



**NON-FINANCIAL
REPORT
2025**



MESSAGE FROM THE CEO

Dear colleagues, partners and stakeholders,

For several years, our Group has pursued a growth trajectory built on expertise, innovation and operational excellence. Today, this momentum is fully aligned with a broader ambition: integrating corporate social responsibility at the core of our strategy and decision-making.

Corporate social responsibility is no longer a peripheral aspect of our development; it has now become a structuring pillar of our performance. Our approach is based on clear principles: trust & team spirit, responsibility & commitment, performance & innovation, fairness & business ethics. These values guide our actions and strengthen our ability to create sustainable value for all our stakeholders.

In recent years, significant progress has been achieved: deployment of the carbon footprint assessment across the entire Group, continuous improvement of our extra-financial ratings, structuring of a responsible purchasing policy, and active preparation for new regulatory requirements relating to sustainability reporting.

Aware of the profound changes in our environment, we have initiated a transformation of our organisation in order to anticipate future reporting obligations and strengthen the robustness of our CSR governance, notably through the recent creation of a CSR Committee within the Board of Directors. Increased human and financial resources have been allocated to support this growing level of maturity.

The year 2026 marks a key milestone: it must consolidate the foundations that have been established and transform our commitments into sustainable competitive advantages. Our ambition is clear: to make corporate social responsibility a driver of innovation, differentiation and long-term value creation.

This trajectory can only be achieved through the involvement of everyone. The commitment of our teams and ongoing dialogue with our partners are essential to making this transformation a collective success.

Together, let us continue this momentum to build responsible, sustainable and meaningful performance.

PHILIPPE BREL, DIRECTEUR GÉNÉRAL



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Historically, the Group published a Non-Financial Performance Statement (NFPS) in accordance with Ordinance No. 2017-1180 of 19 July 2017, stemming from European Directive 2014/95/EU relating to the disclosure of non-financial information.

Following the evolution of the European regulatory framework towards the Corporate Sustainability Reporting Directive (CSRD), and the modification of the application thresholds introduced by the so-called "Omnibus" texts, the Group is no longer subject to the regulatory obligation to prepare a NFPS. Nevertheless, the Group has chosen to voluntarily maintain the publication of extra-financial information based on the former NFPS framework and enhanced by a double materiality matrix, in order to ensure continuity in the monitoring of its environmental, social and governance challenges, and to meet the growing expectations of its stakeholders.

1.1. SCOPE OF INFORMATION

The information presented in this chapter relates to the activities of the SOGECLAIR Group carried out by the holding company SOGECLAIR SA and all subsidiaries, with the exception of:

- Subsidiaries not included within the consolidation scope of the Management Report;
- Upstream and downstream operations carried out by other entities not included within the reporting scope.

FRANCE PERIMETER

- SOGECLAIR SA (France) ;
- SOGECLAIR Aerospace SAS (France) ;
- AVIACOMP SAS (France) ;
- OKTAL SAS (France) ;
- OKTAL Synthetic Environment SAS (France) ;
- A.V. Simulation SAS (France) ;
- SERA Ingénierie SAS (France) ;

INTERNATIONAL PERIMETER

- SOGECLAIR Aerospace SA (Espagne);
- SOGECLAIR Engineering GmbH (Allemagne);
- SOGECLAIR Aerospace SARL (Tunisie) ;
- SOGECLAIR Aerospace Ltd (UK) ;
- SYDAC Ltd (UK) ;
- SYDAC PTY Ltd (Australie) ;
- SYDAC simulation Technologie India Private Ltd (india);
- Ressources Globales Aero Inc. (Canada);
- MSB Design Inc. (Canada);
- MSB Aerospace Corp. (USA);
- MSB Aerospace Llc. (USA);
- MSB Global Resources Corp. (USA);

The following entities have been excluded from the DPEF consolidation scope due to the absence of employees and turnover:

- ADM SAS;
- OKTAL USA Inc. ;
- A.V. Simulation USA Inc.;
- RAIN USA Inc.;
- RAIN Luxembourg SA;
- SOGECLAIR Aerospace Inc.
- PrintSky SAS.

1.2. REPORTING PERIOD

The data collected as part of this Extra-Financial Report cover the period from 1 January 2025 to 31 December 2025.

1.3. DATA COLLECTION METHODOLOGY

CSR data are collected by the CSR Department from designated contributors within each entity included in the report.

For the 2025 reporting year, the Group has enhanced its carbon footprint assessment methodology in order to strengthen the robustness and comprehensiveness of its greenhouse gas emissions analysis.

► METHODOLOGY FOR OUR CARBON FOOTPRINT ASSESSMENT

For the first time, emissions were calculated across all three emission scopes (Scopes 1, 2 and 3), covering direct emissions related to the Group's activities, indirect emissions associated with energy consumption, as well as the main indirect emissions generated upstream and downstream of operations.

The emissions calculation was carried out using the SAMI tool, enabling the collection, consolidation and structured processing of activity data. The methodology applied is aligned with the principles of the Bilan Carbone® method developed by ADEME, ensuring a consistent and transparent approach to greenhouse gas emissions assessment.

This methodological enhancement marks an important step in improving the Group's understanding of its emissions and provides a foundation for the progressive structuring of its emissions reduction strategy.

1.4. EXCLUSION OF NON-RELEVANT INFORMATION

The Group discloses the information necessary to understand its activities, performance, and its main environmental, social and governance challenges.

Certain information may not be presented when it is deemed not relevant with regard to:

- **the nature of the Group's activities;**
- **its business model;**
- **or its non-material nature in relation to the issues identified as priorities.**

2

GROUP PRESENTATION

Created in 1986, SOGECLAIR is a family-owned intermediate-sized company (ETI) with an international footprint, carrying forward a unique expertise in the sustainable mobility sector.

A provider of high value-added innovative solutions for cleaner and safer mobility, SOGECLAIR brings its engineering and manufacturing capabilities to cutting-edge sectors such as aeronautics, aerospace, automotive, rail and defense.

Supporting its clients and partners from design and simulation through to end-of-life, across the entire manufacturing chain and commissioning, employees are located worldwide to provide high-quality, local support to all customers.

2.1. OUR DNA

COMPANY PURPOSE

“ TO DEVELOP TALENT IN AN INNOVATIVE ENVIRONMENT IN THE SERVICE OF SUSTAINABLE MOBILITY ”

NOTRE MISSION



At SOGECLAIR, we assist our clients at every phase, from design and simulation to the product's lifecycle conclusion, providing guidance, engineering services, and customized solutions across the entire manufacturing chain and commissioning process.

OUR VALUES

TRUST AND TEAM SPIRIT

Trust is essential to building strong relationships with customers, relying on in-depth market expertise and the diverse knowledge of employees.

Team spirit plays a key role by fostering synergy of skills within the company, enabling exceptional customer service tailored to each client's specific needs and offering continuous support. This collaborative approach, built on mutual trust, is the driving force that allows SOGECLAIR to respond efficiently and personally to customer expectations while valuing the individual expertise of its employees.



RESPONSIBILITY AND COMMITMENT

This ambition reflects SOGECLAIR's desire to become a key player in sustainable mobility and to fully commit to a carbon-neutral energy transition.

To achieve this, the company places people at the heart of the transformation by promoting inclusion. This means designing solutions that integrate environmentally friendly technologies while addressing the needs and aspirations of individuals.

By prioritizing accessibility and inclusion, SOGECLAIR aims to shape a future where mobility respects environmental balance while meeting societal challenges.



PERFORMANCE AND INNOVATION

Mobility goes beyond physical movement; it creates connections between people and cultures, promoting the exchange of ideas and resources.

SOGECLAIR recognizes this and is committed to maintaining its role as a global leader by using mobility as a lever to connect talent, stimulate innovation and create economic opportunities worldwide.

By investing in this vision, the company pursues its objective of shaping a future in which mobility plays a key role in creating value and bringing communities together across the globe.



FAIRNESS AND ETHICS IN BUSINESS

These core commitments underline the importance SOGECLAIR places on respecting human rights and ensuring transparency across all business activities.

This means ensuring that the fundamental rights of every individual are preserved at all stages from employee relations to commercial partnerships and supply chain operations.

Transparency is essential for building trust, both internally and externally, demonstrating the company's strong commitment to ethical and responsible practices.

◆ SOGECLAIR
DIGITAL ENGINEERING

> **MECHANICAL AND ELECTRICAL SYSTEMS INSTALLATION**

Development of complex structures covering the entire process, from initial design to final certification. Our expertise includes detailed design, industrialization and production support.

> **CABIN AND INTERIOR ENGINEERING**

End-to-end offering for commercial, business, VIP and VVIP aviation. From new program launches to in-service support, we respond to all technical needs at each stage of the project lifecycle.

> **CONFIGURATION AND DOCUMENTATION MANAGEMENT**

Development and implementation of configuration and documentation management systems designed to ensure compliance and optimize engineering operations.

> **TECHNICAL PREPARATION AND INDUSTRIAL METHODS**

Definition and development of manufacturing and assembly processes to help our customers fully achieve their industrial potential and grow their business.

> **PRODUCT AND PROCESS PERFORMANCE**

Optimizing product performance, engineering organizations and adopting efficient project and program management methods are key factors driving success in developing and operating complex solutions.

> **OPERATIONAL EXCELLENCE**

Supporting industrial companies in their digital transformation through the integration of digital and connected solutions to build a more resilient industrial system.

> **ENVIRONMENTAL TRANSITION**

Designing products with reduced environmental impact while achieving optimal performance criteria.

82.13M€

51,2%
OF REVENUE

48,8%
OF REVENUE



78.15M€

◆ SOGECLAIR
SIMULATION

> **DEVELOPMENT SIMULATION**

Automotive & defense simulation
Synthetic environment & AI simulation
Interior configuration simulation

> **TRAINING SIMULATORS**

Railway simulation
Air traffic control simulation
Simulated equipment

◆ SOGECLAIR
EQUIPMENT

> **INNOVATIVE MATERIALS**

Specialist in developing and manufacturing high-value thermoplastic composite products or metallic additive-manufactured parts.

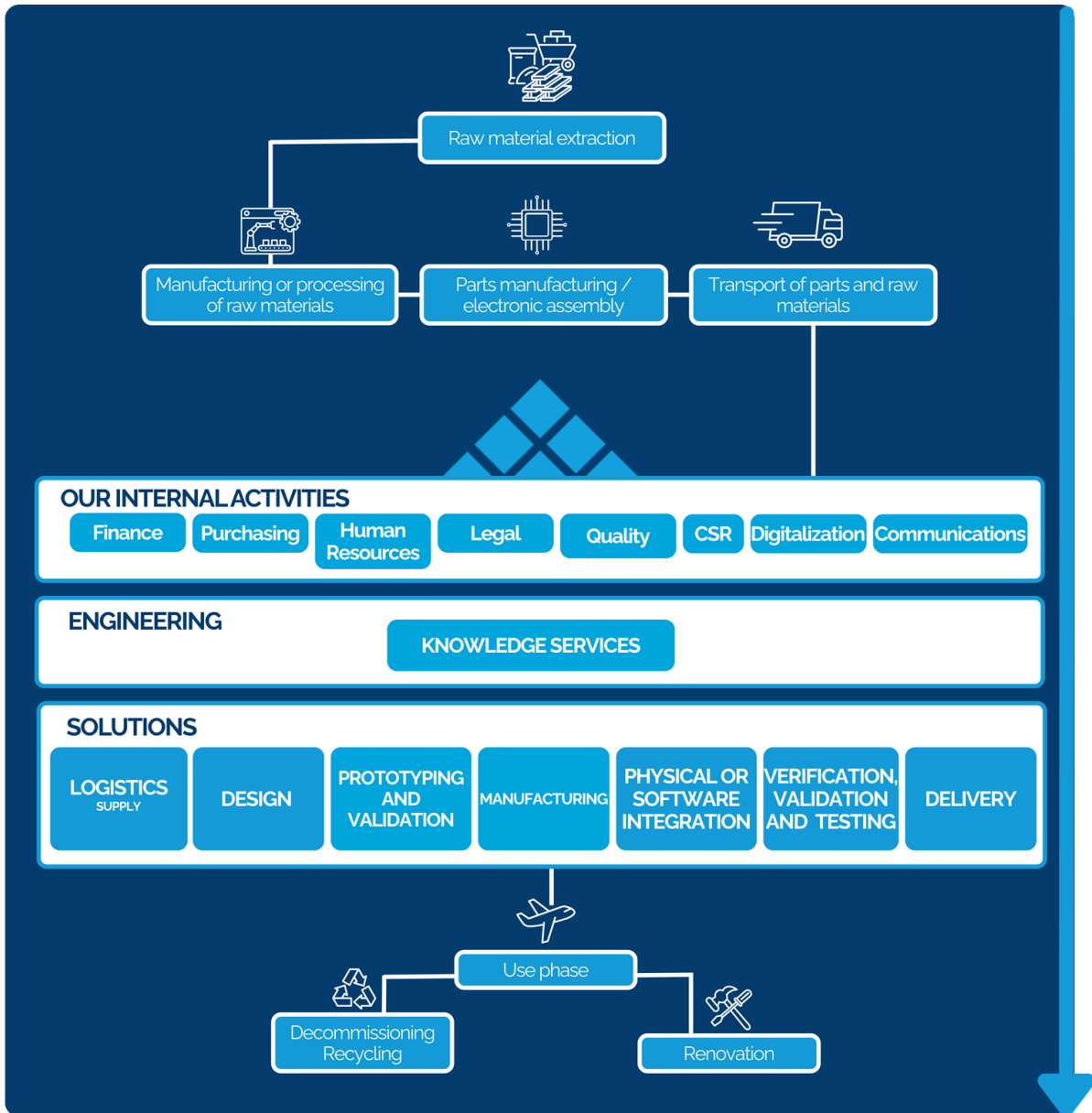
> **SPECIAL VEHICLES & ROBOTIC**

SOGECLAIR EQUIPMENT supports its customers as experts in land mobility and robotics.

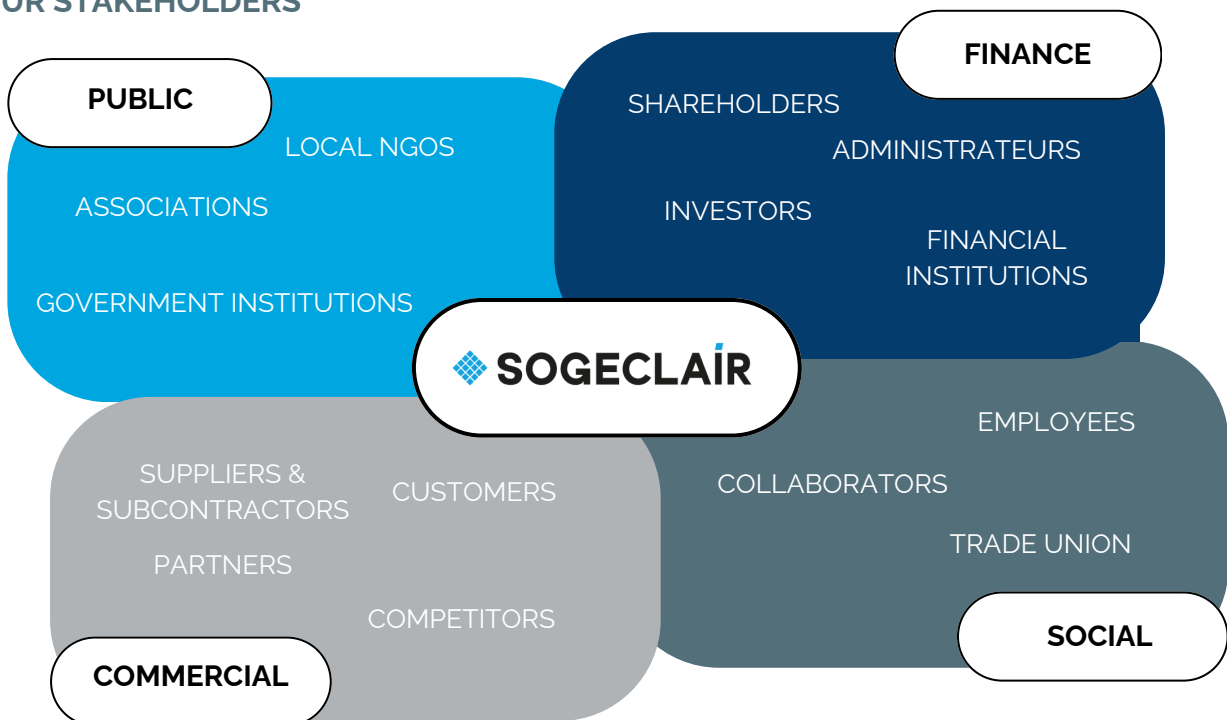
> **AIRCRAFT INTERIOR**

Experts in the VIP/VVIP business aviation sector. Our highly qualified team provides custom solutions from mechanical design to prototype manufacturing.

2.3. OUR VALUE CHAIN



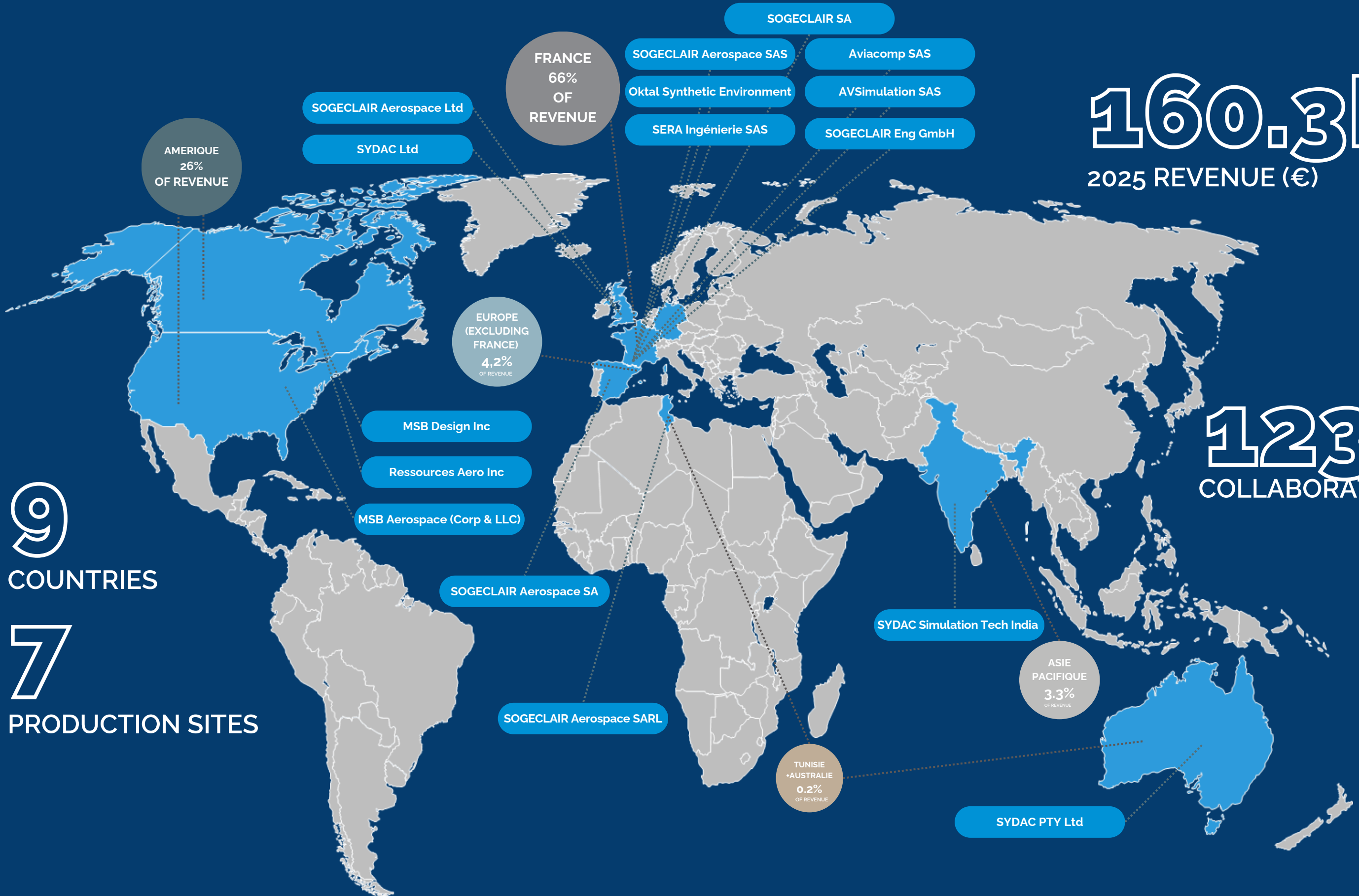
➤ OUR STAKEHOLDERS



SOGECLAIR, AN INTERNATIONAL PRESENCE

160.3M
2025 REVENUE (€)

1236
COLLABORATORS



9
COUNTRIES

7
PRODUCTION SITES



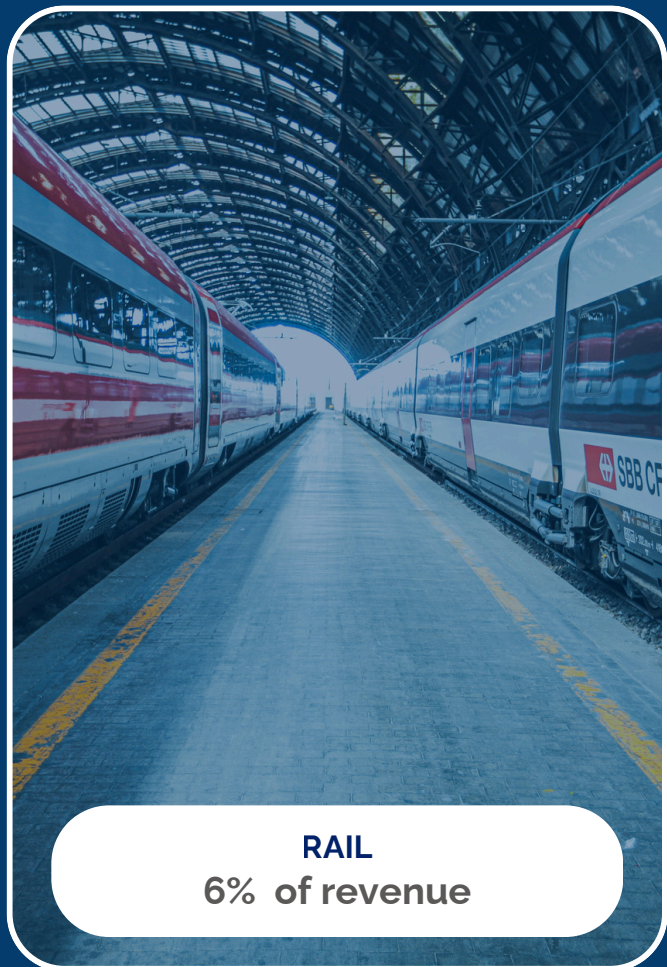
AERONAUTICS
69% of revenue



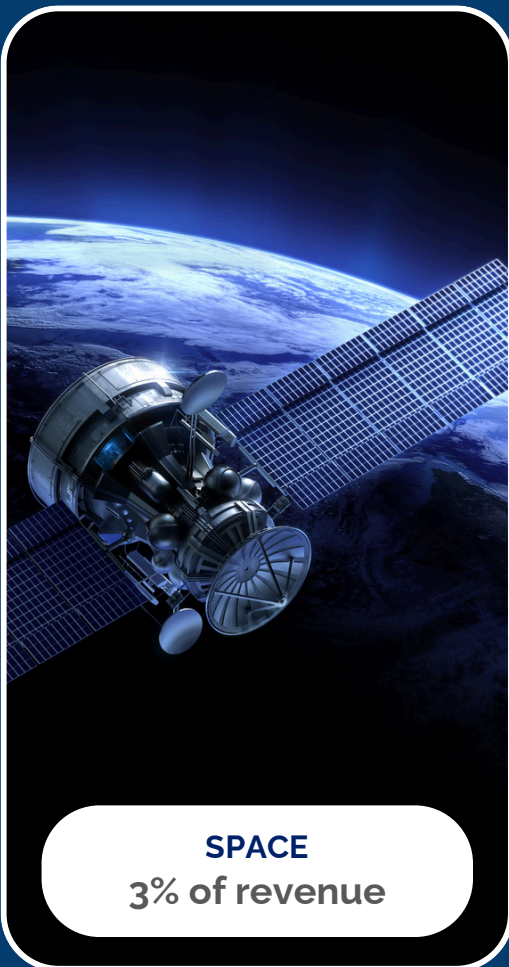
DEFENSE
14% of revenue



AUTOMOTIVE
7% of revenue



RAIL
6% of revenue



SPACE
3% of revenue

* MISCELLANEOUS: 1% OF REVENUE

3.1. OUR APPROACH

➤ REGULATORY CONTEXT

In the context of the new CSRD regulation, the SOGECLAIR Group initiated in 2024 a progressive transformation of its organisation in order to align its sustainability ambitions with the applicable regulatory requirements.

Furthermore, the "Omnibus" regulatory package proposed by the European Commission, aimed at adjusting and reducing the scope of companies subject to CSRD requirements, has led to an evolution in the scope of these obligations.

In this context, the Group has nevertheless chosen to maintain its trajectory and sustainability commitments by continuing to publish its non-financial reporting. The objective for 2026 remains to rely on a structuring framework (see reporting methodology introduction) to strengthen the steering of the Group's ESG (Environmental, Social and Governance) performance, while continuously challenging and improving the policies and actions implemented.

➤ GROUP CSR POLICY

As part of the structuring of its CSR approach, the SOGECLAIR Group has defined a CSR policy aimed at formalising the Group's strategic sustainability priorities. This work has made it possible to identify the main themes and structuring pillars of the CSR approach, in line with the Group's challenges and the expectations of its stakeholders.

This policy is structured around four main pillars:

Employees: Employees are a central component of the Group's CSR policy. The objective is to develop and enhance talent, promote diversity and inclusion within teams, and foster societal initiatives that contribute to employee well-being and engagement.

Environment: The environmental dimension plays a key role in the Group's strategy. SOGECLAIR has initiated a progressive transformation of its practices, particularly regarding the reduction of its carbon footprint, resource management, and compliance with environmental regulations.

Governance: The governance pillar mainly covers business ethics, compliance, and risk management issues. It aims to ensure responsible and transparent practices while strengthening stakeholder trust.

Sustainable business: Finally, the Group's CSR policy aims to integrate sustainability issues at the core of its activities and development strategy. The objective is to combine economic performance with responsibility by promoting solutions and practices that contribute to sustainable growth.

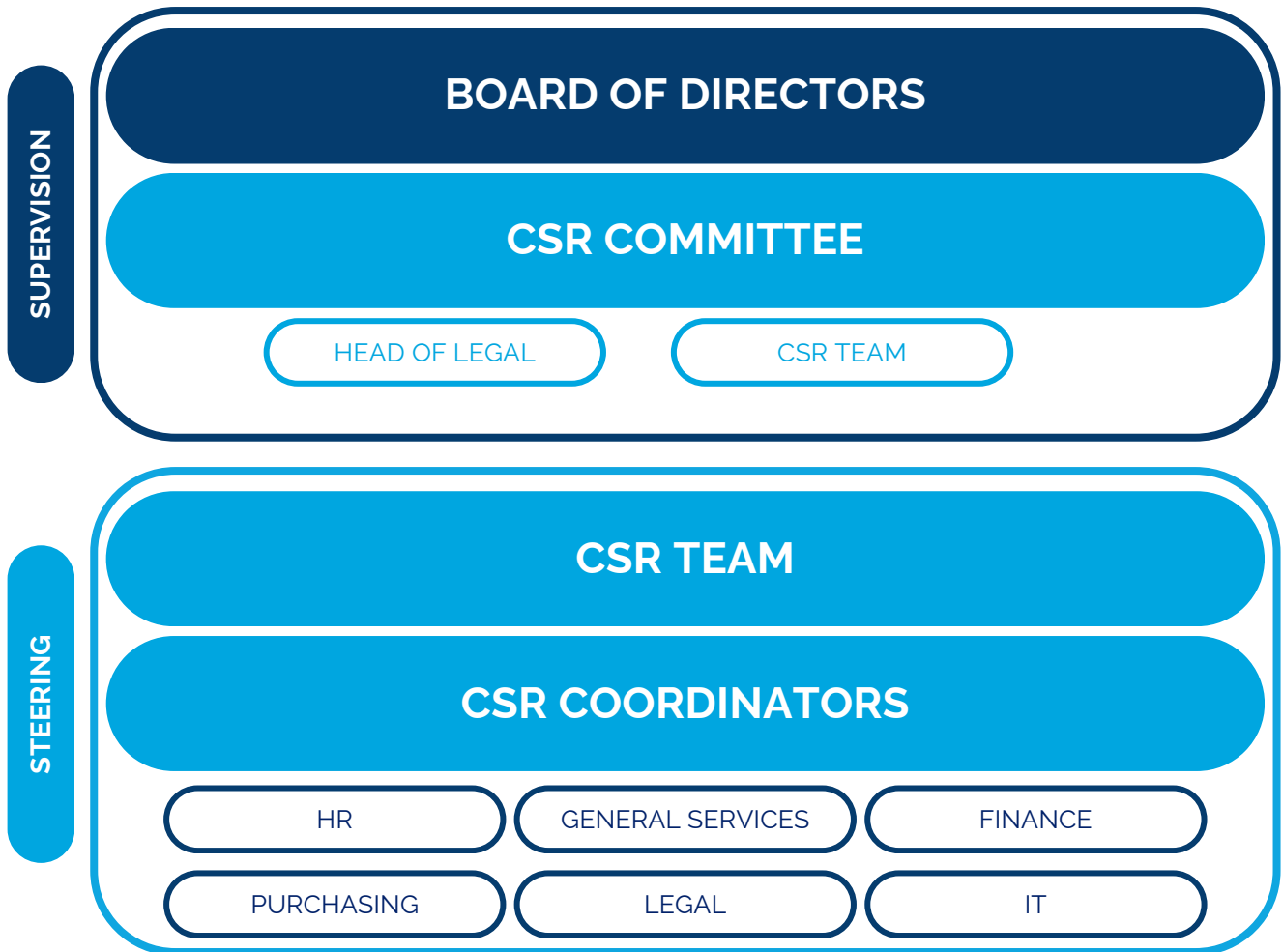


3.2. OUR CSR GOVERNANCE

As part of the strengthening of its CSR approach, the Board of Directors of the SOGECLAIR Group has decided to establish a CSR Committee, chaired by a CSR lead.

This Committee is responsible for overseeing and guiding the work carried out by the CSR team, particularly in the deployment and monitoring of the Group's corporate social responsibility policies and actions.

To support this approach and ensure its proper implementation across the various entities, the CSR team relies on several business coordinators, appointed as CSR representatives within their respective scopes. These representatives are responsible for relaying CSR initiatives, facilitating data collection, and contributing to the operational deployment of actions across the Group.



3.3. OUR CSR CHARTER

The Group has adopted a CSR Charter defining nine Sustainable Development Goals (SDGs) out of the 17 goals established by the United Nations Member States under the 2030 Agenda.

This Charter was updated in 2026 to ensure better alignment with the Group's CSR policy and to strengthen consistency between strategic commitments and the actions implemented in terms of sustainability.

CSR CHARTER

The SOGECCLAIR Group has chosen to formalize this CSR Charter in order to structure and consolidate all of its commitments in favor of sustainable and responsible development in the field of mobility.

COMMITTING TO A SUSTAINABLE SOCIAL AND SOCIETAL IMPACT



- > ENSURING HEALTH AND SAFETY AT WORK
- > CONTRIBUTING TO LOCAL DEVELOPMENT
- > EMPLOYEE DEVELOPMENT AND TALENT MANAGEMENT
- > DIVERSITY AND EQUAL OPPORTUNITIES

REDUCING OUR ENVIRONMENTAL IMPACT AND FOSTERING INNOVATION



- > REDUCING OUR CARBON FOOTPRINT
- > ADVANCING ECO-DESIGN

ENSURING ETHICAL AND RESPONSIBLE GOVERNANCE



- > ETHICAL AND RESPONSIBLE PRODUCTS AND SERVICES
- > RESPECTING HUMAN RIGHTS
- > ENSURING A RESPONSIBLE SUPPLY CHAIN
- > BUILDING EFFECTIVE PARTNERSHIPS



3.4. EVALUATION OF THE GROUP'S SUSTAINABLE AND CSR PERFORMANCE

► ECOVADIS EVALUATION

Since 2023, the Group has been assessing its CSR performance through the EcoVadis platform. During its first assessment in 2023, SOGECLAIR achieved a score of 43/100. In 2024, this score improved to 51/100, reflecting the efforts made by the Group to strengthen its corporate social responsibility practices and meet the expectations of its customers and partners.

The improvement journey continued in 2025, enabling the Group to further progress (new score pending).

► CARBON DISCLOSURE PROJECT

In 2024, the Carbon Disclosure Project (CDP) assessed SOGECLAIR AEROSPACE SAS's approach to climate change mitigation and awarded it a "B" rating, compared to "C" in 2023 and "D" in 2022. SOGECLAIR AEROSPACE SAS maintained its "B" rating in 2025, demonstrating the resilience of our system.

In addition, the SOGECLAIR Group carried out an initial assessment of its subsidiary AVIACOMP, which resulted in a "C" rating. The objective is to improve this score and to broaden the scope of the assessment.

► OUR CERTIFICATIONS

17
SITES CERTIFIED
ISO 9001

10
SITES CERTIFIED
IEN 9100

Our Quality Management System ensures that the structures and governance in place support efficient management of our activities.

AIR CYBER CERTIFICATION

The certification programme, initiated by Airbus, Thales, Dassault Aviation and Safran, aims to ensure the protection of sensitive data throughout the value chain.







In this context, the SOGECLAIR Group maintained its "Gold" certification level in 2025, confirming the robustness of its information security practices. The Group is also pursuing a continuous improvement approach to further strengthen its systems and meet the increasing requirements of its industrial partners.





In addition, the company committed in 2026 to an ISO 27001 certification process.







3.5.OUR MAIN NON-FINANCIAL ISSUES AND RISKS

The risks identified in the table below cover all Group activities included within the scope of the study. These CSR risks have been the subject of an analysis initiated several years ago. This year, we updated the Group's policies and actions.

	ISSUES	SDGS	RISKS	RISK TYPE	IMPACT	OCCURENCE	KEY INDICATORS 2025	GROUP POLICY 2025
ENVIRONMENT	Climate change mitigation	 	Greenhouse gas emissions throughout the value chain	<div style="background-color: #003366; color: white; border-radius: 10px; padding: 2px 5px; display: inline-block;">FINANCIAL</div> <div style="background-color: #003366; color: white; border-radius: 10px; padding: 2px 5px; display: inline-block;">REPUTATIONAL</div>	SIGNIFICANT	HIGH	Carbon footprint: Scopes 1, 2 and 3	Internalisation of the carbon footprint assessment
	Pollution & Substances of Very High Concern		Risks related to the use of chemicals in our manufacturing processes	<div style="background-color: #003366; color: white; border-radius: 10px; padding: 2px 5px; display: inline-block;">FINANCIAL</div> <div style="background-color: #003366; color: white; border-radius: 10px; padding: 2px 5px; display: inline-block;">REGULATORY</div> <div style="background-color: #003366; color: white; border-radius: 10px; padding: 2px 5px; display: inline-block;">REPUTATIONAL</div>	SIGNIFICANT	HIGH	Awareness raising on REACH and RoHS regulations	Training plan for 15 REACH representatives within SOGECLAIR (training scheduled during 2026)
	Energy		Contribution to climate change through fossil fuel consumption	<div style="background-color: #003366; color: white; border-radius: 10px; padding: 2px 5px; display: inline-block;">FINANCIAL</div>	SIGNIFICANT	HIGH	Annual electricity consumption (kWh)	Development of the building improvement plan (to be validated by P. BREL & A. ROBARDEY)
	Waste & Circular Economy	 	Risks related to the pressure of the Group's activities on resources	<div style="background-color: #003366; color: white; border-radius: 10px; padding: 2px 5px; display: inline-block;">REPUTATIONAL</div>	MEDIUM	HIGH	Deployment rate of the eco-design roadmap	Support for subsidiaries requiring eco-design assistance

	ISSUES	SDGS	RISKS	RISK TYPE	IMPACT	OCCURENCE	KEY INDICATORS 2025	GROUP POLICY 2025
SOCIAL AND SOCIETAL	Health, Safety and Well-being at Work		Risk of workplace accidents and absenteeism Psychosocial risks	FINANCIAL HR	SIGNIFICANT	MEDIUM	Rate of employees trained in health and safety at work Work accident rate Accident severity rate Absenteeism rate	Drafting of the right to disconnect policy (Deployment planned for 2026)
	Skills management and professional training		Difficulty in adapting to the development of new markets Employee employability risk Loss of competitiveness Training costs and effectiveness	HR	SIGNIFICANT	MEDIUM	Percentage of trained employees Number of training hours completed	Implementation of the "g-Box Grid" in France
	Talent attraction and retention		Voluntary turnover of talent	HR	SIGNIFICANT	MEDIUM	Voluntary turnover rate Internal mobility recruitment rate	Deployment of the People Review in Neobrain
	Diversity and anti-discrimination		Non-compliance with regulations on professional equality and non-discrimination	HR REGULATORY	MEDIUM	MEDIUM	Share of women in the company Gender pay gap Percentage of employees with disabilities	Drafting of the Disability Policy (deployment planned for 2026) Appointment of Disability Representatives Establishment of a Disability Committee

	ISSUES	SDG S	RISKS	RISK TYPE	IMPACT	OCCURENCE	KEY INDICATORS 2025	GROUP POLICY 2025
ETHICS & GOVERNANCE	Business ethics		Anti-corruption	<p>REPUTATIONAL</p> <p>FINANCIAL</p> <p>REGULATORY</p>	SIGNIFICANT	LOW	Employee Code of Conduct signing rate	Internal Export Control Compliance Program (PIC-EC) Internal control and anti-corruption compliance program assessment system
	Protection des données et cybersécurité		Incidents related to the protection of the company's digital data, employees, suppliers, and customers Cyberattack risk	<p>REGULATORY</p> <p>FINANCIAL</p>	SIGNIFICANT	HIGH	Number of email fraud attempts involving sender identity spoofing Number of applications blocked by antivirus software Number of fraudulent emails detected and blocked	Selection of the service provider for GDPR compliance implementation (75% compliance target by June 2026)
	Responsible purchasing	 	Non-compliance by suppliers with legal and CSR obligations	<p>REPUTATIONAL</p> <p>FINANCIAL</p>	SIGNIFICANT	MEDIUM	Signing rate of the Responsible Purchasing Charter / Code of Conduct	Deployment of a new Responsible Purchasing Charter CSR questionnaire for the Group's suppliers

3.6. DOUBLE MATERIALITY ASSESSMENT RESULTS

As part of the structuring of its non-financial reporting, the SOGECLAIR Group carried out a double materiality assessment with the support of an external service provider, aimed at identifying and prioritising its main environmental, social, and governance issues.

This approach is based on a dual perspective, combining impact materiality, relating to the effects of the Group's activities on the environment and society, and financial materiality, corresponding to the risks and opportunities that may influence its performance, long-term viability, and reputation.

It also aims to establish a common language with the Group's customers subject to CSRD regulation, in order to facilitate exchanges, harmonise the understanding of key issues, and better determine which non-financial data should be collected and reported.

The materiality analysis was conducted in accordance with the methodology recommended by EFRAG, based on the identification of relevant topics in relation to the Group's activities, the assessment of associated impacts, risks, and opportunities, and their prioritisation. The work was carried out in consultation with all internal stakeholders of SOGECLAIR.

The results of this analysis have enabled the identification of several issues considered material for the SOGECLAIR Group.

The double materiality matrix exercise was carried out in several stages:

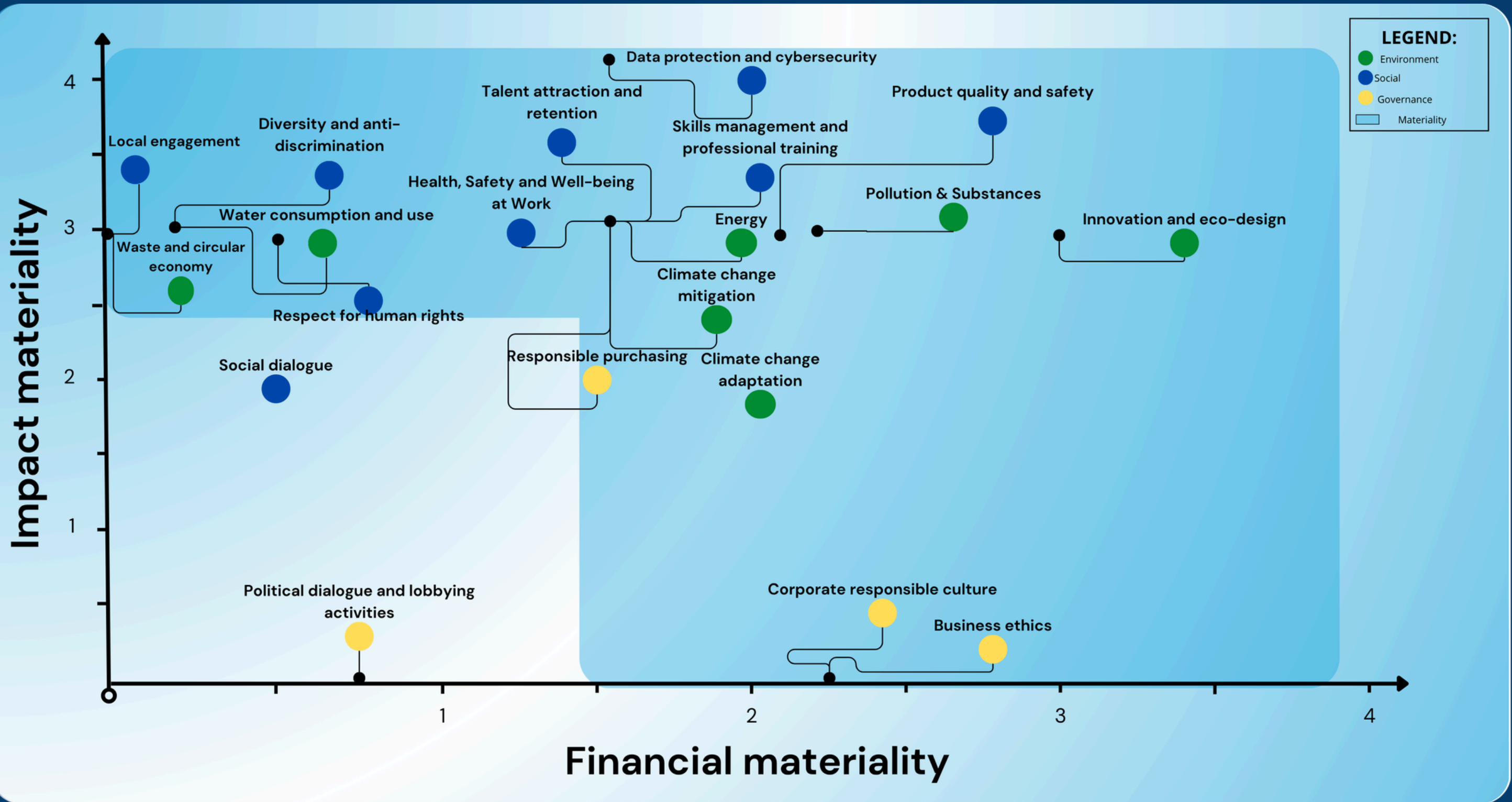
Identification: Dedicated workshops were organised with the various business teams in order to identify all IROs (Impacts, Risks and Opportunities) specific to each of the Group's activities.

IRO scoring: The assessment and scoring of IROs were conducted in collaboration with business representatives as well as the Finance department, particularly for the analysis of financially relevant risks and opportunities.

Definition of thresholds: Materiality thresholds were defined in order to align the scoring matrix with the Group's financial and operational priorities.

Alignment with ESG topics: The identified elements were then aligned with the Group's priority ESG themes in order to structure and prioritise sustainability issues.

DOUBLE MATERIALITY MATRIX



4

OUR ENVIRONMENTAL RESPONSIBILITY

4.1 OUR ENVIRONMENTAL IMPACT

The environmental dimension is a fundamental pillar of our strategic vision, essential to ensuring the long-term sustainability of our company. We firmly believe that integrating environmental challenges into our business model generates dual value: it actively contributes to the protection of our ecosystem while enhancing operational efficiency and fostering team creativity.

The adoption of environmentally responsible practices within our operations enables us to reduce our climate impact while strengthening our competitive position in the market. Our commitment is reflected in the progressive integration of sustainable practices throughout our entire value chain.

Environmental responsibility therefore represents a key driver for building sustainable and ethical economic development, where performance and respect for nature go hand in hand.

➤ CARBON FOOTPRINT

The use of performance indicators is essential to accurately assess the environmental impact of our activities. In this respect, the carbon footprint assessment is a key tool for quantifying our greenhouse gas emissions and identifying the main reduction levers. This approach provides a better understanding of our emission sources and paves the way for the implementation of an action plan in 2026 aimed at reducing our carbon footprint. By relying on reliable and measurable data, we can steer our initiatives towards concrete and effective solutions, thereby contributing to our decarbonisation objectives. The regular monitoring of these indicators also makes it possible to adjust our strategies and continuously strengthen our environmental performance.

As part of the continuous improvement of this approach, the Group decided to internalise its carbon footprint assessment process starting in 2025.

To this end, dedicated training was provided to our internal representative by the Association for Low Carbon Transition through the service provider SAMI. This system is complemented by support from a specialised carbon accounting platform (SAMI), enabling data consolidation, validation of methodological assumptions, and improved reliability of the results obtained.

In this context, the Group has chosen to progressively roll out the exercise across all its subsidiaries, relying primarily on physical data reported by the entities. Greenhouse gas emissions were calculated according to two recognised frameworks: the Bilan Carbone® methodology and the GHG Protocol, in order to ensure alignment with market reporting requirements.

COMPANY	Total (TCO ₂ eq)	SCOPE 1	SCOPE 2	SCOPE 3
SERA INGENIERIE SAS	255	22.3	2.1	230.9
SOGECLAIR AEROSPACE SAS	3830	98.3	9.7	3722.3
OKTAL SAS	707	43.0	22	661.2
MSB DESIGN INC	3965	17,8	32,5	3914,7
AVIACOMP SAS	14024	41	13,8	13969
SOGECLAIR SA	524	18,9	3,8	500,9
SOGECLAIR AEROSPACE SA	205	6,1	4,1	194,7
SOGECLAIR AEROSPACE GMBH	213	2,3	2	208,4
SOGECLAIR AEROSPACE Ltd	11	0	1,4	9,2
SOGECLAIR AEROSPACE SARL	445	4,3	20,7	420,3
SYDAC Limited	21	0	0	21,2
SYDAC PTY LTD	315	4	0,1	310,5
SYDAC INDIA	520	4	80,1	436,3
Ressources Globales Aero (RGA)	592	0	0,1	592,2
AV. Simulation SAS	709	26,1	2,7	680,1
OKTAL SE	170	12,4	0,8	156,4
MSB global Ressources Corp	93	0	0	92,7

Result calculated using the GHG Protocol location-based method

The year 2025 marks a major turning point in carbon reporting. During this year, the Group internalised its carbon footprint assessment, with an expansion of the scope of application from 69% of revenue to 100%.

However, the internalisation of this process encountered several challenges, mainly related to the collection of primary physical data for certain activities. The Group will continue its efforts to improve its data collection system, with the aim of strengthening reliability, correcting discrepancies, and enhancing the overall quality of reporting.

It should be noted that the carbon footprint assessment is based on 2024 data, which may complicate comparisons with other environmental data, such as energy consumption or similar indicators.

In the coming years, the Group's objective remains the continuous improvement of the quality of its greenhouse gas (GHG) emissions reporting. To this end, a data collection improvement project is planned for 2026. This initiative aims to structure and harmonise data collection across the Group's subsidiaries, in order to improve the quality of Scope 1 and Scope 2 results, while also moving towards strengthened Scope 3 data collection.

The methodological change, as well as the expansion of the reporting scope, make comparisons with previous years' data complex, particularly due to the use this year of physical rather than monetary data.

Nevertheless, given the complexity of the exercise, the calculation required the use of certain assumptions to overcome blocking points. For example: estimation of employees' travel distance (725 km), assumptions regarding the materials composing purchased parts, etc.

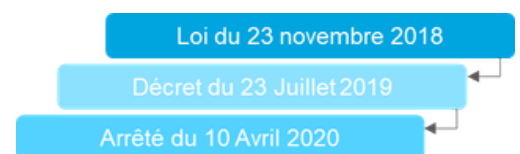


➤ ENERGY AUDIT

As part of the implementation of the Tertiary Decree and the BACS system within the SOGECLAIR Group, a global energy audit was carried out to identify the main sources of energy consumption across the three concerned buildings: the headquarters in Blagnac, the Industrial Hub, and the Aviacomp building.

The results of this analysis, presented below, highlight the main consumption drivers and provide a basis for implementing actions aimed at improving the energy performance of these sites.

Tertiary Decree (France – Energy Efficiency Obligations for Buildings)
Definition



Launched on 26 April 2018 by the Ministry for the Ecological and Inclusive Transition and the Ministry for Territorial Cohesion and Relations with Local Authorities.

Scope

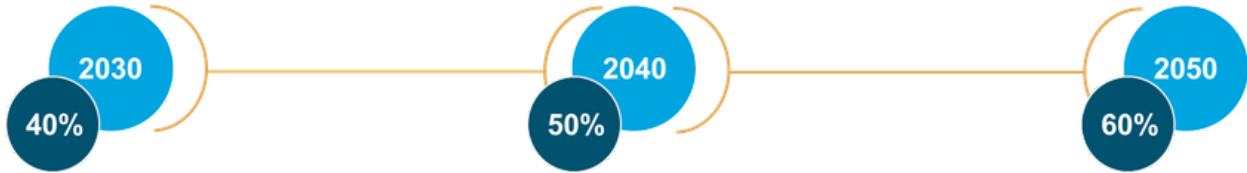
- Mainly commercial tertiary sector (retail, transport, financial activities, business services, personal services, accommodation and food services, real estate, information and communication);
- Mainly non-commercial tertiary sector (public administration, education, human health, and social work activities).

Buildings concerned

- Existing buildings (as of 24 November 2018)
- Buildings with a floor area of at least 1,000 m² exclusively dedicated to tertiary use

Objective of the Decree

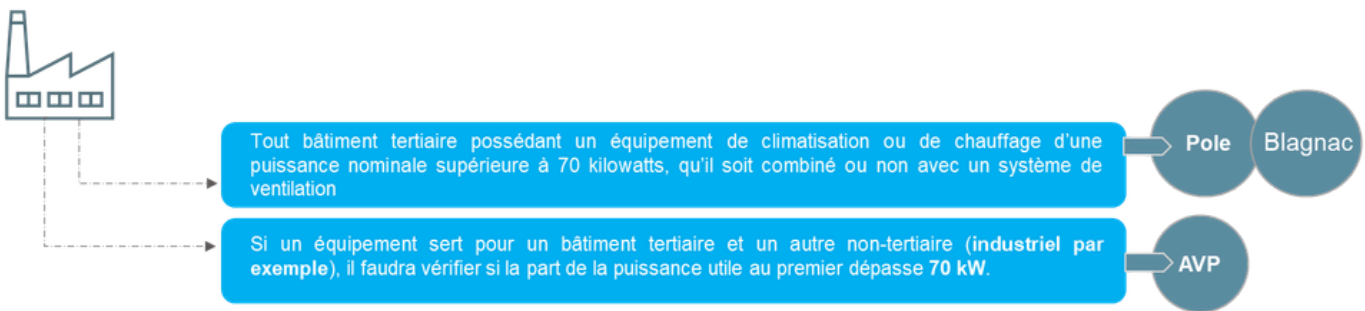
To progressively reduce the energy consumption of buildings*



BACS Decree

Definition

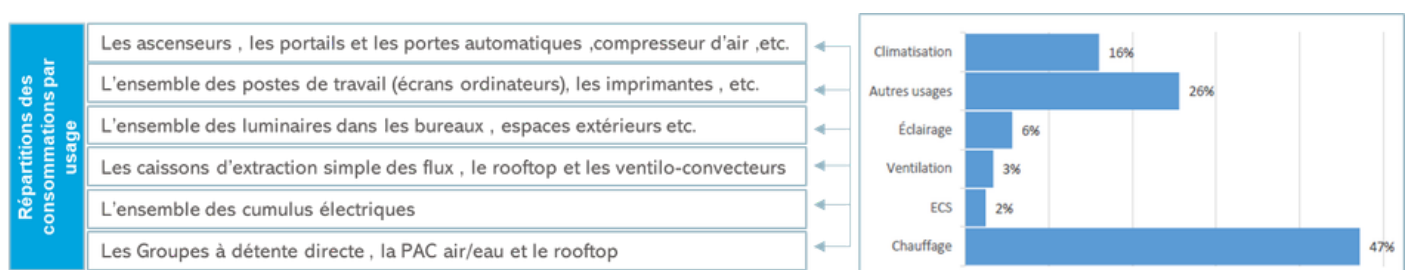
The BACS Decree (Building Automation & Control Systems) complements existing regulations and its implementation can help achieve the objectives of the Energy Efficiency Tertiary Decree. It was published on 21 July 2020 in the Official Journal, followed by an amending decree in April 2023. Its main purpose is to make Building Management Systems (BMS) mandatory in both new and existing tertiary buildings, as now stated in Articles R. 175-1 to R. 175-5-1 of the French Construction and Housing Code.



Blagnac site – Headquarters :

The energy audit conducted at the Blagnac site made it possible to identify the building's main energy consumption drivers. As illustrated in the diagram below, heating represents the largest share, accounting for 47% of annual energy consumption. Air conditioning accounts for 16% of consumption. Finally, other uses related to IT and office equipment (printers, screens, computers, etc.) represent 26% of the site's total energy consumption.

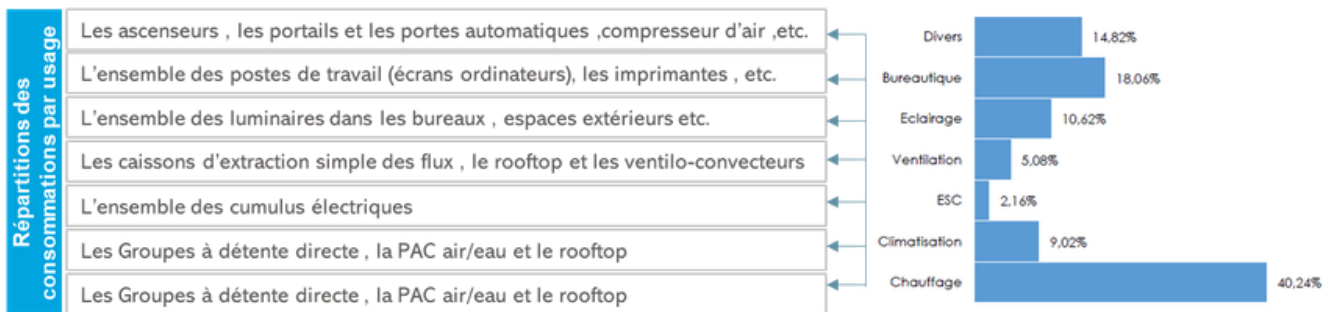
These results make it possible to better target the levers for improving the building's energy performance.



Industrial Hub site :

The energy audit conducted at the Industrial Hub site made it possible to identify the building's main energy consumption drivers. As illustrated in the diagram below, heating represents the largest share of annual energy consumption, accounting for 40% of the total. "Other" consumption, including elevators, gates, automatic doors, and air compressors, accounts for 14.82% of consumption. Finally, uses related to IT and office equipment (printers, screens, computers, etc.) represent 26% of the site's total energy consumption.

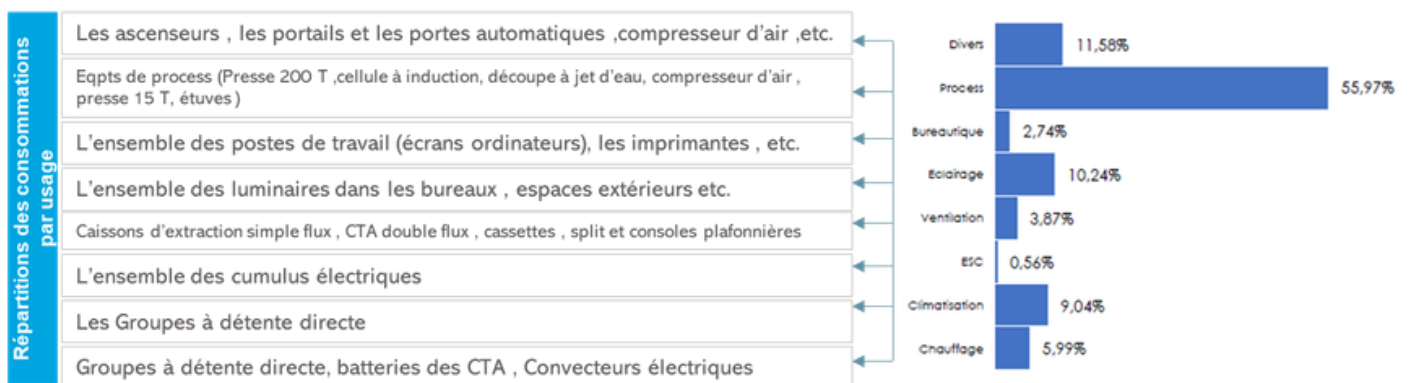
These results make it possible to more precisely identify the levers for improving energy performance and to guide actions aimed at reducing the building's energy consumption.



AVIACOMP site :

The energy audit conducted at the AVIACOMP site made it possible to identify the building's main energy consumption drivers. As illustrated in the diagram below, production processes represent the largest share, accounting for 56% of annual energy consumption. "Other" consumption (including elevators, gates, automatic doors, air compressors, etc.) accounts for 11.58% of consumption. Finally, lighting-related uses represent 10.24% of the site's total energy consumption.

These results make it possible to better target the levers for improving the building's energy performance.

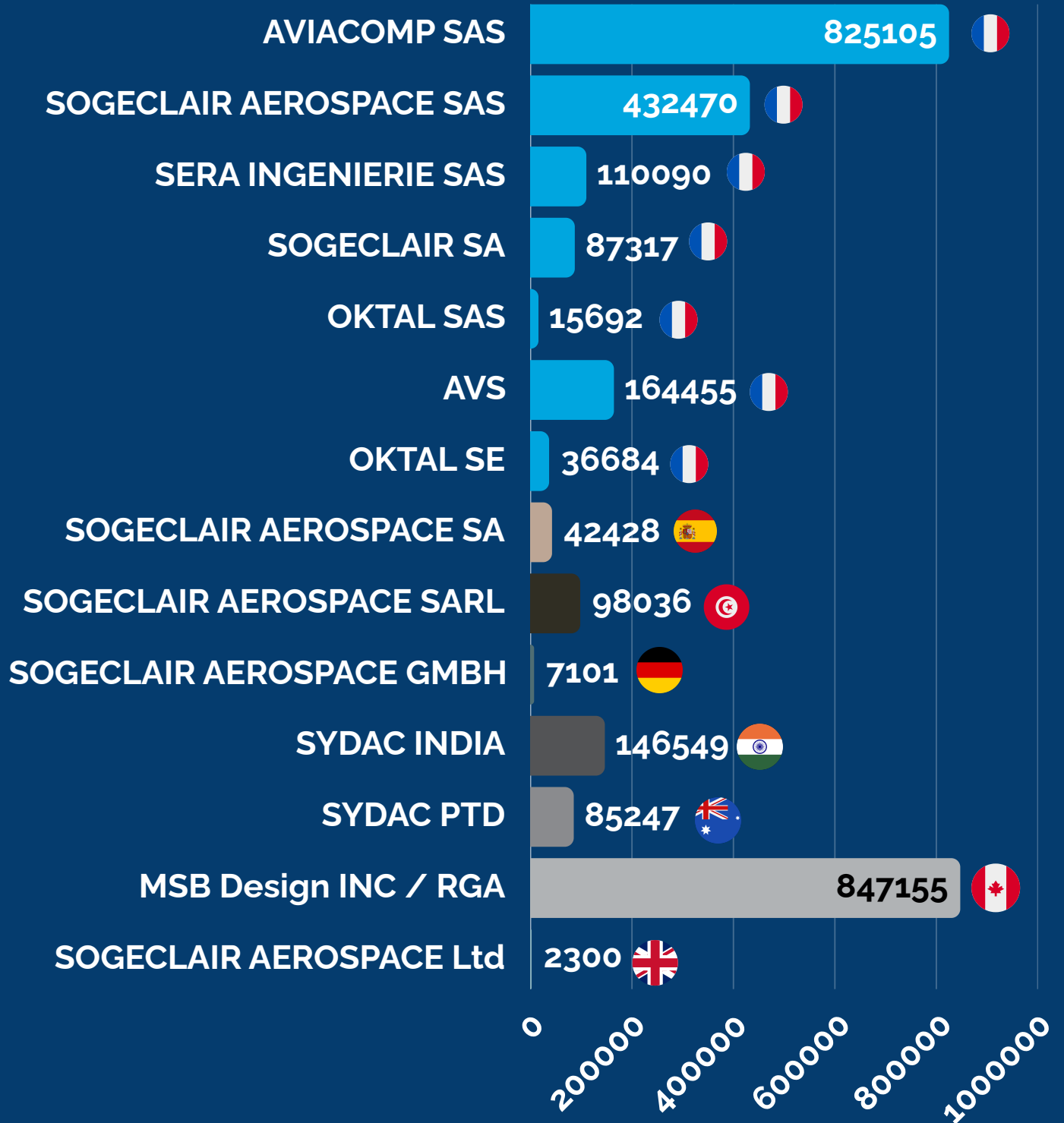


Following this assessment, the Group has developed an energy improvement plan supported by a financing plan. This plan is currently under internal discussion. The objective is to validate it in the near future in order to initiate the works as of 2026.

➤ ENERGY CONSUMPTION

In parallel with the deployment of the energy audit, the CSR team focused on improving the collection of energy consumption data. Indeed, the Group expanded data collection across the entire organisation in order to enhance the traceability of its energy consumption.

ELECTRICITY CONSUMPTION (KWH)



► POLLUTION & SUBSTANCES

As part of its new CSR policy and CSR Charter, the SOGECLAIR Group has launched an initiative to strengthen the integration of the European environmental regulation known as REACH.

REACH, an acronym for Registration, Evaluation, Authorisation and Restriction of Chemicals, is a European regulation adopted by the European Union and in force since 2007. Its main objective is to protect human health and the environment from risks associated with chemical substances, while placing responsibility on companies that manufacture, import, or use these substances.

In this context, the SOGECLAIR Group has developed a structured action plan to ensure a consistent and comprehensive implementation of this regulation across its activities. This plan is based on several key steps:

Internal appointment of REACH representatives

Fifteen employees from various subsidiaries have been identified to act as Group representatives on REACH-related matters.

REACH training

A specialised service provider has been selected to deliver operational training dedicated to these French-speaking representatives. A second internal training session will be dedicated to English-speaking representatives in our subsidiaries (India, Australia). The objective is to strengthen internal skills and ensure a consistent and practical application of the regulation across the Group. This training is scheduled for early Q2.

Development of a REACH methodology

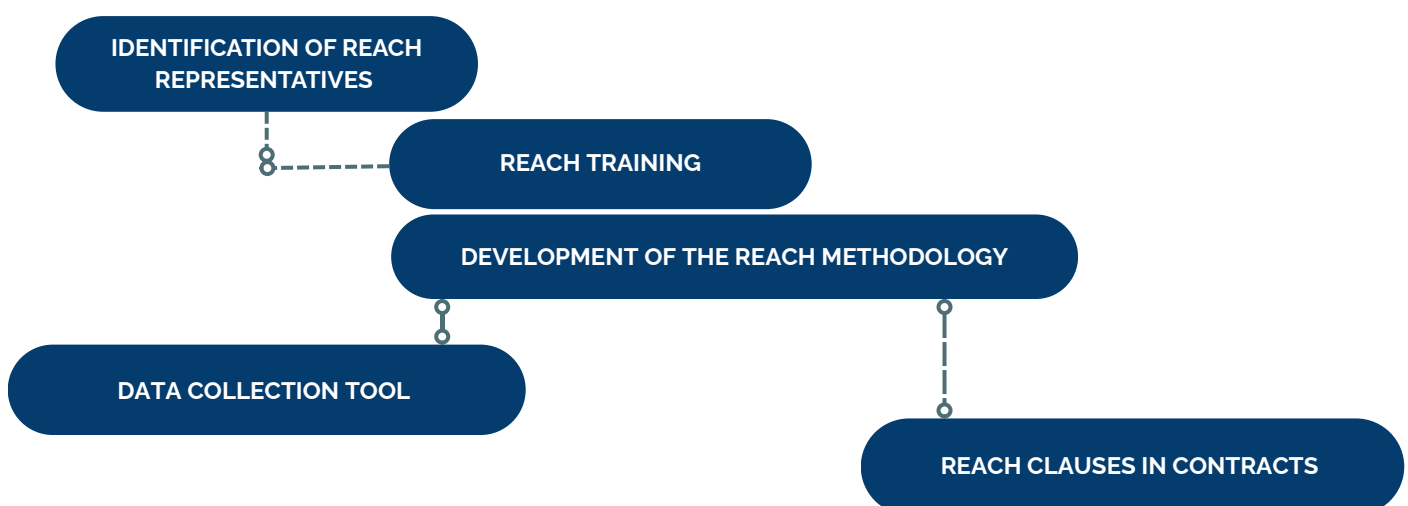
An internal methodological document is currently being drafted. It will serve as a reference framework enabling Group employees to understand regulatory requirements and facilitate their operational implementation. This document is expected to come into effect in 2026.

Implementation of a REACH data collection tool

A data collection tool has been developed to centralise information related to REACH compliance from our suppliers. This tool is now ready and will be deployed following employee training.

Integration of REACH clauses into contracts

The Group also plans to include REACH clauses in new supplier contracts and to assess the implementation of addenda for existing contracts, in order to strengthen regulatory compliance across the entire supply chain.



4.3 INNOVATION PROJECTS

➤ WASTE MANAGEMENT PROJECT AT AVIACOMP

SOGELAIR, through its subsidiary AVIACOMP, has launched a major industrial waste management initiative. AVIACOMP is a Toulouse-based subsidiary specialising in the manufacturing of aircraft components such as aircraft access panels for major players in the aerospace sector. In 2025, the subsidiary signed an agreement with SPIRAL RTC for the management of composite waste. Under this agreement, SPIRAL RTC commits to recovering 2 tonnes of waste and developing specific recycling processes.

The main objective of the project between AVIACOMP and SPIRAL RTC is to assess the feasibility of producing parts from raw C/PPS waste. AVIACOMP will supply SPIRAL RTC with this type of waste generated from its regular production. SPIRAL RTC will recycle this waste and provide AVIACOMP with thin laminates as well as injection moulding compounds made from recycled materials.

AVIACOMP will evaluate the feasibility of using these laminates and compounds to manufacture aerospace Class 2.3 and Class 3 parts through machining, thermoforming, and/or overmoulding processes.

Other types of thermoplastic composite waste (see list below) are also available at AVIACOMP. These will likewise be assessed within the recycling process developed by SPIRAL RTC. These materials will be transformed into compounds intended for injection moulding.

Throughout the project, AVIACOMP and SPIRAL RTC will jointly explore future cooperation opportunities to reduce AVIACOMP's thermoplastic composite waste streams and transform these wastes into new sustainable materials, reusable in both aerospace and non-aerospace applications.

The work will also focus on:

- analysing storage and transport solutions in order to reduce waste volume and associated costs prior to recycling;
- collecting the data required to build SPIRAL RTC's pilot case.

Types of thermoplastic composite waste at AVIACOMP:

- Raw C/PPS waste (Carbon / Polyphenylene Sulfide)
- C/PPS scrim waste ABS5045 and BAMS532-058 (note: already in stock at SPIRAL RTC)
- C/PEEK scrim waste

➤ LCA OF A HEAT EXCHANGER

As part of the META project, currently submitted for Bpifrance funding, SOGELAIR plans to work with ONERA on the development of compact heat exchangers using additive manufacturing for future electrified or hydrogen-powered aerospace systems.

A comparative Life Cycle Assessment (LCA) has been initiated to evaluate the environmental impact of these heat exchangers compared to conventional solutions. Preliminary results indicate that additive manufacturing enables the optimisation of structural geometry, weight reduction, and improved thermal performance, which could contribute to lowering the environmental footprint of the systems in which they are integrated.

Demonstrating environmental benefits is also an important evaluation criterion in Bpifrance calls for projects and may lead to an increase in the funding rate of around 5 to 10 percentage points when a clear reduction in carbon footprint is demonstrated.

4.4 CLIMATE CHANGE ADAPTATION

Climate change adaptation is a process of adjusting our systems to current and future climate impacts in order to limit damage and seize opportunities. Adapting means strengthening the company's resilience to the increasing effects of climate change. Adaptation focuses on the consequences of climate change and is complementary to greenhouse gas emissions mitigation, which addresses the root causes.

In order to anticipate the impacts of climate change on its infrastructure, SOGECLAIR conducted an analysis of the exposure of several sites to physical climate risks. This assessment was carried out using the Bat-Adapt tool, developed by public authorities to evaluate building vulnerability to climate hazards.

The study was conducted on three Group sites located in the Toulouse metropolitan area:

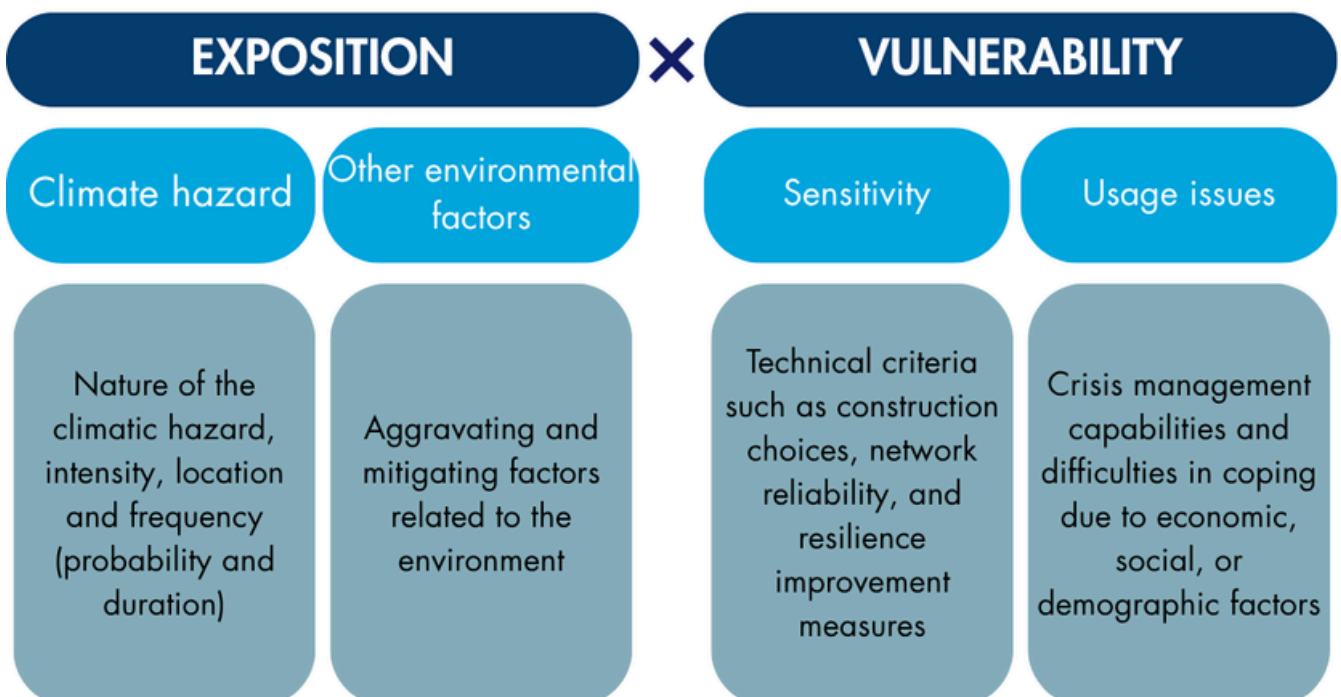
- The Blagnac site, located at 7 avenue Albert Durand
- The Toulouse Industrial Hub
- The AVIACOMP site – 7 Rue Caulet

The objective is to progressively extend this assessment to all other Group sites.

➤ ANALYSIS METHODOLOGY

The climate change adaptation calculation methodology aims to assess the organisation's ability to adapt to climate-related risks. To this end, the SOGECLAIR Group followed several steps to identify adaptation measures:

- Identification of climate hazards
- Exposure analysis
- Vulnerability analysis
- Impact assessment
- Identification of adaptation measures
- Monitoring & indicators



► CLIMATE WARMING PATHWAYS

In the selected scenario, global warming continues and reaches +3°C by 2100 compared to pre-industrial levels, i.e. approximately +4°C on average in mainland France and Corsica. This scenario takes into account current global policies to reduce greenhouse gas emissions, as well as additional commitments made by States as expressed in their nationally determined contributions under the Paris Agreement. It is intended to be regularly updated based on the observed level of global warming and scientific projections, in order to adjust the pace of adaptation where necessary.

TRACC: Reference Trajectory for Climate Change Adaptation in France (Trajectoire de Réchauffement de Référence pour l'Adaptation au Changement climatique en France)

RCP4.5: A scenario based on IPCC assumptions that projects a stabilisation of global warming without exceeding the temperature increase by 2100.









RCP8.5: The most pessimistic IPCC scenario, projecting a peak warming around 2250.

Climate warming pathways	Global warming expected by 2100
TRACC	~ +3°C globally (~ +4°C in France)
RCP4.5	~ +2,5 à 3°C
RCP8.5	> +4°C

► CLIMATE RISK ANALYSIS

The analysis of our buildings across various criteria first made it possible to identify and assess levels of exposure and vulnerability.

The assessment focused primarily on the following hazards: **heatwaves, droughts and clay shrinkage–swelling (RGA), precipitation and flooding, wildfires, and extreme cold.**

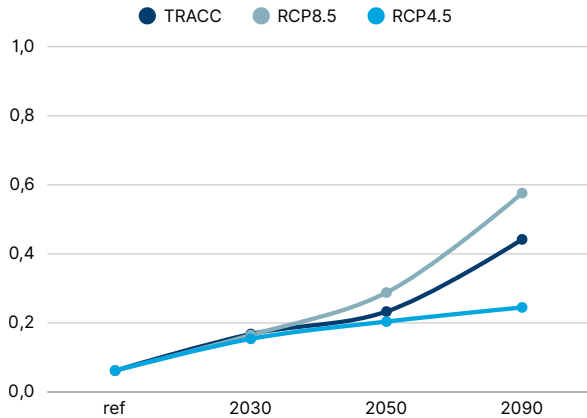
	Exposition	Vulnerability	Cross analysis
 Heat	●	●	●
 Droughts and RGA	●	○	○
 Rainfall and flooding	●	●	●
 Coastal dynamics	○	○	○
 Storms and high winds	○	○	○
 Forest fires	●	●	●
 Extreme cold	●	○	○
 Landslides	○	○	○

● Very low
 ● Weak
 ● AVERAGE
 ● Fort
 ● Very strong
 ○ NC

➤ RISK ASSOCIATED WITH HEAT WAVES

Climate exposure

Heat wave exposure index



Index of changes in exposure according to climate scenarios

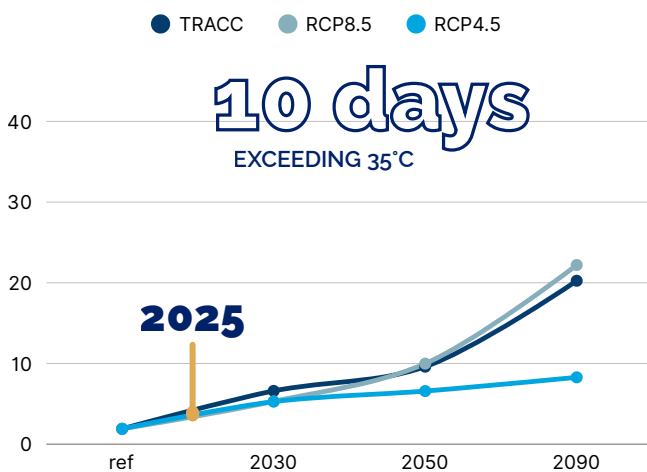
Climate vulnerability of the building

Vulnerability index



The graph presents the evolution of exposure to climate risks under several climate scenarios, including TRACC, RCP 8.5, and RCP 4.5. The analysis highlights, particularly in the TRACC scenario, a high exposure of our buildings to heat waves. These results underscore the importance of implementing adaptation measures to strengthen the resilience of our infrastructure to the effects of climate change.

Number of days with a temperature above 35°C



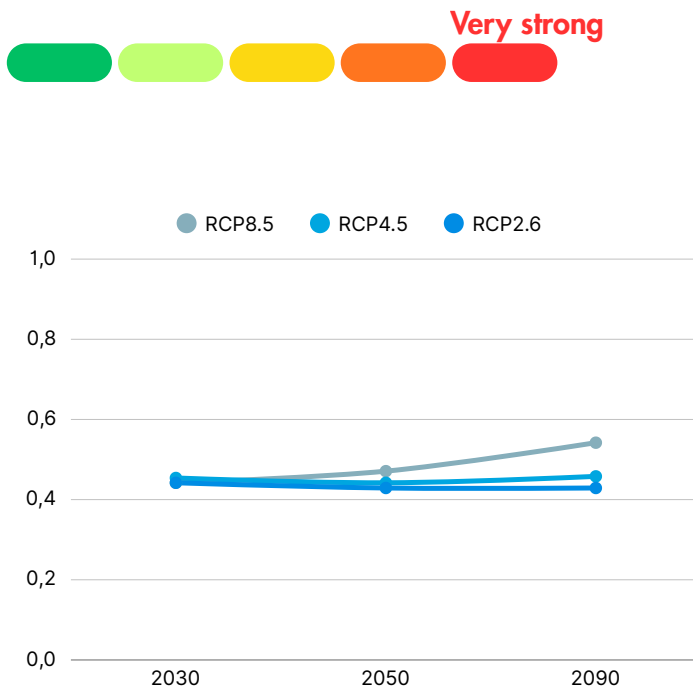
The number of days with temperatures exceeding 35°C is a key indicator of exposure to extreme heat waves. This analysis highlights that buildings located in the Toulouse area are highly exposed to these episodes of intense heat.

As the diagram illustrates, Toulouse recorded approximately 10 days in 2025 during which the temperature exceeded the 35°C threshold. This trend underscores the need to strengthen climate adaptation measures to improve the resilience of our infrastructure to heat waves.

➤ RISK RELATED TO DROUGHT AND RGA

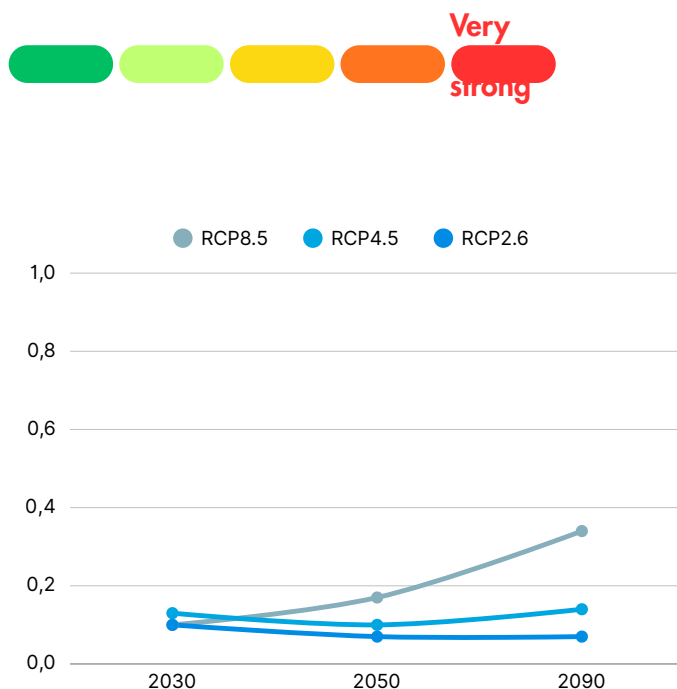
Analysis of Droughts and RGA

Exposure index (2050 - Business As Usual scenario)



Ratio of time spent in soil drought

The ratio of time over the period during which the soil is considered to be in drought.



Drought corresponds to a prolonged period of water shortage linked to a rainfall deficit and high temperatures.

RGA stands for Clay Shrinkage-Swelling. It is a geotechnical phenomenon that occurs in clay soils:

During periods of drought: the clay shrinks (the soil contracts).

When it rains: the clay swells by absorbing the water.

This phenomenon causes ground movements, which can lead to:

cracks in buildings

foundation deformations

structural damage to infrastructure

In France, RGA is one of the leading causes of damage to individual houses.

The assessment of soil exposure time to drought conditions at building level highlights a significant impact. The analysis is based on three climate scenarios: RCP 8.5, RCP 4.5 and RCP 2.6.

Scenarios RCP 2.6 and RCP 4.5 show a gradual and relatively linear increase in drought exposure by 2030. In contrast,

scenario RCP 8.5, considered the most pessimistic, indicates a much more pronounced and exponential increase.

In this case, the exposure index would rise from approximately 0.1 today to nearly 0.4 by 2090.

These results highlight the importance of strengthening climate adaptation measures, particularly to limit the effects of soil drought and the risks associated with shrink-swell phenomena.

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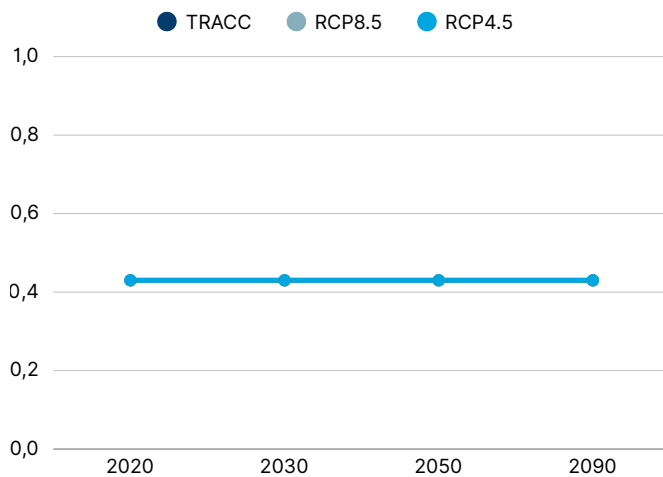
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➤ RISK RELATED TO RAINFALL AND FLOODING

Analysis of Rainfall and Floods

Exposure index (2050 - Business As Usual scenario)



Climate vulnerability of the building



Analysis of our buildings' exposure to rainfall and flood risks shows that, in a "business as usual" scenario, the level of exposure remains moderate. However, the buildings' climate vulnerability remains high, which could exacerbate the potential impacts in the event of extreme weather events.

➤ EXTENSION OF CLIMATE RISK ANALYSIS TO OTHER SITES

In addition to the detailed analyses carried out on the Blagnac and Toulouse Industrial Hub sites, the SOGECLAIR Group conducted a qualitative analysis of physical climate risks for all of its main locations in France and internationally.

This analysis highlights that certain geographical areas are more exposed to the effects of climate change. India, where the Group has a presence in Pune, is among the particularly vulnerable regions due to the intensification of heat waves and monsoon rainfall. Mediterranean regions, such as Spain and Tunisia, are more exposed to prolonged droughts and high temperatures. Conversely, in Northern Europe and North America, the main climate challenges relate to increased rainfall intensity and the heightened risk of flooding.

This analysis helps to guide the Group's climate adaptation and resilience actions according to the specific characteristics of each geographical area.

➤ CARTOGRAPHIE DES PRINCIPAUX ALÉAS CLIMATIQUES ET LEURS IMPACTS SUR NOS SITES












Zone d'implantation	Principaux aléas climatiques	Impacts potentiels pour les activités
France – Sud-Ouest (Blagnac, Toulouse)		inconfort thermique des bâtiments, ruissellement urbain, perturbations ponctuelles d'accès
France – Île-de-France (Évry, Villebon, Boulogne)		surchauffe estivale des bâtiments, perturbation des transports
France – façade Atlantique (Saint-Herblain, Montoir-de-Bretagne)		perturbations logistiques et accès aux sites
Inde – Pune		impact sur les conditions de travail, perturbation des déplacements et accès
Tunisie – Tunis		pression sur la ressource en eau, inconfort thermique
Australie – Adelaide		perturbations d'activité et dégradation ponctuelle de la qualité de l'air
États-Unis – New Castle / Wichita		perturbations ponctuelles des infrastructures et des accès
Canada – Boucherville		perturbations d'infrastructures et impacts liés à la qualité de l'air
Royaume-Uni – Bristol / Southampton		vulnérabilité des accès et adaptation progressive des bâtiments au confort d'été
Allemagne – Hambourg / Brême		perturbations ponctuelles des infrastructures
Espagne – Séville / Getafe		conditions de travail dégradées et pression sur les ressources en eau

À l'échelle du Groupe, l'analyse met en évidence trois grandes catégories de risques climatiques physiques susceptibles d'affecter les différentes implantations :

- **Les vagues de chaleur**, qui peuvent impacter le confort thermique des bâtiments, les conditions de travail des collaborateurs, ainsi que l'augmentation de la consommation énergétique, notamment liée aux besoins de climatisation ;
- **Les sécheresses et le stress hydrique**, susceptibles d'entraîner des tensions sur la disponibilité de la ressource en eau et une hausse potentielle du coût de l'eau ;
- **Les épisodes de précipitations intenses et les inondations**, pouvant provoquer des perturbations d'accès aux sites, des dommages aux infrastructures et des interruptions potentielles d'activité.

Cette analyse constitue une base pour orienter les mesures d'adaptation et renforcer la résilience des sites du Groupe face aux effets du changement climatique.

➤ **MAPPING OF THE MAIN CLIMATE HAZARDS AND THEIR IMPACTS ON OUR SITES**

Zone d'implantation	Principaux aléas climatiques	Impacts potentiels pour les activités
France – South-West (Blagnac, Toulouse)		Thermal discomfort in buildings, urban runoff, occasional access disruptions
France – Île-de-France (Évry, Villebon, Boulogne)		Summer overheating of buildings, transport disruptions
France – Atlantic coast (Saint-Herblain, Montoir-de-Bretagne)		Logistical disruptions and site access issues
India – Pune		Impact on working conditions, disruptions to commuting and site access
Tunisie – Tunis		Water resource pressure, thermal discomfort
Australia – Adelaide		Operational disruptions and occasional air quality degradation
United States – New Castle / Wichita		Occasional infrastructure and access disruptions
Canada – Boucherville		Infrastructure disruptions and air quality-related impacts
United Kingdom – Bristol / Southampton		Access vulnerability and gradual building adaptation to summer comfort requirements
Germany – Hambourg / Brême		Occasional infrastructure disruptions
Spain – Séville / Getafe		Degraded working conditions and water resource pressure

At the Group level, the analysis highlights three main categories of physical climate risks likely to affect the various sites:

Heat waves, which can impact the thermal comfort of buildings, the working conditions of employees, as well as the increase in energy consumption, particularly related to air conditioning needs;

Droughts and water stress, which can lead to tensions on the availability of water resources and a potential increase in the cost of water;

Episodes of intense rainfall and flooding can cause disruptions to site access, damage to infrastructure and potential interruptions of activity.

This analysis provides a basis for guiding adaptation measures and strengthening the resilience of the Group's sites to the effects of climate change.



DIAGNOSTIC

Identification of climate hazards

Site Exposure Analysis

Assessment of potential impacts (infrastructure, activities, value chain, working conditions)

1

STEP IN PROGRESS

STRATEGY

2

Gradual integration of climate risks into site management

Raising awareness among teams

Reflection on measures to strengthen the resilience of activities and infrastructure



FOLLOW UP

Regular updating of climate risk analysis

Taking into account feedback on the effectiveness of actions

Continuous improvement of climate-related risk management

3



Based on principles of ethics and transparency, the SOGECLAIR Group's approach rests on a series of commitments aimed at guaranteeing integrity and accountability in all its operations. These commitments are structured around the following priorities:

- Transparency, fairness and ethics in the conduct of its business, ensuring in particular strict respect for fundamental rights and freedoms;
- Information systems security, guaranteeing confidentiality and data protection.

5.1. TRANSPARENCY, FAIRNESS AND ETHICS IN BUSINESS CONDUCT

Respect for fundamental rights and freedoms, as well as business ethics, being at the heart of its commitments, the SOGECLAIR Group adopts a zero-tolerance policy towards behaviors contrary to its ethical principles or applicable legislation.

This position is applied to all its business relationships, both internal and external, namely its employees, shareholders, customers, suppliers, competitors and any other partners.

The Group ensures that its stakeholders maintain a comparable level of ethical standards and comply with the standards it sets.

Furthermore, it is committed to meeting the expectations of its shareholders, clients, and partners regarding business ethics. To this end, it is implementing concrete actions to mobilize and raise awareness among its employees around a shared vision of the risks and ethical challenges inherent in their work.

The Group has built its development on the fundamental principles of fairness, integrity and transparency. These values are at the heart of its commitment to establishing lasting relationships of trust with all its stakeholders.

➤ GOVERNANCE BODIES

SOGECLAIR places great importance on transparency, exchange and communication within the Group, particularly with a view to creating synergy between its subsidiaries.

To achieve this, it has implemented a structured and transparent governance model to ensure effective and responsible management of its activities and compliance with its ethical and regulatory commitments. This model is based on several key bodies at different levels of the organization, designed to guarantee consistent, shared decision-making aligned with the Group's values.

The year 2025 also marked a significant evolution in the governance of SOGECLAIR.

Indeed, the Group began the year with the appointment of a new Chairman and a new Chief Executive Officer. This double renewal at the top of the organization demonstrates a desire to drive a new strategic dynamic, strengthen overall management, and support the Group's transformation ambitions. This new governance is fully in line with SOGECLAIR's commitments to transparency, ethics and responsibility, while bringing a stronger focus towards innovation, agility and sustainable performance.

- At the Group level, an Executive Committee is responsible for the overall strategic and operational management of the company. It plays a central role in defining strategic directions and monitoring the Group's performance, ensuring that all decisions taken comply with ethical and governance principles.

The Board of Directors is the decision-making body, responsible for approving the Group's major strategic directions. It also ensures independent oversight and supervision of the actions undertaken by the Executive Management. To enhance the effectiveness of its role, it is supported in its duties by several specialized committees:

- The Audit Committee, which ensures the integrity of the Group's financial statements, the quality of internal controls and compliance with legal and regulatory standards.
- The Nominations and Remuneration Committee is responsible for governance policy, appointments within the Group, and the remuneration of executives, directors, and certain key positions. It ensures fairness in remuneration practices.

Each subsidiary has its own Executive Committee which is responsible for ensuring the implementation of the Group's strategic decisions while respecting local autonomy and specificities.

This governance model, distributed across several decision-making levels, ensures balanced and transparent management of the Group while promoting optimal responsiveness to market challenges and opportunities.

These various statutory bodies meet regularly to review activities, any difficulties encountered, areas for improvement to be considered, as well as opportunities and successes. On average, these bodies meet twice a month.

➤ STRENGTHENING QUALITY

Quality is one of the structuring pillars of the SOGECLAIR Group's sustainable performance. In 2025, the Group embarked on an ambitious transformation aimed at structuring, harmonizing and strengthening its Quality Management System (QMS) in order to support the evolution of its businesses, bolster its commercial development and guarantee a high level of risk control.

The year 2025 marked a decisive step with the structuring of the Group Quality department dedicated to organizational performance and continuous improvement. The establishment of a cross-functional Quality community now facilitates resource sharing, cross-functional internal audits, and the capitalization of lessons learned.

The formal commitment of the board of directors to Quality reflects the Group's desire to place this approach at the highest level of governance and to make it a strategic lever for competitiveness and sustainability.

- *Towards an Integrated Group Quality Management System*

8
SMQ

17
CERTIFIED SITES
ISO 9001

10
CERTIFIED SITES
AT 9100

This foundation is a major asset in meeting regulatory requirements and the growing expectations of the Group's customers.

The ambition is to move from a collection of local systems to a collective, coherent approach managed at the Group level. This evolution is based on a phased approach, guaranteeing the operational continuity of the entities, respect for their specific business needs, and ownership by the teams.

The target model is based on:

The coordination of management and continuous improvement processes,
Maintaining the core business processes, which are the true business units, in the hands of the subsidiaries and in interaction with the Group's QMS, and
Alignment of "support" processes at Group level.

This organization strengthens consistency, secures existing and future certifications, optimizes resources and improves the readability of the Group's organization to its stakeholders.

- ***Anticipating regulatory changes***

The next evolution of the ISO 9001 standard, expected in 2026, will introduce several changes, including a strengthened consideration of climate change, ethics, and quality culture.

The more explicit integration of these new normative guidelines into its Management Systems will enable the SOGECLAIR Group to better meet the expectations of its stakeholders and to contribute sustainably to its commitments in terms of responsibility, performance and trust.

- ***A direct contribution to extra-financial performance***

The Group's Quality approach directly contributes to the following extra-financial commitments:

Management of operational and regulatory risks,

- Continuous improvement of customer and stakeholder satisfaction,
- Developing a culture of responsibility and collaboration,
- Resource optimization and redundancy reduction,
- Strengthening credibility and trust with its partners.

By progressively structuring and digitizing its management system, the Group aims to create the conditions for sustainable performance, aligned with its strategic ambitions and societal expectations.

➤ COMMITMENTS TO FUNDAMENTAL RIGHTS AND COMPLIANCE WITH REGULATIONS

• *Human rights and fundamental freedoms*

The SOGECLAIR Group places great importance on respecting human dignity and promoting fair and inclusive practices. It is therefore committed to respecting international ethical standards, including:

The 10 principles of the United Nations Global Compact;

- The United Nations Universal Declaration of Human Rights;
- The various conventions of the International Labour Organisation;
- OECD Guidelines for Multinational Enterprises.

In this approach, it ensures the effective integration of ethics into all areas of the Group and fosters a work environment that respects human rights and international standards. To this end, it strictly prohibits all forms of forced labor (child labor, modern slavery, etc.) and discrimination, and supports freedom of association and the right to collective bargaining.

• *Prevention of insider trading*

Listed on the stock exchange, SOGECLAIR scrupulously respects the legislation in force relating to insider trading, which it considers a priority to guarantee the integrity and transparency of the company's financial information.

To do this, it maintains permanent and ad hoc lists of insiders, which it updates regularly and which include all employees and external advisors likely to have access to sensitive, confidential and/or strategic information concerning the Group and its subsidiaries.

This system aims to prevent risks associated with the use of privileged information, whether for personal financial transactions or for transmitting this information to third parties for profit. This rigorous approach to managing sensitive information contributes to greater transparency within the Group, thereby preventing any undue advantage.

• *Compliance with international sanctions regimes and export controls*

Present on the international stage, the SOGECLAIR Group scrupulously ensures compliance with the legal, regulatory, and ethical obligations applicable in the countries where it conducts its business or maintains business relationships. In fact, it makes it a point of honor to respect international sanctions, embargo regimes, and export control regulations.

During 2025, an internal restructuring brought together, in a more cross-functional manner, the responsibilities related to export controls, international sanctions, GDPR, and CSR within the Legal and Compliance department. This development builds on actions already undertaken and aims to strengthen the coordination and transparency of compliance processes within the Group.

In this context, a designated person, reporting to the Legal and Compliance Manager, manages matters related to export control and monitoring of international sanctions, providing direct support to operational teams.

To support this momentum, two awareness sessions on export controls and international sanctions were organized in 2025:

A session in French in July 2025,

- A session in English in November 2025,

enabling the teams concerned to strengthen their understanding of regulatory obligations.

Furthermore, in December 2025, SOGECLAIR deployed its Internal Export Control Compliance Program (PIC-EC), which includes:

Product and technology classification procedures,

The marking rules,

The third-party analysis process.

This program, which came into effect on January 1, 2026, strengthens and structures the due diligence procedures already in place within the Group, designed to ensure that the Group's business partners comply with international standards, sanctions regimes and obligations related to sensitive goods or technologies.

The Group has implemented a mandatory awareness program for all departments involved in Export Control and International Sanctions regulations. As such, sales, purchasing, and project managers in each Group entity must complete this training, which is renewed every two years. Based on information received from directors and managers of each Group entity, 142 employees from sales, purchasing, and project management have been identified for this mandatory training in 2025.

In fact, applying a zero-tolerance policy regarding corruption or influence peddling, SOGECLAIR conducts third-party due diligence. Every employee considering contracting with a new partner must submit a third-party due diligence request via a form available on the Group's intranet. The legal officer in charge of compliance then conducts an analysis to identify legal, geopolitical, financial, and reputational risks, based on which they provide an opinion regarding the establishment of a business relationship with that third party. In cases where no information is available in public and paid databases, a compliance questionnaire is sent to the partner. These third-party due diligence requests have been mandatory since the implementation of the PIC-EC (Integrated Corporate Action Plan for External Cooperation) and rely primarily on employees' adherence to procedures, which are frequently reiterated to the entire Group through legal communications.

Through this strengthened organization and these new tools, SOGECLAIR confirms its commitment to securing its international operations and ensuring strict compliance with applicable regulations.

100%

EMPLOYEES HAVE ACCESS TO AN INTERNAL COMPLIANCE PROGRAM

85

142 IDENTIFIED EMPLOYEES WERE MADE AWARE OF EXPORT CONTROLS.

► FIGHT AGAINST CORRUPTION

The SOGECLAIR Group adopts a zero-tolerance policy towards corruption in all its forms, and ensures that its internal and external stakeholders respect ethical standards and act with honesty and integrity in all situations.

It is committed to conducting its business transparently and ethically, and ensures that its stakeholders do not engage in transactions or behaviors that could be perceived as attempts at corruption. It prohibits all forms of corruption, whether direct or indirect, by offering or accepting benefits, gifts, or payments to influence decisions or obtain preferential treatment.

Aware of these corruption challenges, the SOGECLAIR Group has implemented a detailed risk mapping system to identify and prioritize corruption-related risks, specifically targeting the areas, functions, and processes most exposed to corruption and bribery. This mapping covers a wide range of activities, including financial transactions, contracts with third parties, and international business practices in geographical areas with a high risk of corruption.

The identified risks are assessed according to their probability of occurrence and their potential impact on the company, and more broadly on the Group, particularly in terms of reputation, financial or legal penalties, and financial losses. This allows the risks to be classified according to their severity and for priorities to be defined, and for preventive, corrective, and/or control measures to be implemented to be ranked.

Awareness campaigns are organized via email communications to exposed functions to ensure that these individuals are able to identify specific corruption risks and are able to react to inappropriate proposals and behavior.

The identified functions include, but are not limited to, those that are in direct contact with third parties, such as the purchasing, sales, finance, legal departments and, more generally, members of the Management team.

The risk mapping is reviewed periodically (particularly when events occur that could impact the identified issues) to allow for continuous and responsive risk management. The department maintains its objective of establishing a strict review frequency.

The Group's commitments to combat corruption are also formalized and implemented through key documents, clearly defining the expected behaviors within the Group and in its business relationships, such as, in particular, the "Ethics Charter", the "Gifts and Invitations Policy", the "Guide on Conflicts of Interest" or the "Whistleblower Procedure".

These tools form the basis of the Group's ethical culture and aim to ensure that its values are not only respected internally, but also transmitted to all of its partners, suppliers, customers and other stakeholders.

In 2025, the Group strengthened its anti-corruption compliance framework by deploying an internal control system to verify the proper application of internal policies and to ensure continuous improvement of practices in ethics and integrity.

This approach is fully in line with the Group's commitment to maintaining a transparent, responsible working environment that complies with regulatory requirements and international best practices.

- **Ethical Charter**

To reinforce and promote the Group's core values, SOGECLAIR has established a Code of Conduct defining the ethical principles that guide all its actions, both in the fight against corruption and in respecting and protecting human rights. This document forms an essential foundation of the Group's ethical culture and is regularly updated to remain relevant in light of legislative changes and emerging challenges.

In 2025, the Code of Conduct was completely revised and evolved into the Group's Ethics Charter, thereby strengthening the clarity of ethical commitments, the consistency of practices, and the level of expectation for all employees and partners. This new Ethics Charter reflects the Group's commitment to structuring and consolidating its compliance framework while affirming a renewed and ambitious ethical approach.



- **Whistleblower procedure**

To ensure internal transparency and accountability, the Group has implemented a whistleblower procedure accessible to all employees, notably via the intranet. This tool is available to allow the reporting of any inappropriate behavior, including corruption, conflicts of interest, or any other violation of applicable ethical standards, through an internal channel, respecting confidentiality and the principles of non-retaliation for whistleblowers.



- **Gifts and Invitations Policy and Conflict of Interest Management**

SOGECLAIR is committed to identifying, preventing and managing conflicts of interest within the Group. To this end, it provides its employees and stakeholders with all the documents necessary for the prevention and management of these situations.

The Group has implemented a Gifts and Invitations Policy to prevent any situation that could lead to a conflict of interest or a risk of corruption. This policy provides employees with guidance on the right questions to ask themselves and the best practices to adopt when giving or receiving gifts or invitations.

In addition, a guide dedicated to conflicts of interest, as well as a declaration form, have been implemented within the Group. Each employee is therefore required to declare any situation in which their personal, financial, or family interests could interfere with professional decisions.

This approach aims to strengthen the culture of ethical vigilance within the Group and to ensure a common understanding of expected good practices.

Through all these measures, SOGECLAIR reaffirms its commitment to promoting exemplary conduct, based on integrity, independence and responsibility.

100%

EMPLOYEES HAVE ACCESS TO A GUIDE ON MANAGING CONFLICTS OF INTEREST.

100%

EMPLOYEES HAVE ACCESS TO A GIFTS AND INVITATIONS POLICY.

➤ RESPONSIBLE PURCHASING

As part of its commitment to sustainability and ethics, the SOGECLAIR Group is committed to adopting a responsible approach to its purchasing practices. The objective is to integrate practices at each stage of the purchasing cycle that secure the supply chain, manage risks, and promote a responsible business model. To this end, it prioritizes suppliers who demonstrate at least the same standards in terms of working conditions, environmental protection, and transparency.

The Group encourages its employees, in every purchasing decision, to opt for products and services that minimize environmental impact, support fair trade and promote sustainable innovation.

To meet its growing compliance needs, the Group continued structuring its responsible purchasing policy in 2025. Accordingly, and since 2024, the Group has centralized its purchasing activities within a Group Purchasing Department. This centralization enables harmonized management, optimized negotiations, and better risk control, while strengthening internal synergies within the Group. This reorganization also facilitates the identification of key suppliers, the streamlining of the supplier portfolio across the Group, enhances performance, and contributes to the consistency of internal practices.

The Purchasing Department relies on a dedicated digital platform for monitoring and managing supplier documentation compliance. This platform ensures the mandatory filing of legal documents and automatically sends reminders in case of invalid or expired documents. If the situation is not rectified within the allotted time, the supplier is automatically removed from the platform, which immediately notifies the SOGECLAIR Group so that it can take the necessary measures, such as suspending services until the situation is rectified.

The Group also encourages a relationship of trust based on mutual respect, integrity and the sharing of common values, and therefore requires its suppliers to adhere to the Group's Ethics Charter and Responsible Purchasing Charter, both revised in 2025.

This redesign more accurately reflects the Group's commitments and expectations of its suppliers. It specifically addresses issues such as human rights, child labor, forced labor, harassment, diversity and inclusion, and the fight against corruption. This approach is part of a broader strategy of responsible purchasing, fair trade, sustainable innovation, and ethical business relationships.

The year 2025 marked a key milestone in structuring purchasing practices within the Group.

The purchasing processes have been able to be digitized, and a new process called "Supplier Referencing" has been put in place and now integrates 18 mandatory CSR questions, as well as a weighting system allowing to authorize or not a supplier.

The "Supplier Evaluation" process already in place within the Group has also been enhanced with additional CSR questions, in order to allow monitoring of the evolution of responsible actions and practices of suppliers from one year to the next.

For reasons of transparency, compliance with competitive bidding rules, non-discrimination and competitiveness, the entities of the SOGECLAIR Group have implemented purchasing procedures with the objective of evaluating and approving its external service providers.

In this process, he selects his suppliers based on the following objective criteria:

The environment,

- Subcontracting and the supply chain (CSR/AR integration),
- Adherence to the Code of Conduct,
- Ethics and the fight against corruption,
- Social rights and work,
- Cybersecurity.

These criteria make it possible to ensure, before any selection or referencing, that suppliers meet the requirements expected by the Group, particularly in terms of business ethics.

More generally, the various supplier questionnaires, sent during the referencing and annual evaluations, include the following points:

The existence of ISO 14001 certification or an environmental policy,

Measuring carbon footprint,

The associated reduction targets,

Chemical substance management,

Third-party certifications,

Eco-design approaches,

The cascading of charters and codes of conduct towards their own subcontractors,

The existence of internal controls,

The existence of a Responsible Purchasing Charter or a code of conduct,

Employee training in anti-corruption,

ISO 45001 certification or the existence of a health and safety policy,

Taking into account psychosocial risks.

The rollout of international sourcing continued, with the systematic signing of the Responsible Purchasing Charter, awareness-raising among new international suppliers, and strict enforcement of the ban on sourcing from conflict zones, particularly with regard to 3TG minerals. The Group also implemented the systematic signing of confidentiality and non-disclosure agreements to protect intellectual property on sensitive projects.

Furthermore, a new assessment process, currently under development, will allow for a more detailed evaluation of governance, environmental, social, and ethical risks. Among the risks identified for 2025 are insufficient management of social risks in certain subcontracting chains, varying levels of maturity regarding the measurement and reduction of carbon footprints, uneven formalization of ethical commitments, and ethical risks related to international sourcing.

Also, from 2026 onwards, Purchasing audits will systematically include the request for documentary evidence (certifications, charters, codes), the consultation of the results of environmental or social measures, the verification of training undertaken by employees (anti-corruption, QVCT), as well as the verification of the cascading of strategic requirements requested by clients.

As the Group's current purchasing policy is recent, its efforts are focused on identifying and prioritizing risks. Audits and direct communication will allow for the definition and monitoring of appropriate action plans.

In order to continue its growth in responsible purchasing practices, the Group commits to:

- Train your purchasing managers in responsible purchasing through a certified organization;
- Weight the CSR maturity level of each supplier based on the responses provided;
- Integrate a systematic CSR analysis during audits and supplier visits;
- Deploy a geographical and categorical Power BI map to improve visibility and transparency across the entire supplier panel.

Finally, an internal procedure will be deployed to ensure compliance with the regulations in force and charters in place within the SOGECLAIR Group.

In case of non-compliance, the following steps are applied:

- Formalizing non-conformity;
- Request for corrective actions within an agreed timeframe;
- Compliance will be verified during the next audit or a warning will be issued;
- Searching for an alternative supplier;
- Supplier status set to inactive in ERP systems and removed from the Group panel.

5

CSR CRITERIA ARE INCLUDED IN THE SUPPLIER SELECTION PROCESS.

241

SUPPLIERS EVALUATED ACCORDING TO CSR CRITERIA
(Critical suppliers representing 70% of the purchase amount)

26 %

SUPPLIERS OF THE GROUP HAVE JOINED AND SIGNED THE NEW RESPONSIBLE PURCHASING CHARTER DEVELOPED IN 2025

5.2. ACTING FOR DATA SECURITY AND PROTECTION

As part of its commitments to responsible governance, the SOGECLAIR Group emphasizes the protection of personal data and the security of information systems.

➤ GDPR ISSUES

In accordance with the General Data Protection Regulation (GDPR), the SOGECLAIR Group pays particular attention to the protection of personal data. This approach is based on key principles, including the confidentiality, integrity, and availability of data, as well as the preservation of the rights and freedoms of the individuals concerned. The Group is therefore committed to preventing the legal, financial, and reputational risks that may arise from the inappropriate processing of this data.

In a spirit of continuous improvement and to further structure its practices, SOGECLAIR consolidated its GDPR system in 2025, in order to ensure enhanced governance, proactive management of risks related to personal data and continuous awareness among employees.

The Information Systems Department has an application solution that automates the discovery, classification, and labeling of data stored on servers, provides real-time visualization and prioritization of data security and compliance levels, and remediates permissions and configuration errors. This solution also enables the control and security of the exposure of personal data stored in IT systems.

This system relies on application-specific dictionaries developed by the Information Systems Department, comprising words, codes, and character expressions specific to or commonly used by SOGECLAIR. These dictionaries ensure effective and appropriate detection, within SOGECLAIR's environment, of files containing sensitive personal data stored on both local and virtualized servers. The application's settings now allow you to determine the volume of sensitive data stored without access restrictions or accessible to multiple people at the same time.



VOLUME OF SENSITIVE DATA (AS A PERCENTAGE OF THE TOTAL VOLUME) STORED WITHOUT ACCESS RESTRICTIONS FOR MULTIPLE PEOPLE ON SOGECLAIR'S LOCAL SERVERS



VOLUME OF SENSITIVE DATA (IN NUMBER OF FILES) STORED WITHOUT ACCESS RESTRICTIONS OR ACCESSIBLE TO MULTIPLE PEOPLE ON VIRTUALIZED SERVERS

➤ PROTECTING INFORMATION SYSTEMS

In an increasingly digital environment, the SOGECLAIR Group also recognizes the need to protect its information systems against cyber threats.

Aware of the regulatory challenges in cybersecurity (NIS2), the Information Systems Department has undertaken actions to pool organizational and operational procedures at the Group level in order to harmonize its practices.

The Group continued its efforts to raise awareness among information system users about cybersecurity issues by conducting presentation and discussion sessions on cyber risks.

With the support of the communications department, the Information Systems Department also published newsletters on various best practice themes:

- GDPR Awareness – What is GDPR?
- Information Security: The Proper Use of Computer Accounts
- Information Security: Emails, the right reflexes to adopt "STOP, THINK & CLICK"
- Information Security: Rules to follow when using the Internet
- Information security: The risks associated with installing "unauthorized" software
- Information security: Strengthening the security of personal data
- Information Security: Best Practices to Adopt During Teleworking
- Information security: Protecting exchanges with our external partners

Beyond obtaining the "gold" level in the AirCyber program, it is important that the Group remains committed to monitoring its digital environments using the security tools already in place, but also by integrating the risks associated with the new environments it is deploying (AI for example) on its internal and "Cloud" platforms.

o do this, it relies on the security features available on these platforms, such as data classification, which remains an effective way to prevent the leakage of sensitive data.

The governance, the set of organizational and operational measures, now applied within the information systems department, have contributed to the renewal of its quality certifications for different entities.

26

AVERAGE NUMBER OF THREATS DETECTED AND DEALT WITH ON CRITICAL SERVERS AND WORKSTATIONS PER MONTH (AVERAGE OVER 12 MONTHS)

5035

NUMBER OF FRAUDULENT EMAILS DETECTED AND BLOCKED PER MONTH (AVERAGE, OVER 12 MONTHS)

69

NUMBER OF APPLICATIONS BLOCKED BY THE ANTIVIRUS (ON AVERAGE, PER MONTH)

757

NUMBER OF ATTEMPTED EMAIL FRAUDS USING SENDER IDENTITY THEFT (ON AVERAGE, PER MONTH)

5.3. REVIEW OF OBJECTIVES | AREAS FOR IMPROVEMENT

Objectifs 2025	Réalisés - 2025	Objectifs 2026 et suivants
<p>Ethics and compliance</p>	<p>Continuous improvement of engagement rules, and ongoing awareness initiatives regarding the delegation of authority for new delegates.</p>	<p>Establishment of rules of engagement for support functions.</p>
	<p>Update of the Code of Conduct, which has become the Ethics Charter.</p>	<p>Continued awareness campaigns and training on the fight against corruption. Integration of anti-corruption charters and documents into the integration process. Establishing a limit for gifts and invitations, as well as a register of gifts given/received.</p>
	<p>Deployment of an internal control system and evaluation of the anti-corruption compliance program.</p>	
	<p>Deployment of an internal compliance program regarding export control.</p>	
	<p>Awareness on export control and international sanctions.</p>	<p>Continuation of awareness-raising on export control and international sanctions.</p>
<p>Responsible purchasing</p>	<p>Redesign and deployment of the Responsible Purchasing Charter</p>	<p>Deployment and implementation of the Group Purchasing Process.</p>
	<p>..% signing rate of the Code of Conduct and the Responsible Purchasing Charter.</p>	<p>100% signing rate.</p>
	<p>Use of the adapted, protected, or integration sector.</p>	<p>Increase in the rate of purchases made from the adapted, protected, or integration sector.</p>
	<p>Group-wide supplier rationalization. Reduction of the supplier panel (From 1197 in 2023 to ... in 2024).</p>	<p>Continuation of the reduction of the supplier panel.</p>

INTRODUCTION

In 2025, SOGECLAIR focused its efforts on harmonizing its policies across its French subsidiaries, chosen as a starting point due to their diversity: varying sizes, distinct collective bargaining agreements, and specific work environments. The year was marked by initiatives aimed at strengthening the consistency of HR practices, improving quality of work life, and supporting skills development in a constantly evolving context.

Several research projects were conducted throughout the year to identify areas for harmonization and anticipate future needs. This work served as the basis for operational deployments in 2025 and is preparing for complementary actions in 2026, allowing for a gradual implementation tailored to the specific characteristics of each subsidiary.

This approach reflects the Group's commitment to making human resources management a strategic driver of performance and innovation. It aims to create a harmonious, inclusive, and motivating work environment capable of meeting employee expectations while supporting the Group's sustainable growth in the face of future challenges.

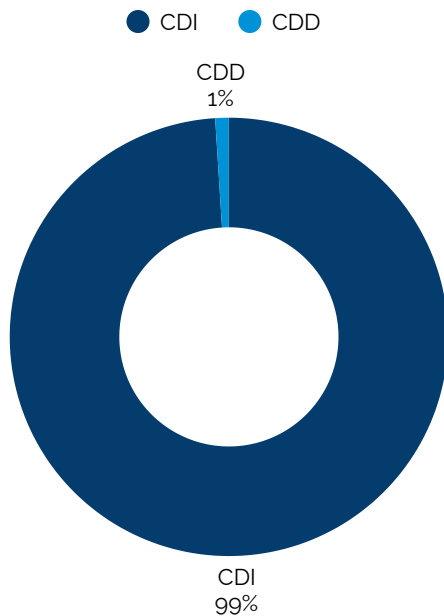
6.1 SOCIAL DATA

The following social data relates to the total workforce of the Group.

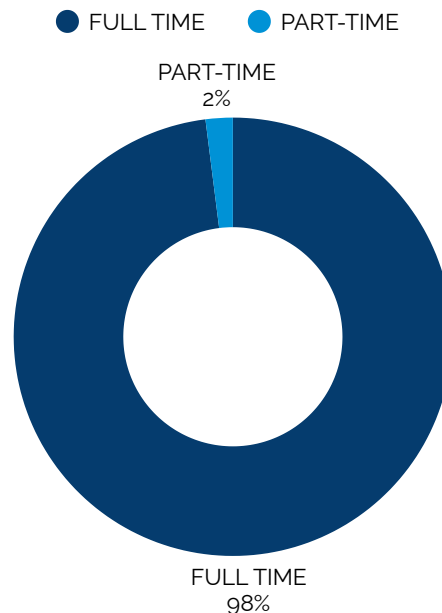
1236

COLLABORATORS

➤ WORK ORGANIZATION



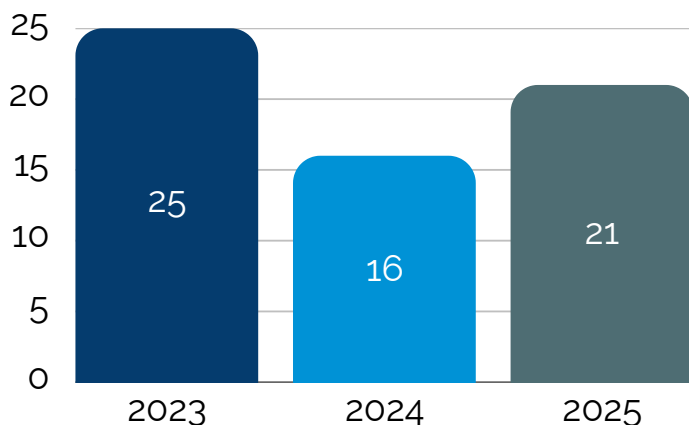
Breakdown between fixed-term and open-ended contracts



Breakdown between full-time and part-time contracts

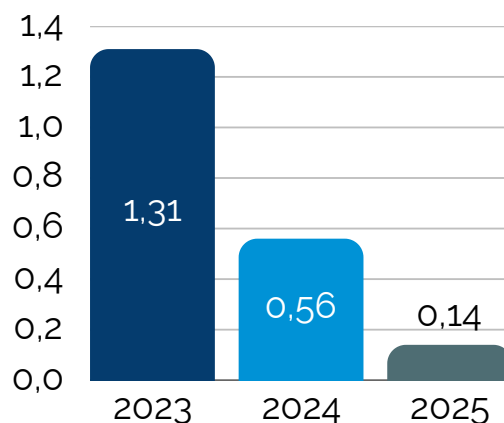
*FULL TIME: CANADA & UNITED STATES: 40 hours / TUNISIA: 42.5 hours / GERMANY: 40 hours / SPAIN: 40 hours / UNITED KINGDOM: 37 hours / INDIA: 42.5 hours / AUSTRALIA: 38 hours

6.1 HEALTH & SAFETY OF EMPLOYEES



Number of work-related or commuting accidents*

**Commuting accidents are tracked only within France. The data presented therefore covers work-related and commuting accidents in France, as well as work-related accidents only for other countries.*



Workplace/commuting accident severity rates*

**The method for calculating the severity rate will be modified in 2026. While it is based on hours of absence for 2023 to 2025, it will be based on days of absence. This change helps to limit biases related to differences in working hours.*

The health and safety of employees is a major priority for the Group, which strives to provide a safe and protective work environment, while taking into account the specific characteristics of each site. In 2025, all entities continued and strengthened their actions in the areas of prevention, risk assessment, and awareness.

This approach translates into a differentiated approach depending on the activities: within production subsidiaries, actions are mainly oriented towards the prevention of physical risks (related in particular to machines, materials and industrial environments), while in engineering subsidiaries, they focus more on risks related to office activities, such as ergonomic, organizational and psychosocial risks.

The French sites have updated and distributed their Single Risk Assessment Document (DUERP). In Canada, production sites have also strengthened prevention efforts by deploying informational and poster materials related to the risks associated with machinery and materials, as well as the associated preventive measures. Furthermore, awareness campaigns have been conducted to promote the systematic use of personal protective equipment.

In France, during the Quality of Life and Working Conditions Week (QVCT) and the European Week for the Employment of People with Disabilities (SEEPH), prevention campaigns were conducted around the wearing of personal protective equipment, the fight against sedentary behavior, ergonomics at the workstation and mental health.

These actions affected 79% of our workforce at the Group level.

31

%

EMPLOYEES* HAVE UNDERGONE TRAINING IN OCCUPATIONAL HEALTH AND SAFETY.

**This figure does not include people trained in previous years whose certification is still valid.*

➤ PARTICULAR ATTENTION PAID TO THE PREVENTION OF PSYCHO-SOCIAL RISKS

The prevention of psychosocial risks (PSR) is a key component of the Group's health, safety, and well-being at work policy. In 2025, the Group continued and strengthened its actions aimed at preventing psychological harassment, gender-based and sexual violence, as well as all factors likely to impair the mental health of employees.

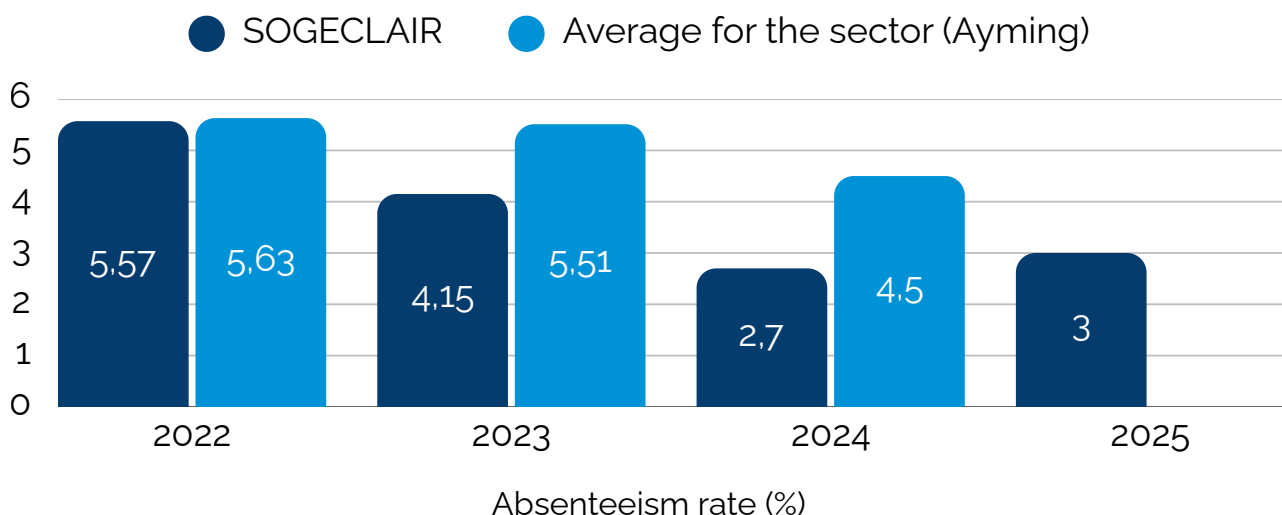
When an employee reports a concerning situation, an internal investigation is launched by the local human resources department, in accordance with established procedures. Depending on the nature of the incident, employee representatives responsible for health and safety may be involved in this process to ensure that reported situations are handled rigorously, impartially, and confidentially. In addition, some production subsidiaries (representing 97 employees) in France have conducted targeted psychosocial risk assessments, enabling them to identify specific situations and tailor prevention measures to best suit operational realities.

In France, a communication campaign dedicated to combating harassment was launched during the year, helping to raise awareness among teams and reinforce expected behaviors. This initiative is part of the finalization of a French charter for the prevention of harassment and discrimination, which is scheduled for official publication in 2026. In the medium term, the Group aims to gradually roll out this charter in other countries, complementing the local mechanisms and charters already in place within foreign subsidiaries, in order to harmonize the approach internationally while respecting national regulatory frameworks.

In Canada, specific actions have also been implemented to prevent psychosocial risks, including dedicated communication compliant with legal requirements and the development of a psychosocial risk assessment tool, presented to the health and safety committee. The operational deployment of this tool is planned for 2026 to strengthen the identification and prevention of psychosocial risk factors at Canadian sites.

These measures complement the awareness campaigns conducted throughout the Group on topics such as mental health, sleep management, sedentary lifestyle prevention, and ergonomics, including in remote working situations. Regular reminders have also encouraged the adoption of best practices that promote work-life balance and respect the right to disconnect, notably by limiting communications outside of working hours and valuing regular breaks. In some entities, psychological support, in conjunction with occupational health services, remains available to employees who express a need for it.

All of these actions contribute to consolidating a work environment based on active prevention, mutual respect, listening and the sustainable protection of the mental health of the teams.



6.3 SKILLS DEVELOPMENT

	2023	2024	2025
Training hours (rounded)	23 268	21 067	22 023
Average training hours per employee (rounded)	39	24.27	16.31
Percentage of trained employees	50.4%	71.16%	56%

In 2025, the Group continued the momentum initiated in previous years regarding training, thanks to an external e-learning platform. Now fully integrated into internal practices, this solution has ensured broad and consistent access to training content for all employees, regardless of their roles, needs, or work environments.

The year 2025 marked a pivotal moment for the Group with the start of the rollout of the Neobrain skills management tool. Led and developed by the Sogclair Academy team, this project represents a major driver for 2026, as it will now allow for the centralization of employee career and skills development plans across the Group, while providing greater visibility into career paths and training needs.

In France, this rollout has already enabled the centralization of individual development plans for certain employees. Developed following annual and professional reviews, these plans aim to identify skills, strengthen existing skills, facilitate the monitoring of training activities, and foster dialogue between managers and teams.

In this continuity, 2026 will constitute a new stage in the Group's skills development strategy, with the objective of progressively deploying the individual development plan approach in all French and international subsidiaries, using the tool to harmonize practices while respecting local specificities.

More broadly, all of these initiatives are part of the roadmap put forward by Sogclair Academy, which will structure several priority areas in the coming years:

Continue the deployment of the tool, strengthening consolidation and encouraging its adoption by all stakeholders in the Group (HR, managers and employees);

Strengthen managerial development in order to support managers in the exercise of their responsibilities and to harmonize practices between entities;

Establish a "Project Manager" pathway designed to structure key project management skills, strengthen internal expertise and support operational performance;

Enrich the training catalogue, in particular by developing the e-learning offer and external training courses.

➤ ATTRACTIVENESS AND LOYALTY

In 2025, the Human Resources teams continued their efforts to enhance the Group's attractiveness and secure the recruitment of qualified candidates capable of integrating sustainably into the work environment and contributing to collective performance. In a context of persistent labor shortages in certain professions, SOGECLAIR's challenge remains to attract and retain employees who possess both the required technical skills and the potential for medium- and long-term career advancement.

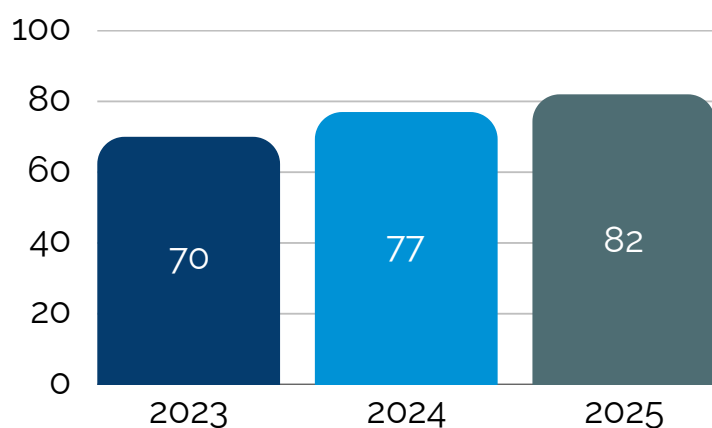
As such, the job offer conversion rate (offers accepted / offers issued) is projected to reach 82% in 2025. Monitoring this indicator allows for the analysis of candidates' reasons for rejection and the identification of areas for improvement in recruitment practices. It thus provides a lever for adjusting HR policies, particularly regarding the positioning of job offers, the competitiveness of compensation packages, and the enhancement of the employer value proposition.

The Human Resources Department maintained rigorous monitoring and in-depth analysis of overall HR indicators to identify drivers of employee engagement and the causes of voluntary departures. The analyses confirmed that employee expectations focused primarily on the interest of assigned tasks and opportunities for professional development. These findings led to a shift in HR actions towards a structured strengthening of skills development and career path support programs.

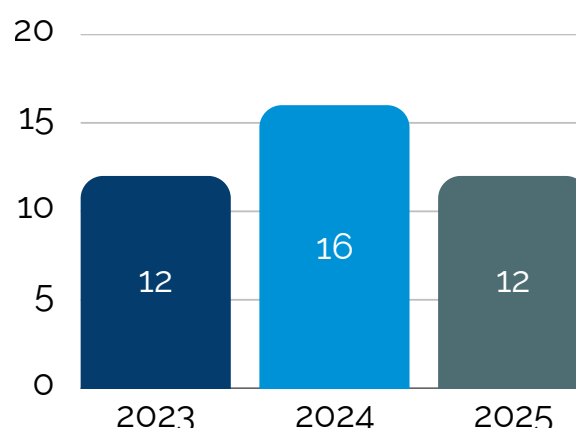
In this context, a human resources barometer survey was launched at the end of 2025 to measure employees' perceptions of their work environment and their prospects within the Group. The results show an employee recommendation rate of 60.1% in 2025. This level, which reflects an overall positive perception of the work environment, highlights continued strong expectations regarding professional development. Analysis of this indicator thus confirms the relevance of the actions undertaken by the Group to enhance the clarity of career paths and opportunities for skills development.

In response to these challenges, the Group continued in 2025 to structure its training offerings and deploy tools dedicated to skills management, notably through the widespread adoption of an e-learning platform and the rollout of the Neobrain skills management tool. These initiatives aim to provide broader and more consistent access to training, better identify individual and collective needs, and more proactively support career paths.

From this perspective, internal mobility remains a key lever of HR policy in 2025. It promotes the circulation of skills, supports the sharing of know-how and contributes to the diffusion of innovation between entities.



Conversion Rate – Job Offer (%)



Recruitment rate through internal mobility (%)

6.4 ENGAGEMENT SOCIÉTAL

In 2025, SOGECLAIR reaffirms its commitment to social cohesion and the economic development of the regions where the Group operates. This commitment is a key driver for supporting investment, innovation, and the sustainable growth of our business. As an active member of GIFAS and GICAT, the Group contributes to collective discussions on the evolution of industrial sectors, the challenges of technological sovereignty, and the attractiveness of industrial professions. This involvement fosters the development of collaborative initiatives among industry players, particularly in promoting careers, guiding talent, and adapting skills to the future needs of the sector.

The Group also remains committed to the GALAXIE Club and the Tompasse association, thereby contributing to the growth and influence of the space and embedded systems sectors. Through these networks, employees participate in exchanges between public, private, and academic stakeholders, strengthening industry cooperation and the dissemination of expertise. This involvement reflects the Group's commitment to actively contributing to job creation and the development of industrial ecosystems.

Furthermore, the partnership with the association Le Cœur des Entreprises continued in 2025 to support solidarity and professional integration initiatives. Since the beginning of this collaboration, the Group has contributed €15,000 to this cause, illustrating its ongoing commitment to solidarity and inclusion.

Professional inclusion remains a key priority. In 2025, the teams continued their participation in programs promoting access to employment, particularly through support initiatives to prepare for interviews and explore the professional world. The Group also renewed its partnership with Maison Jacqueline Auriole, offering interview preparation workshops for students. These initiatives help bridge the gap between academia and business, while facilitating the professional integration of young talent.

6.5 DIVERSITY & INCLUSION

► PROMOTING DIVERSITY IN EMPLOYMENT

The Group and its employees, under the leadership of the Governance and the General Management, ensure respect for human rights and the principles derived from the fundamental conventions of the International Labour Organization, in particular freedom of association, the right to collective bargaining, the elimination of discrimination in matters of employment and occupation, the abolition of forced labour and child labour.

As a signatory of the Diversity Charter since December 9, 2008, SOGECLAIR reaffirms its commitment to equal treatment and the fight against all forms of discrimination, whether related to origin, gender, sexual orientation, age, family status, beliefs, disability, or any other personal characteristic. This initiative is jointly led by the General Management and Human Resources departments and is part of a comprehensive corporate social responsibility policy.

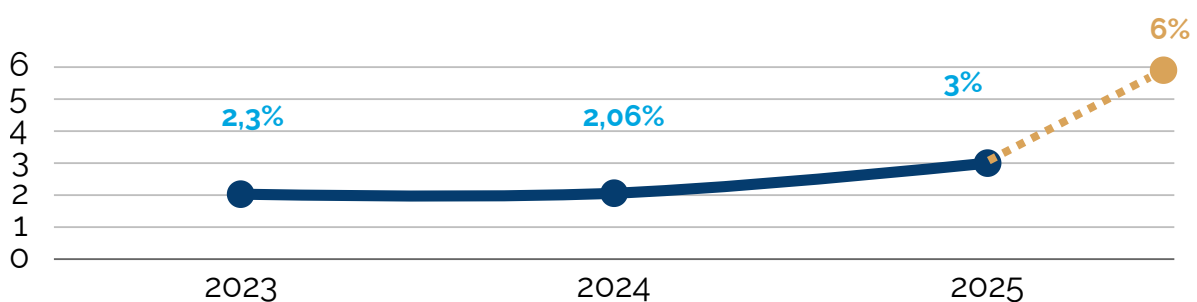
The Group's Code of Conduct prohibits all forms of discrimination based on disability and promotes equal access to employment and working conditions. In 2025, this commitment led to the creation of a French Disability Committee, bringing together representatives from Human Resources, CSR, and a network of disability liaisons. This committee's role is to share practical issues, coordinate action and awareness campaigns, and measure and monitor indicators related to the inclusion of people with disabilities, in accordance with existing French regulations (RQTH).

A call for volunteers enabled the creation of a network of disability liaisons across France. These employees benefited from a dedicated training program, including practical exercises, to strengthen their ability to listen to, guide, and support teams. Furthermore, the Group actively participated in the European Disability Employment Week through awareness campaigns, internal communications, and information sessions for employees.

In the other countries where the Group operates, there is no equivalent to the RQTH (Recognition of Disabled Worker Status) and therefore no formalized monitoring of indicators. Nevertheless, SOGECLAIR is committed to applying the principles of equality and non-discrimination in the recruitment, integration, and management of its employees. Positions are adapted, as needed, to accommodate disabilities, in order to guarantee accessibility and full participation for everyone in professional activities, while respecting local legal and cultural specificities.

In 2026, the Group will launch a formalized disability policy in France, aimed at structuring actions, coordinating the monitoring of indicators, and strengthening inclusion. This initiative also represents a step towards a future gradual expansion internationally, in order to promote accessibility and equal opportunities for all Group employees.

Finally, the Group is committed to supporting each employee with a disability throughout their career. In conjunction with occupational health services and relevant experts, appropriate adjustments can be implemented to facilitate the performance of duties, prevent difficulties, and promote long-term inclusion within teams.



Percentage of Sogecclair employees with disabilities in France

➤ FIGHTING DISCRIMINATION

In keeping with its commitment to promoting diversity in the workplace, gender equality remains a priority for SOGECLAIR. By 2025, the overall gender pay gap within the Group is projected to be 26% in favor of men. This gap is calculated in aggregate and does not take into account differences in job level, responsibilities, or qualifications, which limits its analytical scope and calls for a nuanced interpretation.

In this context, improving data quality and reliability is a key challenge. While 2024 relied on decentralized data collection, with each HR manager reporting the average salary as of December 31st, 2025 marks a significant shift with the launch of an HR Data Lake. This tool aims to progressively centralize data and strengthen the robustness of analyses. A first consolidated export of average salaries was thus produced in December 2025, providing a working basis for future analyses.

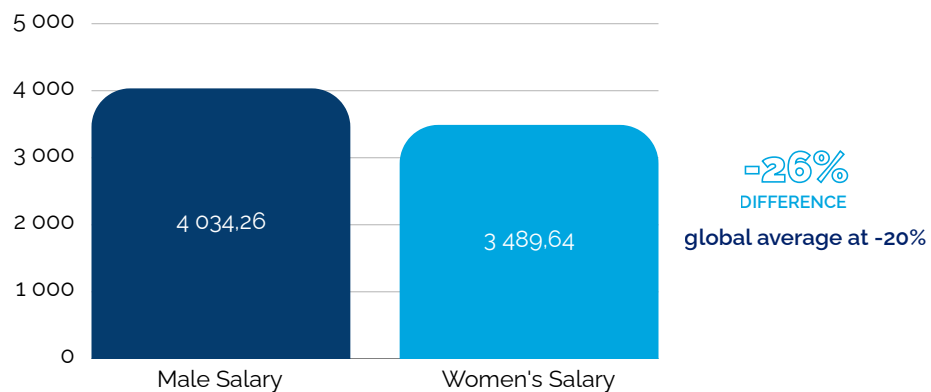
The change in the gap observed in 2025 is partly explained by cyclical factors. In particular, the recruitment of several men for high-paying positions has mechanically contributed to widening the overall gaps, without, however, solely reflecting the structural dynamics within the Group.

In parallel, concrete actions have been undertaken to better structure compensation practices. In France, 2025 was marked by the continued development of salary scales within certain subsidiaries. This work aims to further structure compensation levels, to make salary progression decisions more objective, and to better manage disparities between positions. It also reflects a proactive approach to anticipating the requirements of future European regulations on compensation transparency.

These findings and initiatives underscore the need to strengthen our commitment to gender equality and equal pay. Implementing a more integrated Human Resources organization across the Group is a key structuring lever in this regard, enabling more consistent management and enhanced monitoring of key indicators related to gender equality and equity.

In this context, from 2026 onwards, several Group policies regarding remuneration will be progressively deployed, particularly with regard to variable remuneration (bonuses) and certain benefits such as company cars, in order to harmonize practices and strengthen fairness between employees.

Looking ahead to 2030–2033, the Group plans to further develop and structure its initiatives, particularly by leveraging the increased use of the HR Data Lake and rigorously monitoring harmonized indicators. The ambition is to make sustainable progress towards a more inclusive and equitable work environment by reducing pay gaps and strengthening the transparency and fairness of compensation practices.



Salaries for Women and Men in 2025 (average in €)

Subsidiaries excluded from the calculation due to their workforce: MSB Global Resources, Oktal Sydac Australia, Sera, Sogclair UK.

7

INDEPENDENT THIRD-PARTY BODY REPORT ON THE ESG REPORT

COURTESY TRANSLATION FROM THE ORIGINAL FRENCH VERSION.

S.A. SOGECLAIR

7, avenue Albert Durand

31700 Blagnac

Limited Assurance Report on Voluntarily Prepared ESG Information

For the year ended 31 December 2025

Scope of Our Engagement

In our capacity as the statutory auditors of your company, we performed procedures designed to express a limited assurance conclusion on the ESG information voluntarily prepared by SOGECLAIR (hereinafter the "Entity"), in accordance with the reporting framework selected by the Entity (hereinafter the "Reporting Framework"), for the financial year ended 31 December 2025 (hereinafter the "Information"), as presented in the document attached to this report (hereinafter the "CSR Report").

Limited Assurance Conclusion

Based on the procedures we performed, as described in the section "Nature and Scope of the Work Performed", and on the evidence we obtained, nothing has come to our attention that causes us to believe that the Information has not been prepared, in all material respects, in accordance with the Reporting Framework.

Emphasis of Matter

Without qualifying the conclusion expressed above, we draw your attention to the "Reporting Methodology" section of the CSR Report, which states that the Information has been prepared within the context of voluntary reporting based on the former Non-Financial Performance Statement (DPEF) framework and enhanced through the integration of a double materiality assessment.

Preparation of the Information

In the absence of a generally accepted and commonly used reporting framework or established practices for evaluating and measuring ESG information, different acceptable measurement techniques may be applied. As a result, the Information may not be directly comparable with that reported by other entities or with information reported by the Entity in previous periods.

Accordingly, the Information should be read and understood with reference to the Reporting Framework, the key elements of which are presented in the CSR Report.

Responsibilities of the Entity

The Information has been prepared under the responsibility of the Entity's Management, which is responsible for:

- selecting or establishing appropriate criteria for the preparation of the Information (i.e., the Reporting Framework);
- preparing the Information in accordance with the Reporting Framework; and
- designing, implementing, and maintaining such internal control as Management considers necessary to enable the preparation of Information that is free from material misstatement, whether due to fraud or error.

Responsibilities of the Statutory Auditors

Our responsibilities are to:

- plan and perform procedures to obtain limited assurance as to whether the Information has been prepared, in all material respects, in accordance with the Reporting Framework and is free from material misstatement, whether due to fraud or error;
- express an independent conclusion based on the procedures performed and the evidence obtained; and
- communicate our conclusion to the Management of the Entity.

As we are required to express an independent conclusion on the Information prepared by Management, we cannot be involved in the preparation of that Information, as doing so would compromise our independence.

Professional Standards Applied

The procedures described below were performed in accordance with the professional guidance issued by the French National Company of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes – CNCC) applicable to this type of engagement.

These procedures do not constitute either a statutory audit or a limited review as defined by the French professional auditing standards (Normes d'Exercice Professionnel – NEP). Nor do they constitute a certification engagement under the guidelines issued by the French High Audit Authority (Haute Autorité de l'Audit – H2A).

Independence and Quality Control

Our independence is governed by the provisions of Article L.821-28 of the French Commercial Code and by the Code of Ethics applicable to Statutory Auditors in France. It is based on compliance with the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour.

Furthermore, we have established a quality control system comprising documented policies and procedures designed to ensure compliance with ethical requirements, professional standards, applicable legal and regulatory provisions, and the professional guidance issued by the French National Company of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes – CNCC) applicable to this engagement.

Nature and Scope of the Work Performed

We planned and performed our procedures, described below, taking into account the risk of material misstatement in the Information.

As part of our limited assurance engagement and based on our professional judgement, we:

- assessed the appropriateness of the Reporting Framework with respect to its relevance, completeness, reliability, neutrality and understandability, taking into consideration, where appropriate, industry best practices;
- obtained an understanding of the Entity's internal control procedures designed to ensure that the Information is prepared in accordance with the Reporting Framework;
- assessed whether the methods used by the Entity to prepare the Information were appropriate in relation to the Reporting Framework and, where applicable, evaluated the relevance of any changes in methodologies and assumptions;
- verified that the Information was prepared for the reporting boundary defined in the Reporting Framework;
- selected, based on our professional judgement, the Information considered to be the most significant and performed substantive procedures to assess the proper application of the calculation methods and assumptions described in the Reporting Framework.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

The procedures performed in a limited assurance engagement are less extensive than those required for a reasonable assurance engagement conducted in accordance with the professional guidance issued by the French National Company of Statutory Auditors. Consequently, the level of assurance obtained is substantially lower than that which would have been obtained had a reasonable assurance engagement been performed.

Restrictions on Distribution and Use

The procedures performed in connection with this report are not intended to replace any investigations or due diligence procedures that third parties receiving this report may choose to undertake. Accordingly, we do not express any opinion as to whether such procedures would be sufficient for their own purposes.

In our capacity as the statutory auditors of SOGECLAIR, our responsibility towards the Company and its shareholders is governed exclusively by French law, and we do not accept any extension of our liability beyond that provided for under French law.

We do not owe, nor do we accept, any duty of care or liability to any third party. Accordingly, we shall not be held liable for any damage, loss, cost or expense arising from any intentional misconduct or fraud committed by the directors, officers or employees of SOGECLAIR or any of its subsidiaries.

This report shall be governed by and construed in accordance with French law. The French courts shall have exclusive jurisdiction over any dispute, claim or matter arising out of or in connection with our engagement letter, this report, or any related matter.

Toulouse, 16 April 2026
Statutory Auditor
EXCO FIDUCIAIRE DU SUD-OUEST
Sandrine Bourget