2025, this certification was upgraded to ISO 27001:2023, reflecting the Group's ongoing commitment to safeguarding sensitive information relating to its teams, customers and partners, while continuously strengthening its security, compliance and governance practices.



ISO 27001 recognizes the commitment of Alstef Group's teams in developing, implementing, and continuously improving a comprehensive ISMS. This system combines technical safeguards, organizational policies, and operational procedures to ensure the confidentiality, integrity, and availability of information across the company. Achieving and maintaining the certification forms part of a long-term, continuous improvement approach to information security, aligning Alstef Group with evolving cybersecurity challenges.

In 2025, the company has further strengthened its security strategy through a series of initiatives. Internal phishing simulations have tested staff awareness and reinforced secure practices, while a new cybersecurity awareness training program has been rolled out to ensure all employees remain informed and vigilant. At the same time, Alstef Group has continued to enhance its systems and controls, fully aligned with ISO 27001 standards, ensuring that both people and technology are prepared to respond to emerging threats.

In today's digital environment, information systems are central to operational efficiency and organizational performance. They enable secure collection, storage, processing, and sharing of data, forming a backbone for the company's business processes. Information Systems Security (ISS) protects the organization's operations and information while ensuring compliance with regulatory requirements.

Maintaining the confidentiality, integrity, availability, and traceability of information is a top priority, safeguarding both internal and customer data. Alstef Group's ISMS supports this through regular audits, risk management planning, and continuous monitoring, ensuring that security remains proactive rather than reactive.

Alstef Group also embeds security into its products and services through the Security by Design principle. From initial design through implementation, maintenance, and operational activities - including sales, purchasing, production, and commissioning - security requirements are integrated at every stage to guarantee operational continuity for all stakeholders.



MANAGEMENT OF THE CSR APPROACH

IMPLEMENTING A CRS STRATEGY AT GROUP LEVEL

The Alstef Group CSR strategy was developed in 2023 and validated in October of that year. As we move into 2026, we enter the fourth year of our Group-wide CSR journey.

Our commitment to Corporate Social Responsibility transcends geographical boundaries. Operating on a global scale, we continue to drive the implementation of a robust CSR strategy with concrete, achievable objectives at Group level, supported by consistent deployment across our subsidiaries.

Having now assessed the carbon footprint of our business, a key focus for the next phase of our strategy is the implementation of tangible actions to reduce our environmental impact. Beyond measurement, our priority is to deliver real, measurable reductions in our carbon

EDUCATION AND AWARENESS ON CSR

Alstef Group places utmost importance on fostering a corporate culture deeply rooted in Corporate Social Responsibility (CSR) principles. Central to this ethos is ensuring that every member of our workforce is not only cognizant of CSR imperatives but also fully engaged in the strategies implemented by the company to uphold them.

We have embarked on a concerted effort to establish regular monthly communications with our employees. Through these channels, we aim to keep our team members abreast of the company's performance, ongoing initiatives, and noteworthy accomplishments as they related to our CSR strategy.

By nurturing an environment of transparency and accountability, we endeavor to empower our employees to actively contribute to our collective pursuit of sustainable and responsible business practices.



ALSTEF

GROUP

Technology

ALSTEF

GROUP

LABEL PRINT
& APPLY



APPENDICES

ISO 9001 CERTIFICATES

This is a translation of the certificate FR15/81841701

The management system of

ALSTEF AUTOMATION S.A.S

104 Boulevard de la Salle, 45760 BOIGNY SUR BIONNE, France
has been assessed and certified as meeting the requirements of

ISO 9001:2015

For the following activities

Design, construction, commissioning, revamping, maintenance and operation of automated systems for handling, storage, sorting and order preparation of unit loads in airports, intralogistics and industry.

This certificate is valid from 31 March 2024 until 30 March 2027 and remains valid subject to satisfactory surveillance audits.
Issue 5. Certified since 01 February 1999



Authorised by

Siham VIDARD

SGS ICS France

29, avenue Aristide Briand 94110 Arcueil France
t +33 (0)1 41 24 88 88 - <https://www.sgsgroup.fr/>



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Certificat FR22/0000004

Le système de management de

Alstef Mobile Robotics SAS

SGS

9 route de Chavagne, 35310 MORDELLES, France

a été audité et certifié selon les exigences de

ISO 9001:2015

Pour les activités suivantes

La conception, la réalisation, la mise en oeuvre et le maintien de solutions logistiques automatisées clés en main intégrant :

- Des AGV (Automated Guide Vehicle)
- Des équipements de manutention, stockage et préparation d'expéditions automatisés
- Les systèmes de pilotage logiciels associés à la solution.

Design, manufacturing, installation and maintenance of automated turnkey workflow solutions integrating :

- AGVs (Automated Guided vehicles)
- Handling, storage and automated shipping equipments
- Software management systems related to the solution.

Ce certificat est valable du 27 août 2025 au 26 août 2028 et reste valide jusqu'à décision satisfaisante à l'issue des audits de surveillance.

Version 5. Certifié depuis le 30 juin 2022



Autorisé par

Laurent DAHMANI

Business Manager de Business Assurance

SGS INTERNATIONAL CERTIFICATION SERVICES

29, avenue Aristide Briand 94110 Arcueil France

1 +33 (0)1 41 24 88 88 - <https://www.sgsgroup.fr/>



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BUREAU VERITAS
Certification



Certification

Awarded To

ALSTEF NEW ZEALAND LIMITED

17-19 PATIKI ROAD, AVONDALE, AUCKLAND 1026 NEW ZEALAND
PLOT NO. 2 (P), GAT NOS. 182, 183 AND 184 VILLAGE PHULGAON, TALUKA HAVELI
DISTRICT PUNE INDIA

Bureau Veritas certify that the Management System of the above organisation has been audited and found to be in accordance with the requirements of the management system standards indicated below
STANDARD

ISO 9001:2015

SCOPE OF SUPPLY

DESIGN, ASSEMBLY, INSTALLATION AND COMMISSIONING OF AIRPORT BAGGAGE AND SORTATION SYSTEMS, POWERWALK SYSTEMS, PARCEL HANDLING SYSTEMS AND CARGO HANDLING SYSTEMS

Original Approval Date: **31 July 2023**

Subject to the continued satisfactory operation of the organisation's Management System,
this certificate is valid until: **26 June 2026**

First Original Approval Date: **23 June 2017**

Expiry of Previous Cycle Date: **23 June 2023** Recertification Audit Date: **12 May 2023**

To check the validity of this certificate please call tel. **+61 1800 855 190**

Further clarification regarding the scope of this certificate and the applicability of the Management System requirements may be obtained by consulting the organisation.

Certificate Number: **NZ001992-2**

Date: **4 April 2024**

Andrew Mortimore
VP/CE CIF Pacific Region

Managing office: Bureau Veritas Pty Ltd, Level 11, 500 Collins Street,
Melbourne, Victoria, 3000, Australia

Issuing office: Bureau Veritas Pty Ltd, Level 11, 500 Collins Street,
Melbourne, Victoria, 3000, Australia

JAS-ANZ



ISO 14001 CERTIFICATE

This is a translation of the certificate FR11/00956

The management system of

ALSTEF AUTOMATION S.A.S

104 Boulevard de la Salle, 45760 BOIGNY SUR BIONNE, France
has been assessed and certified as meeting the requirements of

ISO 14001:2015

For the following activities

Design, construction, commissioning, revamping, maintenance and operation of automated systems for handling, storage, sorting and order preparation of unit loads in airports, intralogistics and industry.

This certificate is valid from 31 March 2024 until 30 March 2027 and remains valid subject to satisfactory surveillance audits.
Issue 7. Certified since 11 April 2011



Authorised by
Siham VIDARD

SGS ICS France
29, avenue Aristide Briand 94110 Arcueil France
t +33 (0)1 41 24 88 88 - <https://www.sgsgroup.fr/>



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ISO 45001 CERTIFICATE

This is a translation of the certificate FR10/00958

The management system of

ALSTEF AUTOMATION S.A.S

104 Boulevard de la Salle, 45760 BOIGNY SUR BIONNE, France
has been assessed and certified as meeting the requirements of

ISO 45001:2018

For the following activities

Design, construction, commissioning, revamping, maintenance and operation of automated systems for handling, storage, sorting and order preparation of unit loads in airports, intralogistics and industry.

This certificate is valid from 31 March 2024 until 30 March 2027 and remains valid subject to satisfactory surveillance audits.

Issue 8. Certified since 26 June 2020

Organization certified since 14 May 2010 and first certified by SGS on 26 June 2020



Authorised by

Siham VIDARD

SGS ICS France

29, avenue Aristide Briand 94110 Arcueil France

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ISO 27001 CERTIFICATE

This is a translation of the certificate FR24/00000138

The management system of

ALSTEF AUTOMATION S.A.S

SGS

104 Boulevard de la Salle, 45760 BOIGNY SUR BIONNE, France

has been assessed and certified as meeting the requirements of

NF ISO/IEC 27001 : 2023 - Information Security Management in the field of Information Security, Cybersecurity and privacy protection

For the following activities

Design, construction, commissioning, revamping, maintenance and operation of automated systems for handling, storage, sorting and order preparation of unit loads in airports, intralogistics and industry.

According to Statement of Applicability: SoA v7 from march 25th, 2025.

This certificate is valid from 13 June 2025 until 30 May 2026 and remains valid subject to satisfactory surveillance audits.
Issue 2. Certified since 31 May 2024



Authorised by

Laurent DAHMANI
Business Manager de Business Assurance

SGS INTERNATIONAL CERTIFICATION SERVICES
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ECOVADIS CERTIFICATES

ecovadis

Sustainability Highlights

ALSTEF AUTOMATION SAS (GROUP)

BOIGNY SUR BIONNE -France | Manufacture of general-purpose machinery

Publication date: 7 Aug 2025

Valid until: 7 Aug 2026



CERTIFICATIONS & ENDORSEMENTS

- ✓ At least one site is ISO 14001 certified

SUSTAINABILITY PERFORMANCE OVERVIEW

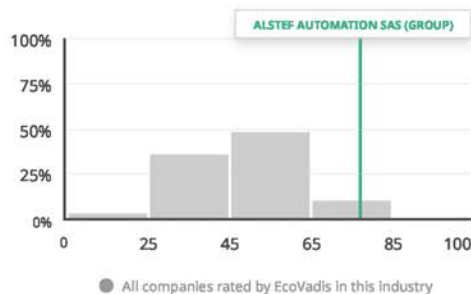
Score breakdown

ALSTEF AUTOMATION SAS (GROUP) sustainability performance is: **Advanced**

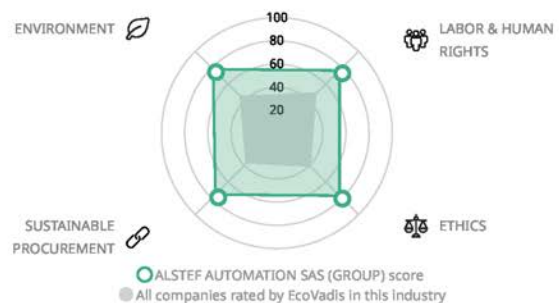
Sustainability performance: ● Insufficient ● Partial ● Good ● Advanced ● Outstanding — Average score



Overall score distribution



Theme score comparison



*You are receiving this score/medal based on the disclosed information and news resources available to EcoVadis at the time of assessment. Should any information or circumstances change materially during the period of the scorecard/medal validity, EcoVadis reserves the right to place the business' scorecard/medal on hold and, if considered appropriate, to re-assess and possibly issue a revised scorecard/medal.

ecovadis

ALSTEF
GROUP

ALSTEF MOBILE ROBOTICS



SILVER | Top 15%

ecovadis

Sustainability Rating

MAR 2025

The badge is a circular seal with a grey border. Inside, a grey ribbon at the top contains the text 'SILVER | Top 15%'. Below the ribbon, the 'ecovadis' logo is displayed in a bold, sans-serif font, with a green dot above the 'v'. Underneath the logo, the words 'Sustainability Rating' are written in a smaller, grey font. At the bottom of the seal, the date 'MAR 2025' is printed in a bold, black font.

Vous recevez ce score/cece médaille sur la base des informations communiquées et des news mises à la disposition d'Ecovadis au moment de l'évaluation. Si des informations ou des circonstances changent sensiblement au cours de la période de validité de la Fiche d'évaluation/médaille, Ecovadis se réserve le droit de retirer temporairement la Fiche d'évaluation/médaille de l'entreprise, afin de réévaluer et de publier/révoquer éventuellement une Fiche d'évaluation/médaille révisée.

Valid until : March 2026




CDP RESULTS

Scores

Alstef Mobile Robotics

2025




Overall scores

Score visibility	 Climate change	 Forests	 Water security
Private If you were requested by any Supply Chain members or Capital Markets Signatories, they can see these scores.	B	-	-
Public Visible on your organization's profile on the CDP website.	-	-	-

This score is private.

Category scores

Category scores are combined to produce your overall score. Some categories have a higher weighting than others to reflect their importance, which varies depending on your sector. Not all categories are relevant to every environmental issue. [View scores guidance.](#)

Category name	 Climate change	 Forests	 Water security
Business Strategy	B	-	-
Commodity Visibility and Reporting	-	-	-
Context	B	-	-
DCF Status	-	-	-
Dependencies, Impacts, Risks and Opportunities Process	B	-	-
Emissions Reduction Initiatives	B	-	-
Emissions Reduction Initiatives and Low Carbon Products	-	-	-
Energy	B	-	-
Engagement in Activities and Initiatives	-	-	-
Environmental Policies	B	-	-

UN GLOBAL COMPACT MEMBERSHIP CERTIFICATE



Pacte Mondial
Réseau France

JOIN DATE
January 20th 2025

CERTIFICATE OF JOINING THE UN GLOBAL COMPACT FOR 2025

is given to

ALSTEF Group

for committing to respect the Ten Principles of the United Nations Global Compact, to take action in support of UN Goals.

ALSTEF Group is also a member of the Pacte mondial Réseau France, the official local network of the United Nations Global Compact in France.

ALSTEF Group will have to publish its Communication on Progress (COP) on the United Nations Global Compact website, by July 31st, 2026.



HUMAN RIGHTS



LABOUR



ENVIRONMENT



ANTI-CORRUPTION



Membership in the Global Compact is annual from 01/01/2025 to 12/31/2025

ORGANIZATION

Network France

SIGNATURE ET CACHET PACTE MONDIAL RESEAU FRANCE



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