ALVEST

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT **2024**

Helping Aviation become
Leaner & Greener

Table of contents

OUR COMMITMENT 3
CONTRIBUTIONS TO THE SDGs 4
GENERAL INFORMATION 4

1. ALVEST MODEL AND GOVERNANCE 5
1.1. ALVEST Overview 5
1.2. ALVEST Corporate Governance 7
1.3. ALVEST ESG Governance 11
1.4. ALVEST double materiality analysis 14

2. BRINGING A TANGIBLE IMPACT ON CLIMATE CHANGE 22
2.1. Carbon impact of our product 22
2.2. Carbon impact of our operations 32

3. MEETING CHANGING CUSTOMER EXPECTATIONS 42
3.1. Context and ALVEST position 42
3.2. Group R&D organization and objectives 43
3.3. Development of new solutions 44
3.4. Customer safety and protection 46
3.5. Forward-looking vision and targets 48

4. IMPLEMENTING RESPONSIBLE USE OF NATURAL RESOURCES 49
4.1. Context and ALVEST position 49
4.2. Materials cycle 49
4.3. Eco-design & recycling 51
4.4. Management of product lifecycle 52
4.5. Suppliers: an important part in the ALVEST value creation chain 54
4.6. Forward-looking vision and targets 57

5. HUMAN CAPITAL 58
5.1. Context and ALVEST position 58
5.2. ALVEST and ESG: A Human-Centered Evolution driven by Values 59
5.3. A responsible employment policy 60
5.4. Social dialogue 72
5.5. Developing human capital 73
5.6. Well-being, health and safety at work 78
5.7. Diversity and equal opportunity 82
5.8. Anti-discrimination policy and promotion of diversity 83
5.9. Empowering a Future-Ready Workforce 84

6. PREVENTING ETHICS VIOLATIONS BY PROMOTING OUR ETHICAL CULTURE 86
6.1. Context and ALVEST position 86
6.2. Ethics and compliance 86
6.3. Independent ESG performance rating 89
6.4. Forward-looking vision and targets 90

7. SUPPORTING A BALANCED ECONOMIC DEVELOPMENT OF TERRITORIES 91
7.1. ALVEST tax organizational structure and policy 91
7.2. Actions to promote local communities' development 92

Appendix I: UN Global Compact Principles 95
Appendix II: ESRS Disclosure Requirements (CSRD) 96
Appendix III: Task Force on Climate-Related Financial Disclosures Framework (TCFD) 101
Appendix IV: GRI Content Index 102

OUR COMMITMENT

The ALVEST Management Committee statement

Dear Customers, dear Partners, dear Colleagues,

In 2020, we decided to join the United Nations Global Compact Program under the ALVEST banner as a member of its French Chapter. This commitment is now part of our daily life and more than ever, we raise the UN Global Compact flag high.
The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its core are the 17 Sustainable Development Goals (SDGs), which are an urgent call to action for all countries – developed and developing – in a global partnership. They recognize that tackling climate change must go hand-in-hand with strategies to end poverty and other deprivations, improve health and education, reduce inequality, and spur economic growth.
This choice is clear as we are now fully structuring and implementing a well-defined ESG (Environmental, Social and Corporate Governance) policy within our Group. This commitment is summarized in the following statement:

ALVEST's goal is to be a major contributor to the transformation of airports and aviation into safer, leaner and greener operations around the world. This is our commitment as our industry needs to control and reduce its impact on the environment and make a positive human and social contribution to society and people. For nearly three decades, we have been developing and promoting low emission and electric equipment and, more importantly, technologies that enable our customers to massively reduce aircraft emissions on the ground. The current development of our new service activities, which allows to extend the life of airport equipment and better ensure the reduction of aircraft emissions on the ground, is accelerating the achievement of our Leaner & Greener goals. The achievement of our goal is supported by our long-term vision, our long-standing actions, our culture and our values, which are rooted in service, integrity, transparency and accountability vis-a-vis all our stakeholders.

From design to manufacturing to sales, ALVEST is committed to following the path laid out by the United Nations Sustainable Development Goals, as detailed in our Group Environmental, Social and Governance Principles. We are proud to serve this purpose with the greatest care for our global ecosystem:

- We recognize our shared responsibility to protect our planet. Reducing our environmental footprint and contributing to the reduction of the aviation industry's environmental footprint, through our products and services, is therefore one of our key objectives. We are committed to promoting a circular economy wherever practical, using sustainable resources and sourcing responsibly.
- We take seriously our responsibility to protect, support and provide fulfilling development opportunities for all our employees. We have launched an extensive "ALVEST People Company" program to promote diversity and a multicultural spirit, to develop our employees, to encourage their initiatives and to enhance their sense of ownership.
- We proactively pursue dialogue with all our stakeholders. We value transparency in the information we provide and do our utmost to act with integrity, build trust and create value for our customers and business partners. We want to contribute to the economic and social development of the regions in which we operate.
- We actively participate in setting international standards for an ethical and responsible aviation industry. We adhere to the principles set out in our Code of Ethics and Business Conduct and believe that it is also our responsibility to do our best to ensure that our business partners act with honesty and observe the same ethical principles.

Since 2022, we have continued to improve the measurement of our direct and indirect greenhouse gas (GHG) emissions resulting from our activities. This carbon footprint considers, over a year of activity: the emissions from the production of materials and components for the equipment and products manufactured; as well as the emissions from the Group's factories, service activities, fuel extraction and production necessary to use the equipment manufactured and the use phase of the equipment and products. We have considered the entire product life cycle, from raw material extraction to manufacturing, use and end-of-life recycling. In 2024, more than 50% of all the products sold by TLD were electric. This shift to electrification will allow our customers to reduce their emissions on the ground, while the new solutions that we are promoting, such as the TaxiBot®, will allow our customers to avoid emissions that they would otherwise have emitted.
Our policy is designed to ensure that all of the above commitments are implemented by all of our employees and business partners and pursued throughout the company in all of our day-to-day activities.
We trust that each and every one of you will support this commitment, which is fully in line with our Core Values.

Sincerely,

Valentin SCHMITT
ALVEST President & CEO

Laurent JAMET
ALVEST Deputy CEO
ALVEST CFO

Fabrice DENNINGER
AES CEO

Erwan JALIL
TLD CEO

Maxime MAHIEU
SAS CEO

CONTRIBUTIONS TO THE SDGs

Even before joining the United Nations' Global Compact in 2020, the Group committed itself to respecting and promoting its ten principles as well as the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Rights and Principles at Work, the Rio Declaration on Environment and Development, the United Nations Convention against Corruption, and the United Nations Guiding Principles on Business and Human Rights.

In 2020, we chose to join the United Nations Global Compact Program under the ALVEST banner as a member of its French Chapter. The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and in the future. At its core are the 17 Sustainable Development Goals (SDGs as shown above), which are an urgent call to action for all countries – developed and developing – in a global partnership. They recognize that ending poverty and other deprivations must go hand in hand with strategies to improve health and education, reduce inequality, and spur economic growth, all while tackling climate change and working to preserve our oceans and forests.

This choice became clear as we began to structure and implement a more defined ESG (Environmental, Social and Corporate Governance) policy within our Group.

GENERAL INFORMATION

This report has been prepared on a consolidated basis and covers the period from January 1 to December 31, 2024, for all quantitative data. The qualitative data and information presented are current as of the publication date (september, 2025).
Although our Group is not yet subject to the CSRD, we anticipate the obligation to comply with this framework by 2028 (based on data from the 2027 fiscal year), following the adoption of the "omnibus" directive. As part of our proactive preparation, however, we have adapted this report to align more closely with the CSRD and the ESRS standards.
Accordingly, this report, which we continue to refer to as a Communication on Progress (COP) under the United Nations Global Compact, now includes the following:

- A first double materiality assessment, covering our operations and our entire value chain,
- ESG indicators aligned with the ESRS disclosure requirements,
- Entity-specific indicators, either to measure impacts not covered by the ESRS or to highlight our organization's specific objectives.

For more information, please refer to Appendix II: ESRS Disclosure Requirements (CSRD).

Scope and Governance

This sustainability report is based on the same consolidation scope as ALVEST's consolidated financial statements. It includes data from our headquarters, local offices, and all sites under our operational control, thereby ensuring a comprehensive and transparent view of our Environmental, Social and Governance (ESG) performance.
This report has not been audited by an external auditor and is not subject to limited assurance.

Data Collection and Reliability

The ESG indicators presented in this report are collected through our data collection and reporting tool (Tennaxia). This tool is generally based on actual data reported by operational sites, and obtained from internal systems, measurements, or calculations.
In certain cases, however, estimates are necessary. These estimates rely on recognized third-party databases and methodologies as much as possible. Their preparation involves judgment, assumptions, and decisions based on historical experience, available information at the time of reporting, and other relevant factors. Estimates are reviewed regularly and adjusted as necessary.

International Reporting Standards

To ensure transparency and provide our stakeholders with a clear understanding of our sustainability practices, we also refer to other international ESG reporting standards, including:

- The Global Reporting Initiative (GRI);
- The Task Force on Climate-related Financial Disclosures (TCFD).

For more details on our alignment with these frameworks, please refer to Appendices III and IV.

1. ALVEST MODEL AND GOVERNANCE

1.1. ALVEST OVERVIEW

1.1.1. Highlights of the Group's business and operational organization

The ALVEST Group consists of four divisions:

GSE Division

The **GSE Division** consists of the following two businesses:

- **TLD** designs, manufactures and distributes Ground Support Equipment (GSE) to commercial aviation, cargo and defense customers operating 100+ seat or cargo aircraft (narrow body or wide body aircraft). TLD Sales & Service own network ensures a strong global coverage through a vast local presence and aims to provide the best service delivery to its customers and fleet of "TLD GSE" products. TLD is at the origin, and still the largest part, of the ALVEST Group. Hence the Group's culture, organizational concept and processes are largely derived from TLD's original values.
- **AERO Specialties** is a company that designs, manufactures and distributes GSE that serve the markets of general aviation, FBOs and regional aircraft fleets below 100-seat capacity.

Smart Airport Systems Division (SAS)

Smart Airport Systems (SAS) is a more recently created activity with a mission to sell and deploy our Leaner & Greener solutions, which deliver operational fuel savings and efficiency gains to airport stakeholders. These solutions include:

- **TaxiBot®**, a semi-robotic hybrid towing system vehicle designed to taxi aircraft on the ground from the gate to the runway;
- **APU fuel-saving solutions**, including fixed airport equipment like aircraft cooling machines and 400 Hz static power systems;
- **EZTow®** and **EZDolly® autonomous solutions**.

All products sold by TLD and SAS, and most products distributed by AERO Specialties are assembled in the 10 manufacturing sites of the Group, located in North America, Europe, India and China.

Parts & Accessories Division

The Parts and Accessories Division consists of the SAGE PARTS and ACCESSORIES subdivisions:

- **SAGE PARTS** is a company with a worldwide network that distributes spare parts and accessories for GSE and for some equipment and vehicles used in airports. SAGE PARTS sells parts and also manages the supply chain for parts and accessories used on various equipment, notably under the RampTech brand. SAGE PARTS also provides supply chain and warehouse management services to customers who wish to outsource these functions.
- **Our ACCESSORIES subdivision** specializes in the design, sourcing and distribution of equipment and accessories for ramp equipment, and notably accessories for aircraft power supply and air conditioning equipment that help reduce aircraft fuel consumption on the ground.

ALVEST Equipment Services Division (AES)

In the past few years, the Group has developed a division called ALVEST Equipment Services (AES) to provide various services to its customer base. These services include:

- Outsourced preventive and corrective equipment maintenance,
- Equipment overhaul and powertrain conversion (diesel to electric),
- Short-term equipment rental,
- Equipment, battery and fleet operating lease programs,
- Fleet management and equipment pooling programs.

1.1.2. Key figures

ALVEST historical sales evolution is as follows:

ADHETEC sales no longer included starting 2023

ALVEST has a solid financial structure and is backed by strong shareholders.

After the years 2020 and 2021, which were heavily impacted by the Covid-19 pandemic, the Group has recovered strongly since 2022 and had its best year ever in 2024.

ALVEST keeps investing in R&D, engineering and customer support to further strengthen our ESG commitment and develop our recently launched service activities

1.1.3. Corporate structure and shareholding

ALVEST Holding, the ultimate parent company of the ALVEST Group companies, is a French société par actions simplifiée managed by its President & CEO and its Deputy CEO, with the support of the ALVEST Management Committee and of the ALVEST Steering Committee (see paragraph 1.2.1 below), under the control and supervision of a Supervisory Board (*"Comité de Surveillance"*) (see paragraph 1.2.2 below).

ALVEST Holding is owned by three financial investors and by individual investors as described below.

		% of interestsand voting right
PAI PARTNERS	PAI Partners is a European private equity firm founded in 1872, becoming independent in 2001. Managing over €27 billion in assets across eight global offices with 180 employees, the firm operates its eighth-generation buyout fund. Their latest fund, PAI Partners VIII, raised €7.1 billion in November 2023. With a portfolio of 41 companies globally, PAI has invested over €28 billion in buyouts, backed by pension funds, insurance companies, and institutional investors worldwide.	38%
ADIA	The Abu Dhabi Investment Authority (ADIA) is a globally diversified investment institution established in 1976. Operating for over 40 years, ADIA prudently invests funds on behalf of the Government of Abu Dhabi through a long-term value creation strategy. The organization maintains a highly diversified portfolio spanning multiple geographies, asset classes, and asset types to generate consistent returns throughout market cycles, supported by an international workforce bringing diverse skills and experiences.	31%
ARDIAN	Founded in 1996, ARDIAN (formerly AXA Private Equity) is a premier independent private investment firm with assets of c. US$166 billion managed or advised in Europe, North America and Asia. The company keeps entrepreneurship at its heart and delivers investment performance to its global investors while fueling growth in economies across the world. ARDIAN's investment process embodies three values: excellence, loyalty and entrepreneurship.	10%
Individual investors	Directly or through ad hoc investment companies (the "Airport" companies) and ESOP (Employee Stock Owner Plan) / FCPE (Fonds Commun de Placement d'Entreprise)	21%

1.2. ALVEST CORPORATE GOVERNANCE

1.2.1. The executive management of ALVEST

ALVEST Management Committee

The ALVEST Management Committee ("AMC") is composed of:

- The President & CEO of the Group,
- The Deputy CEO of the Group, holding the position of ALVEST CFO as well,
- The CEO of the GSE Division,
- The CEO of the ALVEST Equipment Services Division,
- The CEO of the Smart Airport Systems Division.

The AMC is a management body that was created in 2023, and whose functions are to assist the President in the preparation of the General Meetings and the Supervisory Board by collectively considering the Group's main strategic orientations. The Management Committee collectively decides on the Group's major operational choices.

The members of the AMC meet as often as the interests of the Company require, and at least ten times a year. In case of disagreement between the Management Committee and the President on the adoption or rejection of a decision, the President may submit the concerned decision to the Supervisory Board, which has the final say.

The minutes of the decision of the Management Committee shall be drawn up by a meeting secretary appointed at the beginning of each meeting by the President and shall be signed by all its members.

ALVEST Group Steering Committee

The Steering Committee of the ALVEST Group is composed of:

- The members of the ALVEST Management Committee;
- The COO of TLD;
- The 4 Regional CEOs of TLD (covering the different regions of the world);
- The CEO of ALVEST Parts & Accessories;
- The CEO of RMP4/XOPS.

The ALVEST Group Steering Committee meets at least four times a year and is responsible for:

- Ensuring good information, communication and development of synergies between the different ALVEST divisions,
- Working on the Group strategy and preparing elements and proposals for the Supervisory Board,
- Controlling the execution of the strategy in each member's area of responsibility,
- Discussing, deciding and ensuring the enforcement of the main procedures, and the respect of the ALVEST values and the Code of Ethics,
- Raising and resolving potential conflicts existing between the various divisions and subdivisions of the Group,
- Reviewing the main organizational and human resources policies and matters within the Group and their evolution.

In particular, the members of the Steering Committee are considered the representatives of ALVEST within their teams and areas of responsibility. As such, they are responsible for promoting the Group's culture and values, and for communicating the priorities and messages defined by the Group. They are also in charge of ensuring and facilitating the best and smoothest communication, both transversally to their peers and to the other components of the Group, as well as vertically.

The members of the ALVEST Steering Committee are supported by the ALVEST Corporate Executive Team (Finance, Legal, Compliance, ESG, Information Systems and Internal Audit) and by the Group Functional Directors. Reciprocally, they support the missions and actions of these colleagues within their organization.

The Steering Committee meets physically several times a year, and by teleconference as often as required.

ALVEST Group Executive Committee

The Executive Committee of the ALVEST Group is composed of:

- The members of the ALVEST Steering Committee;
- ALVEST Corporate Executives and Functional Directors;
- All the Business Unit Managers and, in particular for the GSE division, the COOs (Site Managers), Sales Directors and CFOs of the different regions.

The Group Executive Committee meets physically at least twice a year, in the first half and second half of each year, with an agenda that includes in particular:

- A review of the Group's financial results and budget;
- A business review for each division of the Group;
- A presentation and discussion by the Committee members on the Group's strategy;
- A presentation of achievements and challenges by the Group Functional Directors;
- Workshops and discussions on cooperation and synergies among the Group's businesses, their improvement and other topics proposed by the Executive Committee members ahead of the Committee.

The members of the ALVEST Executive Committee are responsible for communicating, explaining and deploying the Group's culture and values within their team. As of today, the ALVEST Executive Committee is composed of 77 executives, including 11 women.

Other Divisions & Business Units Committees

The Group drives the strategy, coordinates, controls and promotes synergies between its Divisions, Subdivisions, Regions and Business Units. While fully responsible for complying with Group procedures, these divisions are autonomous in the management of their activities and set up their own regional and local committees to manage their day-to-day activities.

1.2.2. ALVEST Supervisory Board and committees

The members of the Supervisory Board have a broad range of experiences that are directly relevant to our business. They have a real understanding of the Group's strategic opportunities and challenges. They act in an advisory capacity but also have real powers of control and thus play a critical role in the Group. They benefit from a transparent approach to the business and regularly discuss operational issues with Group management.

Composition of the Supervisory Board

Further to the change of control of the ALVEST Group, the ALVEST Supervisory Board composition has evolved as follows:

- Mr. Antoine Maguin, Chairman of the Supervisory Board, former Chairman and CEO of the Group;
- Mr. Jean-Marie Fulconis, Member, former Chairman of the Supervisory Board and former President of the Group;
- 4 members representing PAI;
- 2 members representing ADIA;
- 2 observers representing Ardian;
- 2 members representing the various private investor's investment companies;
- 1 independent member.

All members of the Supervisory Board have extensive experience in finance, business strategy and business development.

Preparation and organization of the Supervisory Board's work

Role

The Supervisory Board determines the Group's business strategy and supervises its implementation. The Supervisory Board examines all matters relating to the sound operations of the Group, carries out the audits and inspections it considers appropriate and may request from the President of the Group any document it deems necessary for the accomplishment of its mission.

The Supervisory Board shall be informed of market and competitive trends and of the main challenges facing the company. It shall seek to promote the long-term value creation of the company, considering the social and environmental impacts of its activities.

Some decisions or actions require the prior approval of the Supervisory Board, in particular:

- The approval of the annual budget, accounts and consolidated accounts, and the adoption of the business plan;
- Any significant sale or purchase of assets;
- Any legal action or claim to initiate or to settle;
- Any other decisions that have a material impact.

Agenda

The Supervisory Board shall hold at least four meetings a year, which may be attended via telephone or video conference:

- In April: to review and approve the previous year's consolidated accounts;
- In July: to review the year-end reforecast for the ongoing year;
- In September: to review the half-year consolidated accounts; and
- In December: to approve the budget for the following year.

The Board holds a meeting as often as is required, on the initiative of at least two members of the Supervisory Board acting together.

In 2024, the Supervisory Board members met 4 times, with some extraordinary meetings relating to specific developments or M&A projects and financing matters.

Members' rights and duties

The members of the Supervisory Board shall be provided with the information and documents necessary for the full performance of their duties. Each member of the Supervisory Board has one voting right.

In addition to these Supervisory Board meetings, business reviews are held each month (except in February and August) with the members of the Supervisory Board in order to:

- Review the Group's commercial and financial performance;
- Present highlights of the period;
- Follow up on ongoing projects.

Confidentiality and conflict of interests

The members of the Supervisory Board, as well as any observers, have a duty of confidentiality with respect to all information communicated to the Supervisory Board.

A conflicted person may not be appointed as a member or an observer of the Supervisory Board, unless the other members unanimously agree otherwise.

1.2.3. Other Supervisory Board's Committees

The Supervisory Board has set up several committees in order to enhance its operating procedures and to aid with preparing its decisions by issuing recommendations and opinions. These committees have an advisory role to the Supervisory Board.

As of today, the Committees of the Supervisory Board are:

The Group Compensation Committee

The roles and responsibilities of the Compensation Committee are, in particular, as follows:

- Formulating an opinion on the proposals of the President concerning the principles and conditions for the determination of the salaries and bonuses;
- Reviewing certain Group human resources topics.

The Compensation Committee is composed of the President of the Supervisory Board and representatives of PAI and ADIA.
The Compensation Committee meets at least once a year in March. In 2024, the Compensation Committee met once.

The Group Audit & Risk Committee

The Audit & Risks Committee is responsible for monitoring and reviewing:

- The financial reporting process;
- The effectiveness of the internal control and risk management systems;
- The internal audit missions;
- The Group's activities with respect to ESG and other related issues;
- The activities of the Ethics Committee.

The Audit & Risks Committee is composed of the President of the Supervisory Board and representatives of the financial shareholders. The auditors of the Group are invited.

In 2024, the committee met one time. The attendance rate was 100%.

The Group ESG Committee

The ESG Committee plays a key role in overseeing the sustainability strategy and ensuring that environmental, social, and governance considerations are fully integrated into business decisions. It monitors policies while also ensuring compliance with stakeholder expectations.

In November 2024, the Group organized a full-day event dedicated to ESG, bringing together all executive members of the Group, around 70 participants in total. The day aimed to raise awareness and deepen understanding of ESG topics, to present our current strategies and ongoing projects, and to foster discussion and reflection on future initiatives. The day featured a mix of presentations, interactive quizzes, and collaborative workshops. At the end of the sessions, each working group presented their insights and proposed actions on specific topics such as ESG reporting, reducing the carbon footprint of our products and operations, as well as diversity, equity, and inclusion, etc.

This event was a real success — it sparked rich discussions, promoted valuable learning, and generated concrete outcomes that will help us move forward in our ESG journey.

1.2.4. ALVEST Group Ethics Committee

The Ethics Committee establishes ALVEST's policies regarding Ethics & Compliance. It reviews and monitors the procedures established by the different entities in order to ensure the execution of the Compliance Program. As part of its mission, the Ethics Committee:

- Is responsible for the Compliance Program and all questions related to this Program;
- Elaborates and develops the Group's Code of Ethics and Business Conduct and reviews the rules, procedures and action plans implemented;
- Ensures compliance with the Compliance Program and supervises its application towards third parties (in particular those related to the validation of sales third parties);
- Ensures the execution by the subsidiaries' managers of the Group employees training programs in terms of compliance and ethics, and ensures good communication of the Compliance Program with employees and various partners;
- Is in charge of the development of the risk cartography of the Group regarding ethics and compliance and takes the appropriate measures to mitigate such risks;
- Ensures the management of any alerts brought to the attention of the Chief Compliance Officer and/or the Divisions' ethical officer.

The Ethics Committee is composed of the following three permanent members listed below:

- The Group Chief Executive Officer (President);
- The Chief Compliance Officer;
- The Group Legal Director.

In 2024, it was decided that for the year 2025, the CEO of one of the Group's divisions would be invited to join the Committee for a one-year term, in addition to the permanent members.

The Ethics Committee holds at least four ordinary meetings per year. Each member can also propose extraordinary meetings if he or she considers it necessary to discuss a specific issue. Each year, the Ethics Committee informs the members of the Steering Committee and reports to the audit and risk committee Supervisory Board on its activities during the previous year.

1.2.5. Interaction with the financial community

We value our relationship with our financial shareholders and involve them in all our major projects. They help us determine the Group's strategic priorities.

We interact constantly with the financial community (banks and financial partners). Transparency is key in our relationship with the financial community. We provide clear and transparent information to the financial community regularly.

As part of the financing of the change of control of the ALVEST Group in 2025, we chose to raise a Sustainability-Linked Loan (SLL) as part of our refinancing strategy. This instrument includes a margin adjustment mechanism tied to predefined Sustainability Performance Targets (SPTs). This mechanism offers multiple benefits:

- Aligning ESG performance with financial performance;
- Reinforcing and communicating ALVEST's ambitions and long-term commitments in terms of ESG performance;
- Generating financial gains on the loan margin, which can be reinvested in ESG initiatives.

ALVEST will have these SPTs independently verified and monitored by a third-party auditor, with annual performance results for each SPT transparently reported.

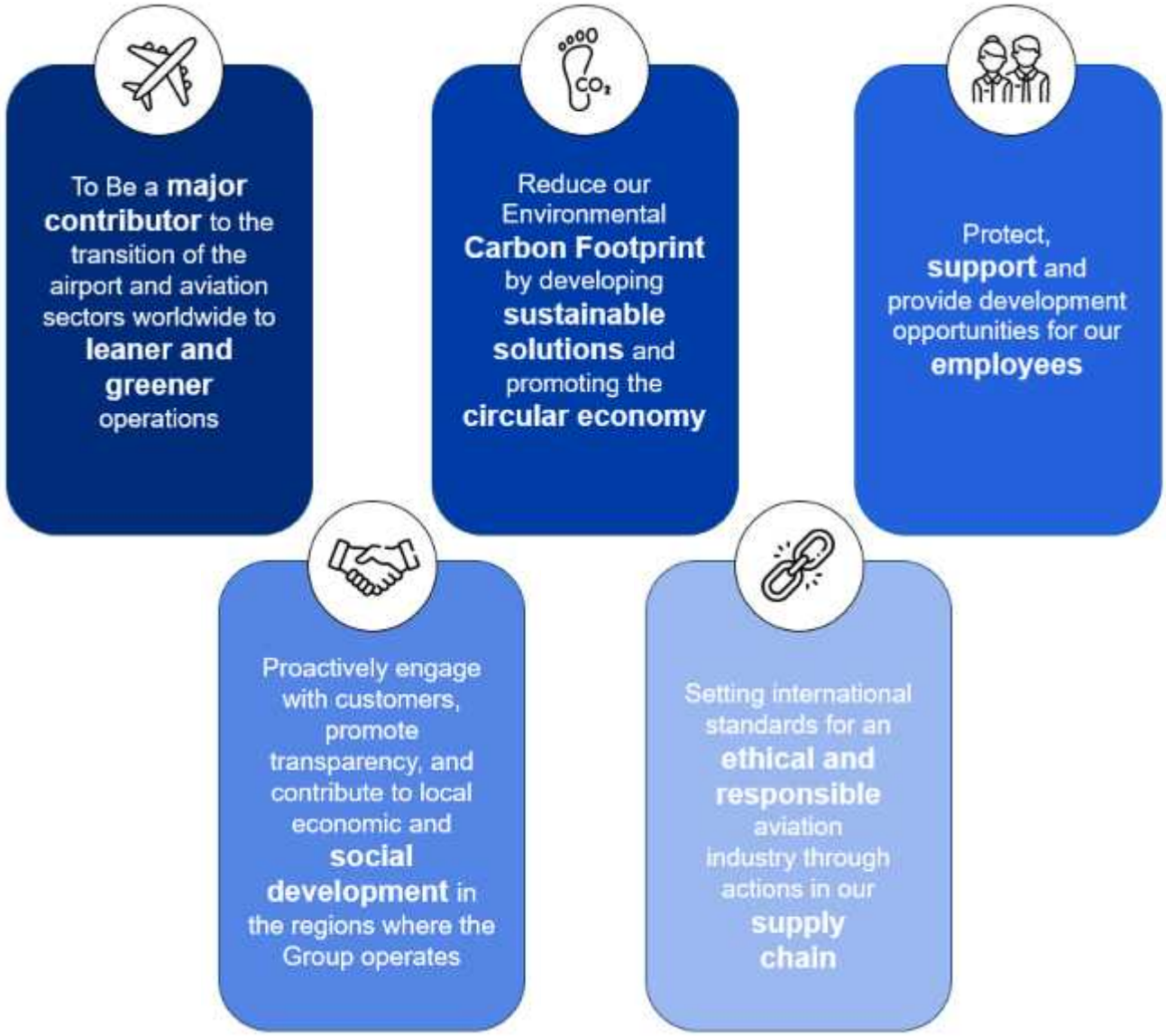
1.3. ALVEST ESG GOVERNANCE

1.3.1. Our commitment

In 2020, we decided to join the United Nations Global Compact Program as a member of its French Chapter. This choice became clear as we started to structure and implement within our Group a more defined ESG (Environmental, Social and Corporate Governance) policy for ALVEST.

We have defined five ESG pillars that serve as guiding principles for all our projects and initiatives related to sustainability.

Within the framework of this ESG commitment, targets and objectives are defined and approved at top management level, in order to achieve continuous improvement and sustainable development. The implementation of this ESG program is monitored by the ALVEST Management Committee and the Group Steering Committee.



> ***ALVEST's goal*** *is to be* ***a major contributor to the transformation*** *of airports and aviation to* ***safer*** *and* ***greener operations*** *around the world*

1.3.2. Environmental and Social responsibility: an integral part of our strategy

ALVEST Environmental, Social and Governance Statement

ALVEST's goal is to be a major contributor to the transformation of airports and aviation to safer, greener and leaner operations around the world. This is our commitment as our industry needs to control and reduce its impact on the environment and make a positive human and social contribution to society and the people. The achievement of our goal is supported by our long-term vision, our culture and our values, which are rooted in service, integrity, transparency and accountability vis-a-vis all our stakeholders.

From design to manufacturing to sales, ALVEST is committed to following the path laid out by the United Nations Sustainable Development Goals as detailed in our Group Environmental, Social and Governance Principles, click here. We are proud to serve this purpose with the utmost care for our global ecosystem:

- We recognize our shared responsibility to protect our planet. Reducing our environmental footprint and contributing to the reduction of the aviation industry's environmental footprint through our products and services is, therefore, one of our key objectives. We are committed to promoting a circular economy wherever practical, using sustainable resources and sourcing responsibly.
- We take seriously our responsibility to protect, support and provide fulfilling development opportunities for our employees. Our efforts are focused on providing equal opportunities and training for our employees.
- We proactively engage with all our stakeholders. We value transparency in the information we provide and do our utmost to act with integrity, build trust and create value for our customers and business partners. We aim to contribute to the economic and social development of the regions in which we operate.
- We actively participate in setting international standards for an ethical and responsible aviation industry. We adhere to the principles set out in our Code of Ethics and Business Conduct, click here, and we believe that it is also our responsibility to do our best to ensure that our business partners act with integrity and observe the same ethical principles.

Our policy is designed to ensure that all of the above commitments are implemented by all of our employees and business partners and are followed throughout the company in all of our day-to-day activities.

Our Core Values

Our culture and values are rooted in service, integrity, transparency and taking personal responsibility for our actions, outcomes, and reputation. Building trust and acting responsibly with our customers, employees and business partners has always been a key behavior for us, that has been central to our success and is reflected in our core values.

As a leader in our industry, we have a special responsibility, and we believe that we must set high standards for all our partners and stakeholders. In a global marketplace with international customers, our Group's reputation is a key asset that must be protected. We truly believe that sustainable growth and long-term economic performance can only be achieved by conducting business in a sustainable, responsible, honest, human and transparent manner.

As our Group has grown and diversified its activities over the past decades, it has also recognized that its strategy and development must actively consider and integrate a number of important factors that go beyond pure business considerations. These factors include acting with responsibility over the long term, ethical behavior, fair treatment, development and motivation of our employees, good relationships with our customers, suppliers and other business partners, awareness and optimization of our activities and the impact of our products' life cycle on our planet.

We understand that these factors are key to our long-term development, and that they require an investment of effort and resources, as well as constant attention and vigilance on the part of management and employees, and they are reflected in the values of the ALVEST Group, which describe the way we all strive to act every day.

ALVEST

OUR CORE VALUES

- We stand behind our **customers, products and services**: responsibility, **support and continuous improvement** are the key words which drive our work and **attitude**.
- We promote reactivity, **diligence and responsiveness** in action and **communication.**
- We act with **honesty and integrity** and treat fairly the people and partners whom we employ and deal with. We value open door communication and **transparency**.
- We promote an **open mind attitude**, welcome new ideas and accept being constructively challenged.
- We respect **diversity** and value the contribution of a **multicultural spirit**.
- We favor a **medium and long term approach** rather than short term driven decisions.
- We value **innovation**, creativity and believe in the virtues of thinking "out of the box".
- We believe that **management must be demanding**, positive and nurturing, while **caring** about the development and training of our employees.
- We value employees' **empowerment**, which calls on their **sense of responsibility**.
- As a **lean organization**, we look for efficient and **cost conscious** solutions to achieve our tasks and promote **benchmarking** and experience sharing.
- We believe in **work as an essential way** to achieve success, and we aim at building a work environment which fosters **individual growth** and personal achievement.
- We value a **hands-on attitude** throughout our organization. We believe in **doing things**, and selectively **getting into details**, as part of the management mission and as a sign of its **deep involvement**.

1.4. ALVEST DOUBLE MATERIALITY ANALYSIS

1.4.1. Stakeholders and their relevance to the business

ALVEST's overall ESG strategy is developed in alignment with, and in collaboration with, its stakeholders. The table below illustrates all identified stakeholders, based on both their level of influence and the degree of communication established with them.

STAKEHOLDERS	STRONG INFLUENCE, CONSTANT EXCHANGES	MODERATE INFLUENCE, REGULAR EXCHANGES	LIMITED INFLUENCE, Ad-hoc EXCHANGES
INTERNAL PARTNERS	Employees, unions, Supervisory Board Shareholders		
EXTERNAL PARTNERS	Customers strategic suppliers, subcontractors, service providers, recruitment and temporary employment agencies, certification and standardization bodies	Investors, lenders, insurers, non-strategic suppliers, non-strategic subcontractors, educational institutions, training organizations	
TERRITORIES, COMMUNITIES		Local communities Public partners	
GOVERNMENT SERVICES	Airport Authorities	Other authorities	Governments, institutions
PROFESSIONAL SUPPORT	Certification bodies, training organizations	Professional federations	Rating agencies
OTHERS	Planet	Employee families	Media, associations, local residents/neighbors

ALVEST's stakeholder engagement strategy is structured and intentional, reflecting a deep understanding of the diverse influences and expectations of both internal and external stakeholders. Engagement occurs across clearly defined categories — ranging from high-influence stakeholders with whom we maintain constant dialogue, such as employees, unions, the Supervisory Board, and customers, to those with moderate influence and regular exchanges, including shareholders, investors, financial institutions, and various educational and professional partners. We also engage with stakeholders who have limited influence on an ad hoc basis, including the media, associations, rating agencies, and localities. These interactions are organized through a mix of formal channels, surveys, working groups, regular reporting, and targeted consultations, depending on the stakeholder's role and relevance to the business strategy and ESG matters.

The primary purpose of these engagements is to align our ESG strategy with evolving societal, environmental, and economic expectations, while fostering trust and shared value creation. We systematically analyze insights gathered from stakeholders and communicate them to our management, and supervisory bodies, ensuring their perspectives are integrated into strategic decision-making. This process has already led to tangible adaptations in our business model — for example, we are strongly committed to offering customers solutions that help them reduce their own carbon emissions. This has resulted in a strategic shift in our product design, manufacturing approach and value proposition, with an increasing focus on the electrification of our product lines and the development of new decarbonization solutions.

We anticipate making further strategic adjustments, particularly in areas such as decarbonization and ethical supply chain practices, to better reflect the interests and concerns expressed by our stakeholders. These next steps, scheduled over the coming 3 to 5 years, are expected to deepen our relationships with key stakeholder groups and evolve their perception of ALVEST as a responsible and forward-looking company.

1.4.2. Stakeholder integration to the double materiality analysis

We maintain an ongoing and open dialogue with all of our stakeholders. This continuous exchange allows us to recalibrate our strategy, remain agile, and adapt to a constantly evolving environment. We have built a strong foundation of trust and transparency with the goal of moving forward together in a collaborative and constructive manner.

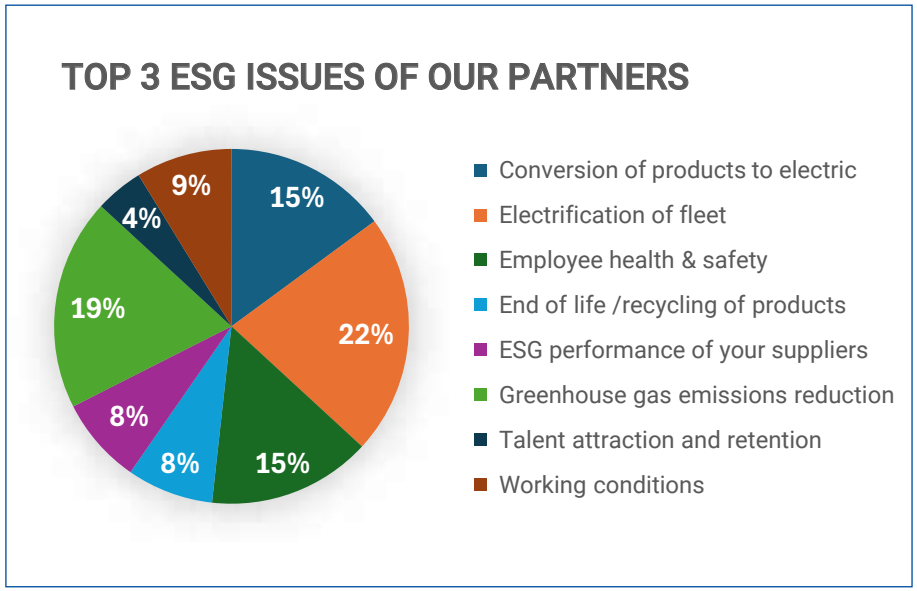
The positive contribution that ALVEST aims to make to the aviation industry will only be possible thanks to the involvement of all of our stakeholders, particularly our partners and suppliers. We expect them to uphold the same standards that we set for ourselves and expect them to contribute to the achievement of ALVEST's environmental and social objectives.

The work carried out as part of the CSRD (Corporate Sustainability Reporting Directive), particularly the double materiality assessment, highlighted the growing need to involve our stakeholders in shaping our ESG strategy and in identifying the Group's full range of Impacts, Risks, and Opportunities (IROs).

During our participation in the last GSE Expo in Lisbon, Portugal, in 2024, we conducted a stakeholder survey to take advantage of this context. The survey, which was distributed to our clients (including airlines, airports, military, and ground handling companies) and vendors, provided valuable insights about our ESG performance and areas for improvement.

It notably enabled us to identify key ESG topics of greatest concern to our partners, which can be translated into impacts, risks, or opportunities as part of our double materiality analysis. The survey gathered input from over 40 stakeholders, with fully completed and usable responses.

In parallel, we also organized an internal event called "ESG Day" for our ALVEST Group Executive Committee team members. This event provided an important opportunity to discuss the CSRD and the double materiality analysis, thereby enriching our analysis by incorporating the perspectives of these key internal stakeholders.



1.4.3. Double Materiality Analysis

Context and Strategic Importance

Sustainability challenges are now inseparable from corporate strategy, representing a fundamental driver of long-term value creation. Integrating sustainability into the core of a company's strategy requires a comprehensive approach that engages all levels of the organization and shapes every key decision.

At ALVEST, we firmly believe that:

- Companies that successfully align their strategy with sustainability imperatives are better equipped to ensure long-term resilience and seize opportunities arising from the transition to a more responsible economy;
- Measuring and transparently reporting non-financial performance is becoming a central pillar of communication with investors and other stakeholders;
- This strategic transformation must be guided by clear, measurable objectives and a well-defined roadmap to ensure effective implementation and generate shared value for all stakeholders;
- Our value proposition has the potential to make a real difference and create a tangible positive impact in the airport and aviation sectors, particularly in reducing carbon emissions.

Consistent with these principles, we have committed to aligning our ESG efforts with leading regulatory and voluntary frameworks to secure long-term value creation and build stakeholder trust.

With this in mind, we have conducted a thorough assessment of our IROs, both internally and in collaboration with our stakeholders.

From Single to Double Materiality

In 2024, ALVEST thoroughly revised its materiality assessment to align with the requirements set out by the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) developed by the European Financial Reporting Advisory Group (EFRAG).

Our initial approach was based on a single materiality perspective, primarily focusing on macro-level sustainability risks. We mapped these risks onto a matrix that positioned each topic according to its importance to business performance and its relevance to stakeholders across the entire value chain.

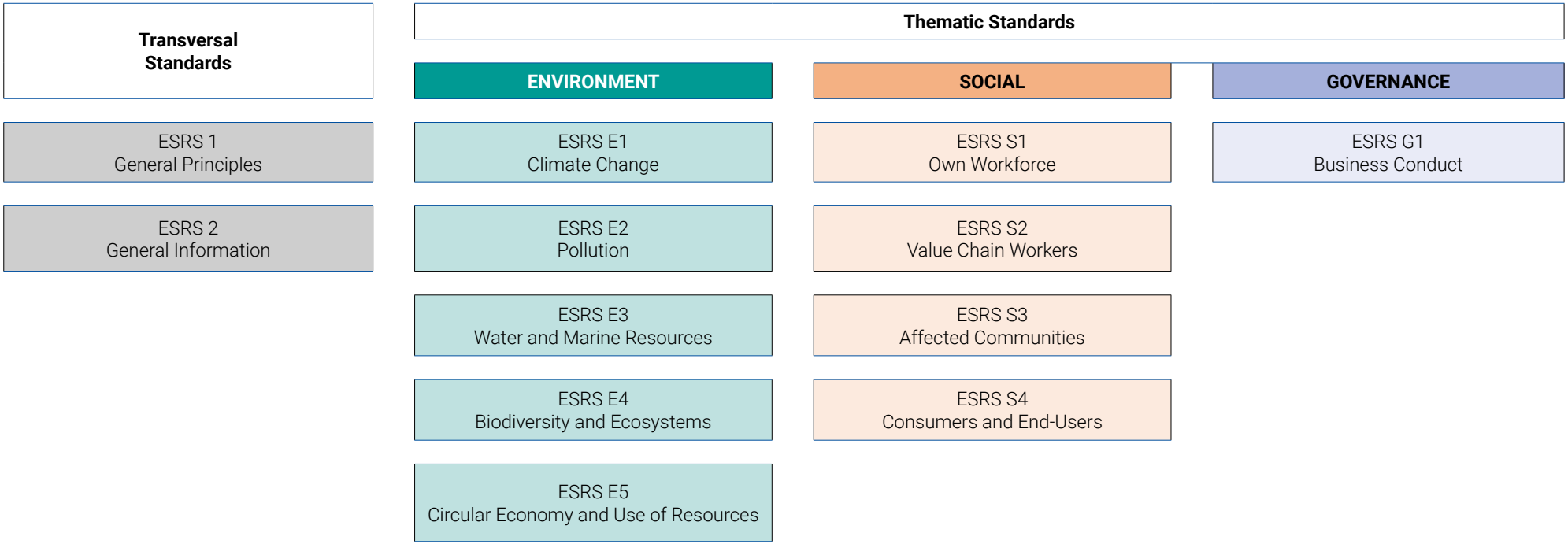
ESRS 2 introduces the concept of double materiality, which integrates two complementary dimensions:

- Impact materiality assesses topics that reflect significant actual or potential impacts on people and the environment stemming from the company's activities and value chain ("inside-out", from internal to external);
- Financial materiality covers sustainability-related risks and opportunities that could influence the company's financial position, performance, or development ("outside-in", from external to internal).

This dual approach is designed to support the long-term resilience of the business model while minimizing adverse effects on ecosystems and society.

ESRS and alignment with frameworks

We analyzed the 12 ESRS standards, as defined by EFRAG, which addressed the following key issues:



We made a deliberate effort to maintain alignment with other key frameworks, including the UN Global Compact and its 17 Sustainable Development Goals (SDGs), as well as its Communication On Progress (COP) requirements.

The new voluntary sustainability reporting format also allowed us to integrate reference standards, such as the Global Reporting Initiative (GRI), which further enhanced the robustness and transparency of our reporting approach.

ESRS Topics Identification

In this context, we retained the topics identified through our initial single materiality exercise and systematically compared them against the full set of ESRS topics, subtopics, and sub-subtopics.

This comparison enabled us to identify missing areas and, more importantly, refine and expand the scope of certain topics to ensure full alignment and relevance under the new standards.

In addition, we ensured that material topics previously identified as particularly relevant to our sector (e.g. cybersecurity) were retained. These topics, which have been maintained or added in addition to those listed in the ESRS, are identified by the letters “AT”, standing for “Additional Topic”.

ENVIRONMENT	
E1 Climate Change	
1	E1-a Climate Change mitigation
2	E1-b Climate Change adaptation
3	E1-c Energy
E2 Pollution	
4	E2-a Air
5	E2-b Water
6	E2-c Soil
7	E2-d Living Organism
8	E2-e,f Substances of concerns and very high concern
E3 Water and Marine Resources	
9	E3-a Water
10	E3-b Marine Resources
E4 Biodiversity and Ecosystem	
11	E4 Biodiversity and Ecosystem
E5 Circular Economy and Use of Resources	
12	E5-a Resources
13	E5-b Waste
14	A- Product End of Life Management

SOCIAL	
S1 Workforce	
15	S1-a Health and Safety
16	S1-a Attracting and Retaining Talent
17	S1-a Social Dialogue
18	S1-b Human Capital Development
19	S1-b Equal Treatment and Opportunities
20	S1-c Other Workers' Rights
S2 Workers in the Value Chain	
21	S2-a Working Conditions
22	S2-b Equal Treatment and Opportunities
23	S2-c Other Workers' Rights
S3 Affected Communities	
24	S3 Rights of Local Communities
S4 Consumers and End Users	
25	S4-a Data security
26	S4-b Safety and Product Compliance

GOVERNANCE	
G1 Business Conduct	
27	G1-a Corporate Culture
28	G1-b Responsible Purchasing
29	G1-c Business Ethics
30	AT- Innovation and New Technologies
31	AT- Cybersecurity

Some subtopics have been grouped together intentionally to simplify the materiality matrix presented below. For example, topic E4 – Biodiversity and Ecosystems retains its original title but encompasses the following dimensions: direct impact drivers of biodiversity loss, impacts on the status of species, impacts on the extent and condition of ecosystems, and impacts on and dependencies upon ecosystem services.

Double Materiality Matrix

Based on the latest list presented, we have identified which topics are double material, which are non-material, and which have been voluntarily disclosed despite being considered non-material, along with a selection of relevant KPIs. The referenced numbers correspond to those indicated in the previous table.

We made this decision because, in our view, reporting quantitative data that is zero or close to zero demonstrates the non-materiality of these topics. Additionally, we already had reporting practices in place for these subjects, so it seemed consistent to maintain them.

For example, topic E3-a Water (issue n°9) is non-material for our company because we do not use water in our industrial processes. Water is only used for basic day-to-day activities. Nevertheless, we decided to track and report our water consumption to demonstrate how low it is. Consequently, although this topic is considered non-material, it has been retained for disclosure and is classified under "Voluntarily Disclosed Topics".

As a result, we have created the following double materiality matrix:

Double materiality

1	12	13	14	15	16	17	18	19
25	26	27	28	29	30	31		

Non-materiel

2	4	5	6	7	10	11	20	21
23	23	24						

Voluntarily Disclosed Topics

3	8	9

Accordingly, the material and priority topics for ALVEST are as follows:

- Mitigating climate change – ESRS E1-a;
- Managing resource inputs and outputs within a circular economy – ESRS E5-a;
- Handling waste within a circular economy – ESRS E5-b;
- Managing product end-of-life – Additional topic linked to ESRS E5;
- Ensuring health and safety – ESRS S1-a;
- Attracting and retaining talent – ESRS S1-a;
- Facilitating social dialogue – ESRS S1-a;
- Developing human capital – ESRS S1-b;
- Promoting equal treatment and opportunities – ESRS S1-b;
- Protecting consumer and end-user data security – ESRS S4-a;
- Ensuring product safety and regulatory compliance – ESRS S4-b;
- Fostering ethical corporate culture – ESRS G1-a;
- Implementing responsible purchasing practices – ESRS G1-b;
- Promoting business ethics and integrity – ESRS G1-c;
- Driving innovation and new technologies – Additional topic;
- Strengthening cybersecurity – Additional topic.

We will continue to disclose data and information on the following topics, which we therefore consider as voluntary disclosed topics:

- Energy consumption and associated actions – ESRS E1-c;
- Emissions of volatile organic compounds (VOCs) – ESRS E2-e;
- Water consumption – ESRS E3-a.

These issues are now embedded in our sustainability roadmap, which includes defined objectives, monitoring indicators, and corresponding action plans, either existing or in development.

This roadmap will soon be integrated into and overseen by a dedicated governance body, such as the ESG Committee, which we plan to establish by the end of 2025.

Topics considered non-material

The topics that are considered non-material in the presented matrix are listed below, along with explanations supporting their non-materiality.

N°	Topics	Non-Material	Voluntarily Disclosed Topics	Reasons and explanations
2	E1-b Climate Change adaptation	X		Our activities do not generate any significant risks, impacts, or opportunities related to climate change adaptation
3	E1-c Energy		X	Our energy consumption is low and limited relative to our size, because we do not use much energy in our assembling processes. However, we have chosen to report this type of information and monitor our consumption
4	E2-a Air	X		Our activities do not generate any significant air pollution
5	E2-b Water	X		Our activities do not generate any significant risks, impacts, or opportunities related to soil pollution
6	E2-c Soil	X		Our activities do not generate any significant risks, impacts, or opportunities related to water pollution
7	E2-d Living Organism	X		Our activities do not generate any significant risks, impacts, or opportunities related to living organisms
8	E2-e,f Substances of concerns and very high concern		X	Our activities do not generate any significant impacts, risks, or opportunities related to substances of concern or substances of very high concern. However, since some of our plants perform painting activities, we have chosen to disclose our VOC (Volatile Organic Compound) emissions
9	E3-a Water		X	Our water consumption is limited, because water is not used in our processes. However, we have chosen to report this type of information and monitor our consumption levels
10	E3-b Marine Resources	X		Our activities do not generate any significant risks, impacts, or opportunities related to marine resources
11	E4 Biodiversity and Ecosystem	X		Our activities do not generate any significant risks, impacts, or opportunities related to biodiversity and ecosystems
20	S1-c Other Workers' Rights	X		Our activities do not generate any significant impacts, risks, or opportunities related to Other Worker' Right
21	S2-a Working Conditions	X		Our activities do not generate any significant impacts, risks, or opportunities related to value chain workers
22	S2-b Equal Treatment and Opportunities	X		Our activities do not generate any significant impacts, risks, or opportunities related to value chain workers
23	S2-c Other Workers' Rights	X		Our activities do not generate any significant impacts, risks, or opportunities related to value chain workers
24	S3 Rights of Local Communities	X		Our activities do not generate any significant impacts, risks, or opportunities related to local communities

Gap Analysis and Data Collection

After identifying material topics, we began by determining the datapoints to be disclosed in our sustainability report, an exercise commonly referred to as a "gap analysis".

These data points may be qualitative, quantitative, or mixed in nature. We decided to focus primarily on quantitative data, because our priority was to quickly implement an ESG data collection and consolidation platform.

This would allow us to determine the availability of each datapoint, and in particular whether it was already:

- Available and disclosed,
- Available but not disclosed,
- Unavailable or partially available,
- Difficult to obtain,
- Not applicable.

We knew that setting up new data collection processes and determining the various data sources would be a lengthy and complex undertaking. As such, we dedicated a significant portion of 2024 to the identifying, structuring, and transposing the Data Points (DPs) defined by EFRAG into understandable, actionable indicators integrated within our newly designed collection questionnaires. To support this effort, we conducted a selection process and ultimately chose Tennaxia as our ESG data management solution.

Based on the list of DPs to be reported, we created thematic questionnaires and designed our internal data collection and consolidation framework with "data collection points". The data collection structure aligns with our financial structure, allowing for easier data gathering and consolidation while maintaining overall consistency.

As a result, we developed four environmental questionnaires and three social questionnaires comprising approximately 675 questions in total. These cover the various DPs to be collected.

The development of this project took approximately nine months, culminating in a first pilot collection campaign that was launched in October 2024 using 2023 data. This report, which includes the double materiality analysis, is the first to be published with the newly collected data points.

Next Steps

Now that the data points to be monitored have been defined and the initial phase of our double materiality assessment has been completed, the next step is to validate and score the Impacts, Risks, and Opportunities (IROs) identified. This will allow us to prioritize them and further refine and deepen our double materiality analysis.

This major scoring phase will be finalized and approved by the end of 2025, which will allow us to publish the full results of our double materiality assessment in 2026.

In the meantime, thanks to the first round of data collection using our consolidation tool and the consolidation of newly identified data points, we are proud to include these new elements in our 2024 Sustainability Report.

1.4.4. Continuous improvement

Continuous improvement is a key principle for us. We believe this principle must also apply to managing the above dimensions. Therefore, we aim to continuously improve the quality of our products and the value proposition to our customers, as well as the way we produce and deliver these products and services. We also aim to improve our impacts on the social, human and physical environment.

ALVEST's ESG policy is both a collective and individual commitment, and the Group will ensure that its principles are considered in all operational decisions. We encourage participation across our organization and collaborate with external stakeholders to advocate for climate change mitigation, improve our workplaces, contribute to the communities we serve, and ensure that our actions are socially, ethically, and environmentally responsible.

As part of the Group's recent change of control, we conducted an ESG due diligence assessment at the end of 2024. This process enabled us to clearly identify both our key strengths and areas for improvement, and served as a strategic foundation for developing a structured ESG roadmap. Designed in collaboration with ESG consulting firms, this roadmap outlines a three-year action plan, prioritized by theme, strategic attractiveness and level of effort. This enables us to maintain a clear path toward continuous progress. These actions will be presented in the «Looking Forward» sections of this report.

We believe that our commitment to continuous improvement is a strategic choice that will enhance our global performance in the long term. We have implemented systems to measure and understand our overall performance and to monitor our progress with regard to ESG targets. Progress is measured by identifying one or more material challenges for each issue and assessing the achievement of the related targets through one or more key performance indicators.

In addition, as part of its commitment to the United Nations Global Compact, the Group committed before the CSRD to report on actions and improvements made during the year concerning each of the ten Global Compact principles. Since 2021, the Group has been publishing an annual Communication on Progress report.

2. BRINGING A TANGIBLE IMPACT ON CLIMATE CHANGE

2.1. CARBON IMPACT OF OUR PRODUCT

2.1.1. Context and ALVEST position

At ALVEST, our values are closely aligned with the United Nations Sustainable Development Goals (SDGs). We address SDG 9 (Industry, Innovation, and Infrastructure) by providing innovative and high-quality equipment and developing advanced technical solutions that strengthen industrial sustainability. In addition, we fully support SDG 13 (Climate Action) by enabling our customers to reduce their carbon emissions through these innovations that facilitate the transition to greener practices.

We complement this approach with maintenance services that extend the life of our equipment, reduce obsolescence and minimize waste. This ties in with SDG 12 (Responsible Consumption and Production) by promoting a circular economy and sustainable use of resources.

Aligning our values with these global goals reinforces our commitment to making a positive impact on our customers, the industry and the planet.

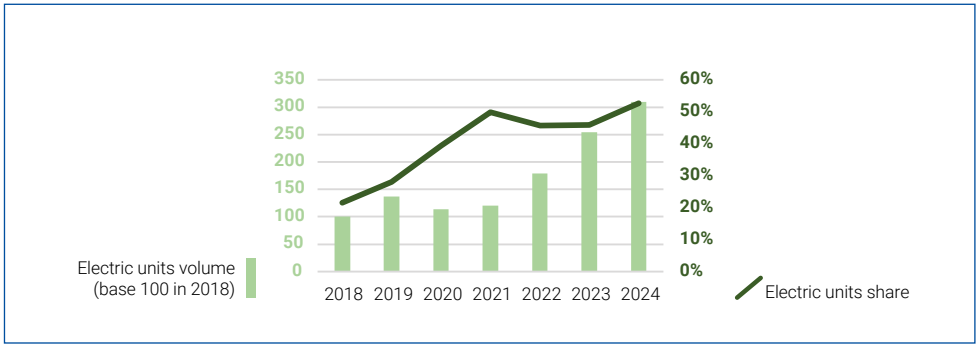
2.1.2. Technological innovation to combat climate risk

Environmental awareness is fully integrated into the product development strategy of the various ALVEST companies. We leverage our technology and expertise every day to ensure a positive impact on the environment, to minimize our carbon footprint and that of our customers, and to develop more efficient equipment and innovative solutions for our customers. Our strategy is to deploy the most effective technologies across our product and service offerings, to create massive leverage in the fight against pollution and climate change.

GSE division

Since equipment use is the primary source of emissions for the GSE division, our strategy has been to make our range of products evolve with clean, low-carbon, energy-efficient technologies that preserve air quality. We design, promote and sell best-in-class electric equipment. Where charging electrical infrastructure does not exist and where internal combustion engine equipment is the only solution required by the market, we offer the cleanest engine technology available. At TLD, research and development focus areas include high-efficiency energy conversion and electrification, increased power density, power systems efficiency and further electrification of TLD product lines.

TLD has fully integrated climate factors into its products and energy efficiency has become a key focus of development. TLD has integrated more environmentally friendly «all-electric solutions» into its development strategy.



The share of electric GSE in our sales (in number of units sold) has greatly increased in recent years, demonstrating the relevance of our strategy, from a steady 10% for more than 20 years to recently reaching 53%.

2.1.3. Preserving air quality/engine regulations

Electric drive is undoubtedly becoming extremely popular in our industry, but internal combustion engine GSE remains an alternative for some applications or when our customers' infrastructure is not ready. Therefore, TLD continues to work on constantly reducing the environmental impact of units with internal combustion engines.

TLD offers products that meet US EPA Tier 4/EU Stage IV, EU Stage V, or equivalent standards in North American, European and other regulated markets. US EPA Tier 4 emissions standards, as well as GB4 and EU Stage V emissions regulations, provide a 90% reduction in NOx and particulate matter emissions when compared to Tier 3 standards. In addition to meeting emissions regulations, and because a product's impact on the environment is greater during its use, improving product performance (in terms of optimizing fuel consumption, energy efficiency, durability, and length of time between maintenance cycles) helps reduce its environmental impact as well as its Total Cost of Ownership (TCO).

We have developed a full range of electric equipment, and the share of electric GSE has increased dramatically in recent years, from around 20% six years ago to 53% in 2024 and more than 60% today, making TLD a global leader in electric GSE. Equally important, we have developed solutions and technologies that enable our customers to significantly reduce aircraft emissions on the ground.

2.1.4. Electrification of equipment and development of green products

TLD is the global leader in electric GSE, with 60% of its sales being electric today. By the end of 2025, we will stop offering internal combustion engine GSE for commercial use. To sustain its leadership, the company is increasingly focusing on eGSE, even for units that were traditionally powered by internal combustion engines.

Energy-efficient lithium-ion batteries are available across the entire product range and are specifically adapted to each application. These batteries offer several advantages over conventional lead-acid batteries, including faster charging times, three to four times longer life in service, and significantly higher energy efficiency of over 90%. As a result, customers can save approximately 30% on energy consumption and associated greenhouse gas emissions, compared to a conventional battery-charger combination. It is important to note that ALVEST exclusively uses LFP (Lithium Iron Phosphate) chemistry for its lithium-ion batteries. This chemistry is more sustainable, and far less polluting than NMC, LTO, or NCA chemistries, and it is much easier to recycle.

Upon customer request, fuel cells can also be integrated into TLD GSE. At this time, TLD can offer fuel cells on an ad-hoc basis, with several units operating successfully in North America, and some projects emerging in Europe, the Middle East and Asia.

TLD also focuses on innovative and energy-saving drive technologies. On cargo loaders, TLD's reGen products with their energy recovery system offer significant energy savings compared to competitors' systems. Additionally, TLD's continued focus on innovation to drive this change has enabled most of our products to reduce their impact. TLD is actively working to develop alternative solutions for the other product lines that show a less significant trend:

- Ground Power Units (GPUs): for gate application, TLD is systematically promoting fixed solid-state inverters where infrastructure is available. For remote applications where grid power is not available, TLD introduced a battery-powered GPU in 2020.
- Aircraft tractors: We have converted more models to electric, including those dedicated to wide-body aircraft.
- Air Conditioning Units (ACUs) and Combo Units (combining an ACU and a GPU): we offer a true electric version connected to the grid, but a large part of ALVEST units are "diesel-electric" with a "plug-in" option. It can run in two modes, a diesel generator set feeding an electric air conditioning unit while in a remote position with no power available, or an electric, plug to the grid when used at the gate with power available. All "plug-in" units have been considered as diesel for calculation purposes.
- Air Start Units (ASUs): TLD is exploring solutions for air start units to reduce their CO_2 impact.

Electric GSE is definitely a big part of the answer for greener aviation on the ramp, but electric charging infrastructure is not always at the expected level of coverage at many airports. In addition, some airports will face power supply shortages and will require increased power capacity.

Recognizing these constraints and to support its customers in this transition, TLD is developing solutions that allow operators to:

- Invest in eGSE now;
- Leverage flexible power source alternatives to adapt to the existing infrastructure;
- Benefit from flexible charging capabilities with on-board chargers (including 400 Hz);
- Use telemetry (XOPS) to optimize charging cycles based on duty cycles;
- Increase mileage through improved energy efficiency with the latest motor technologies and smart vehicle architectures (reGen, Direct Drive, natural battery cooling, smart controls, etc.);
- Easily upgrade existing lead-acid fleets with "drop-in" iBS solutions.

Hybrid GSE, with alternative power sources, will facilitate this transition to eGSE. TLD hybrid GSE consists of providing eGSE with an electric driveline, fed either by a diesel genset through buffer Li-ion battery (iHS), or by iBS Li-ion battery packs, with genset range extender (ipHS) and the possibility of recharging after completion of the turnaround. The iHS and ipHS solutions developed by TLD since 2022 are examples of going with an electric driveline and adapting the power source to the existing infrastructure. Considering that for many GSE the duty cycle is purely intermittent with low average power demand, downsized power sources, from 75, 55, or 40 kW (depending on applications) down to 18,5 kW combined with excellent GSE transient response at peak demand thanks to the battery provide excellent performance.

3D drawing of the iHS drive unit

Our hybrid solutions offer all the benefits of an electric driveline:

- No idling
- Smoother with better controllability
- Safer with easy interlocking on systems
- Stable and predictable energy costs
- Ability to control vehicle operating parameters
- Longer maintenance intervals
- Smoother drive leading to reduced tire and brake pad wear
- Reduced maintenance costs.

Such solutions allow customers to buy eGSE now, use it as a hybrid GSE until charging infrastructure is available, and then easily convert it into full-electric by swapping the small genset for an iBS pack or for fuel cells. The Alternative Power Source product strategy and our on-board versatile charging solution will help decouple the eGSE from Infrastructure needs. The customer can choose to go with an electric driveline, but adapt the power source to the existing infrastructure.

2.1.5. CO_2 performance of equipment sold and Scope 3 emissions

Reducing our carbon footprint is a major concern, especially for TLD as a designer and manufacturer of GSE. The design and successful promotion of our electric range of GSE, which TLD has been launching for years, demonstrates TLD's willingness to be a catalyst for the greening of aviation operations on the ground.

More generally, ALVEST wants to offer its customers the guarantee that its products are manufactured with environmentally friendly processes and responsible use of raw materials, and by proposing machines that respect the environment throughout their life cycle.

This concern is reflected in two main actions:

- First, as part of its ISO 14001 certification and as described in Section 2.2 below, each of the Group's industrial business units monitors the environmental performance of its activities and has defined action plans to reduce its impact. This includes the carbon emissions from its own operations (Greenhouse Gas Protocol Scope 1) and, from the electricity purchased for its operations (GHG Protocol Scope 2).
- Secondly, the Group has also assessed the carbon footprint of its products and activities across the value chain (GHG Protocol Scope 3). The objective here is to adopt a life-cycle approach, from the purchased goods and services to the product's use and its end-of-life disposal.

Scope 3 emissions methodology

The aim is to measure and improve the carbon footprint of our products and act to reduce their environmental impact. It is also to promote the most environmentally friendly solutions for our customers, based on proven data and analysis.

The Group is aware that many parameters can have an impact on the environmental footprint of a product (raw material extraction, transportation, production, use…) and has developed a dedicated model based on the Greenhouses Gas Protocol (GHG Protocol) to assess its carbon footprint. In this context, a process has been put in place to assess the carbon footprint of products, both upstream (CO_2 equivalent emissions of assembled products) and downstream (CO_2 equivalent emissions during the operation of our products over the entire lifecycle).

For upstream emissions:

- A list of reference product models is used to calculate upstream CO_2 equivalent emissions. Product bills of materials were analyzed on a component-by-component basis. This list is updated once a year according to changes in the TLD catalogue and the launch of new products;
- CO_2/t equivalent values are assigned to each component based on the material and weight of the component, using published documentation such as that of the French institute ADEME (Base Carbone);
- The level of details for the analysis varies from unit to unit, but the target is to cover 85% of the weight of each unit, with a generic 5.5t of CO_2e/t of finished product used for the remaining weight;
- We ended up with ratios of "t of CO_2e/t" of the finished product for the various models considered, which we applied to all similar products.

For the downstream emissions:

- A detailed calculation model has been built, taking into account industry standard duty cycles (e.g. number of hours per year), equipment lifetime (12 to 20 years depending on the products), fuel and energy consumption. The end-of-life treatment of sold products is not specifically considered in the analysis;
- Given the continuous improvement and increased efficiency of our products as a result of our engineering efforts, parameters related to product use (consumption, lifetime) are regularly updated in order to reflect product evolution and obtain more accurate calculations.

The end result is a robust evaluation of CO_2e tonnage emitted, from product manufacturing (upstream) and product operation (downstream).

Scope 3 emissions are directly linked to our growth and the volumes of equipment we sell: the more products we deliver, the more our value chain emissions mechanically increase, even if each product becomes more environmentally efficient. To track our progress in a meaningful way, we primarily monitor Scope 3 in terms of intensity, by dividing the indirect emissions (in tCO_2e) by the sales (in millions of euros). This approach allows us to measure the effectiveness of our decarbonization efforts independently of our growth.

Total Scope 3 emissions

By expanding our analysis to include all the relevant categories defined by the GHG Protocol, we can now identify the most critical sources of Scope 3 emissions and develop appropriate reduction strategies. Since 2023, we have chosen to calculate the Scope 3 emissions of all our divisions (and not just the GSE division), as shown below.

To calculate our total Scope 3 carbon emissions, we need to subtract certain emissions to avoid double counting relating to intercompany sales, as indicated in the «Adjustment» column (e.g. a unit produced by TLD, then sold to AES, then leased to an end-customer).

We are continuously working to improve our Scope 3 carbon accounting methodology in order to present increasingly accurate and comparable results over time. As part of this effort, we may revise and update previous years' data as needed. These adjustments primarily stem from the integration of updated emission factors, improved data collection methodologies, and the correction of identified errors.

The total carbon emissions of the ALVEST Group amounted to approximately 2,062,000 tons of CO_2e in 2024.

2024 SCOPE 3 EMISSIONS BY DIVISION

In tCO_2e	GSE	SAS	Parts & Accessories Division	Equipment Services	Adjust.	Total
1. Purchased goods & services	183,360	18,930	39,490	16,370	-	258,140
2. Capital goods	3,820	2,500	410	19,810	(11,860)	14,680
3. Fuel & energy (not included in scope 1 or 2)	n/a	n/a	n/a	n/a	n/a	n/a
4. Upstream transportation	990	10	170	180	-	1,350
5. Waste generated in operations	14	-	1	1	-	16
6. Business travel	4,260	60	820	1,160	-	6,300
7. Employee commuting	1,760	90	360	500	-	2,710
8. Upstream leased assets	970	160	330	1,080	-	2,540
9. Downstream transportation	1,120	70	100	130	-	1,420
10. Processing of sold products	n/a	n/a	n/a	n/a	n/a	n/a
11. Use of sold products	1,921,470			5 420	(199,100)	1,727,800
12. End-of-life treatment of sold products	n/a	n/a	n/a	n/a	n/a	n/a
13. Downstream leased assets	-	34,740	-	12,190	-	46,930
14. Franchises	n/a	n/a	n/a	n/a	n/a	n/a
15. Investments	n/a	n/a	n/a	n/a	n/a	n/a
Total	**2,117,760**	**56,560**	**42,681**	**56,850**	**(210,960)**	**2,062,016**

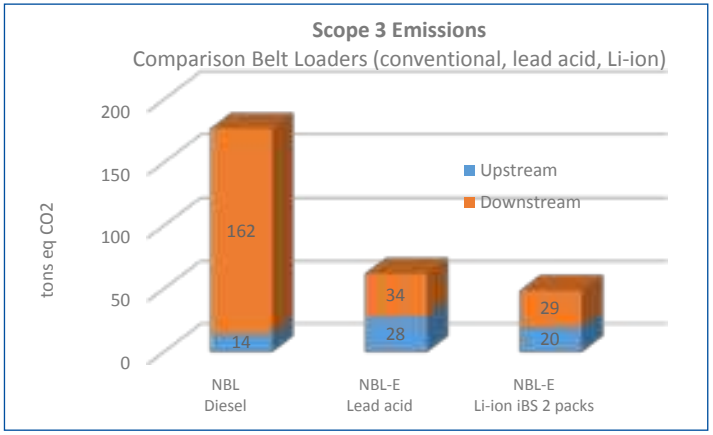
GSE SCOPE 3 EMISSIONS

In tCO_2e	2024	2023	2022	2021	2020
1. Purchased goods & services	183,360	175,380	101,000	66,000	84,000
2. Capital goods	3,820	2 000	n/a	n/a	n/a
3. Fuel & energy (not included in scope 1 or 2)	-	-	-	-	-
4. Upstream transportation	990	1,090	n/a	n/a	n/a
5. Waste generated in operations	14	10	n/a	n/a	n/a
6. Business travel	4,260	3,940	n/a	n/a	n/a
7. Employee commuting	1,760	1,680	n/a	n/a	n/a
8. Upstream leased assets	970	990	n/a	n/a	n/a
9. Downstream transportation	1,120	1,040	n/a	n/a	n/a
10. Processing of sold products	n/a	n/a	n/a	n/a	n/a
11. Use of sold products	1,921,470	2,112,000	1,360,000	586,000	1,079,000
12. End-of-life treatment of sold products	n/a	n/a	n/a	n/a	n/a
13. Downstream leased assets	-	-	-	-	-
14. Franchises	n/a	n/a	n/a	n/a	n/a
15. Investments	n/a	n/a	n/a	n/a	n/a
Total Scope 3 emissions	**2,117,760**	**2,298,130**	**1,461,000**	**922,000**	**1,163,000**
Scope 3 tCO_2e / €m GSE unit sales	**3,340**	**4,200**	**3,420**	**3,430**	**3,530**

The total carbon emissions of the GSE division amounted to c. 2,118,000 tons of CO_2e, corresponding to a carbon intensity of 3,340 tCO_2e per million euros of GSE sales revenue.

The current product mix sold by TLD and the shift to electrification enable a significant reduction in Scope 3 emissions. In 2024, our eGSE allowed our customers to reduce their CO_2 emissions by approximately 762,000 tons compared to an equivalent internal combustion engine GSE. This is equivalent to the emissions of approximately 532,000 cars (annual CO_2 emissions). For example, each TLD electric NBL on the ground avoids generating 119 tons of CO_2 over its entire lifecycle compared to a diesel NBL.

Belt loader (NBL) example:



TLD offers 3 models in the NBL product line: the diesel NBL (37-44 kW range internal combustion diesel engine) and the NBL-E, an electric version with lead-acid or Li 80VDC batteries. The duty cycles considered are identical at 1,000 hours per year, but no idling (45%) on the electric version, and a lifetime of 12 years. For the belt loaders, as for many other GSE available in both diesel and electric versions, the upstream Scope 3 is slightly more favorable for the diesel versions compared to the electric versions, but the downstream emissions are much lower for the electric versions.

Scope 3 emission reduction objective

Based on the Paris Agreement and aligned with a +1.5°C climate scenario, the Group has set a target to reduce its Scope 3 emissions intensity (tCO_2e / € million of sales revenue) by 52% by 2030. Given its materiality, this target has been set to the ALVEST's GSE division, excluding sales to military customers, and considering the following most relevant GHG Protocol categories for the Scope 3: direct purchases and goods related to the production and sale of GSE units (Category 1), upstream transportation (Category 4), downstream transportation (Category 9), and use of sold products (Category 11), with 2023 as the baseline year.

In 2023, Scope 3 intensity emissions amounted to 4,200 tCO_2e per € million of revenue, compared to 3,340 tCO_2e per € million of revenue in 2024, reflecting a 20% reduction. This early progress demonstrates the effectiveness of the actions already undertaken and marks a first step on ALVEST's decarbonization journey toward its 2030 goal.

To strengthen our credibility and transparency, we have also decided to commit to the Science Based Targets initiative (SBTi) to validate our reduction targets and trajectory for Scope 1, 2, and 3 emissions. We plan to submit our application in 2025 and aim to obtain official validation in 2026.

2.1.6. Avoided CO_2 emissions

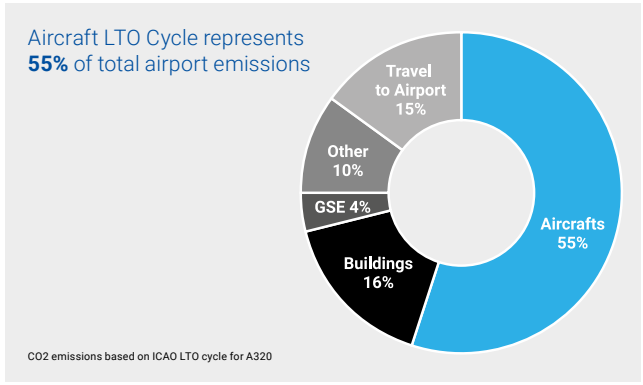
In addition to reducing Scope 3 emissions through our eGSE product offering, we have developed products and solutions that significantly reduce APU or aircraft engine emissions.

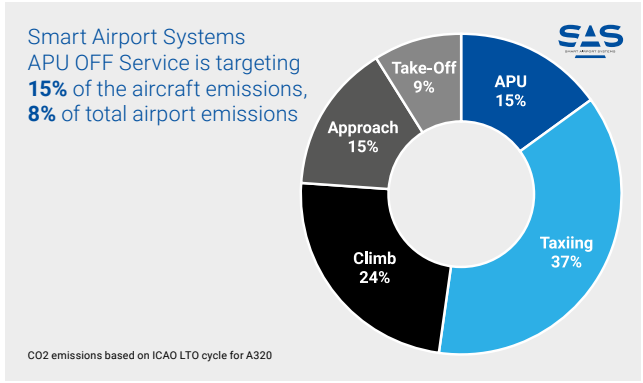
Aircraft emissions during the LTO (Landing and Take-Off) cycle account for approximately 55% of total airport emissions. ALVEST's strategy is to develop breakthrough solutions to promote the reduction of aviation's carbon footprint and to help our customers change behavior and adopt new policies on the ground to avoid more than 50% of the LTO cycle emissions for which we can provide solutions.

APU emissions avoided

Ground Power Units (GPUs), Air Start Units (ASUs), Air Conditioning Units (ACU) and Combo Units (ACU + GPU) contribute to tremendous CO_2 emission savings by substituting the APU (Aircraft Auxiliary Power Unit – a small turbine located in the tail of any aircraft that provides power for functions other than propulsion). When used on the ground to provide electricity and air conditioning, an APU consumes on average 140 kg/h of kerosene on a narrow-body (NB) aircraft, and 250 kg/h on a wide-body (WB) aircraft.

APU emissions on the Ground represent c. 15% of aircraft emissions and 8% of airport emissions.





This APU-OFF solution consists of deploying efficient equipment that allows airlines to turn off the APU on the ground while maintaining the same level of comfort and significantly reducing emissions at the airport.

In addition to the significant reduction in pollutant emissions and the associated positive impact on society, the APU-OFF solution is financially extremely interesting, as it generates around 25% savings for the airline community. In 2024, our customers avoided releasing over 328,000 tons of CO_2e into the atmosphere by using our APU-OFF solutions (in 2023, over 235,000 tons of CO_2e).

Aircraft engines emissions avoided

Aircraft towing

Aircraft tractor activity at the airport consists primarily of "pushback" operations. Pushback is an airport procedure in which an aircraft is pushed backward by a tractor from its parking position, usually at an airport gate. Towing typically involves a short pushback with a turn, stop, and a short forward tow to align the aircraft. Aircraft engines may be "on" or "off". It is performed on a fully loaded commercial aircraft (passengers, cargo, and fuel), from the taxiway to the runway using its engines.

However, aircraft tractors are also used to move aircraft for maintenance/remote parking purposes (e.g., from the gate to a maintenance hangar, remote parking to the terminal position). The aircraft is typically not loaded (no passengers or cargo, only reserve fuel). This type of towing may involve high speeds and long distances with multiple starts, stops, and turns.

When not done with tractors, these aircraft movements are performed from the cockpit, by a technician using the aircraft's engines. The fuel consumption of the engines on the ground, even at speeds close to idle, reaches a significant 900 kg/h for a narrow body, and up to 2,300 kg/h for a wide body.

We consider that 8% of the activity of conventional tractors is dedicated to maintenance/remote parking, and 20% for towbarless towing tractors.

Aircraft taxiing – Overall concept and purpose of our TaxiBot® Solution

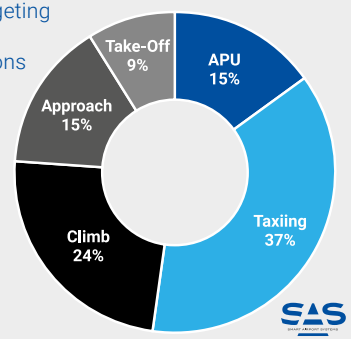
Taxiing represents approximately 37% of aircraft emissions during the LTO (Landing and Take-off) cycle and approximately 20% of total airport emissions.
The TaxiBot® is currently the only ground-based alternative and the only certified technology for sustainable taxiing on the market. The TaxiBot® is a semi-robotic hybrid towing vehicle designed for taxiing aircraft from the gate to the takeoff runway without the use of jet engine power.

The TaxiBot® is a special tow tractor capable of towing aircraft to and from runways at high speeds (23 knots, or 43 km/h). The product can tow all Airbus A320 and Boeing 737 aircraft (except the 737 MAX). The TaxiBot® prevents excessive force on the nose wheel, mainly by allowing the aircraft to brake itself.

Schiphol Airport in Amsterdam, the Netherlands, and its partners successfully tested the TaxiBot® and purchased two units in 2022. The trials demonstrated the potential for annual savings of approximately 31 million liters of jet fuel and a reduction of around 100,000 tons of CO_2 emissions if applied to all airport traffic. Based on these results, Schiphol is now preparing to transition towards operational deployment, as part of its broader strategy to make all ground operations emission-free by 2030, primarily through green taxiing.

The continuation of «proof of concept» projects in all target regions (Europe, North America and Asia) is ongoing and is important to ensure future adoption of the solution. In addition, although the current hybrid architecture of the TaxiBot® itself generates low emissions, we have started the development of a full-electric version. This would achieve the ultimate goal of «zero ground emissions» in operation and be adaptable to all possible configurations.

Smart Airport Systems
ENGINE OFF Service is targeting
37% of aircraft emissions,
20% of total airport emissions



CO2 emissions based on ICAO LTO cycle for A320

September 2024 marked also a historic milestone when we successfully delivered the first-ever operational green taxiing system in China at Urumqi Diwopu International Airport. This wasn't just another product launch, it was a breakthrough moment for sustainable aviation.

Our TaxiBot® green taxiing solution is also economically viable because it reduces the cost of fossil fuel consumption. Moreover, the TaxiBot® is unique in that it can become a sustainable transportation solution that can be replicated worldwide.

The fuel and CO_2 savings made possible by TaxiBot® are as follows:

- **Savings at flight level: from 4 to 9%** of the total fuel consumed during a flight (depending on the duration of each flight – the shorter the flight, the more time the aircraft has to spend taxiing relative to the shorter flight time, and the greater the proportion of fuel consumed during taxiing);
- **Savings at ground level: from 50 to 85%** of the total fuel consumed during taxiing;
- **Savings per minute of taxiing: 95%**.

Scope 4 emission reduction objective

Aircraft emissions during the Landing and Take-Off (LTO) cycle account for a significant portion of total airport emissions. Therefore, ALVEST has developed products that reduce emissions from aircraft Auxiliary Power Units (APUs) and on-ground aircraft engines. The Group has set a goal of increasing the net Greenhouse Gas emissions saved by our customers using our products and services to 487,000 tCO_2e by 2030.

2.1.7. Our label with Solar Impulse foundation

To address environmental challenges without compromising economic growth, Bertrand Piccard and the Solar Impulse Foundation have identified more than 1,000 clean and profitable solutions and are now committed to going even further. By providing political and economic decision-makers with a guide to solutions that can be implemented on a large scale, the Foundation will help them to establish a roadmap for the adoption of much more ambitious energy and environmental programs and thus to achieve their carbon-neutrality goals.

ALVEST, mainly through its division Smart Airport Systems (SAS), has been awarded three labels. These labels are awarded by independent experts for clean and profitable solutions. The Solar Impulse Efficient Solution label serves as a credible quality marker for decision-makers in business and government.

The three labels received by ALVEST are:

The ENGINE-OFF solution enables airlines and airports to improve their operational efficiency.

The ENGINE-OFF solution utilizes the TaxiBot® (a semi-robotic hybrid towing vehicle designed for taxiing aircraft) to allow airlines to turn off the aircraft's main engines during taxiing while maintaining the same level of comfort and significantly reducing emissions at the airport. The goal of the ENGINE-OFF solution is to allow the airline to save fuel wherever the TaxiBot® is available while reducing CO_2 and NOx emissions at airports. Video click here: Engine Off TaxiBot

The APU-OFF solution enables airlines and airports to improve their operational efficiency.

The APU-OFF solution uses high-performance equipment allowing airlines to turn off the APU (Auxiliary Power Unit) on the ground while maintaining the same level of comfort and significantly reducing the emissions at the airport. Airlines will save fuel while reducing their CO_2 and NOx emissions at airports.

The EZTow® autonomous electric tow tractor.

The collaboration between TLD and EasyMile gave birth to the EZTow®, the first autonomous electric tow tractor for airport and industrial operations.

EZTow® is capable of driving indoors and outdoors without the need for infrastructure change. EZTow® is a driverless tow tractor that not only provides a significant increase in productivity, efficiency, labor and maintenance savings but also allows for improved safety and process compliance.

2.1.8. Forward-looking vision and targets

To address climate-related challenges and align with our long-term sustainability ambitions, we have defined a set of strategic commitments and measurable KPIs. These commitments focus on technological innovation to combat climate risk, notably by accelerating the deployment of low-carbon solutions, reducing the carbon footprint of our value chain, and supporting our customers in decarbonizing their operations.

The table below summarizes our main CSR commitment and objectives, derived from our ESG roadmap, along with the related SDGs, and the key performance indicators (KPIs) used to monitor progress:

CSR issue/challenge: Technological innovation to combat climate risk		
SDGs	**Our Sustainability ambitions/commitment**	**Strategic KPIs**
12	Propose a wide range of low carbon equipment to contribute to the reduction of carbon emissions and tackle climate change	% of eGSE
	Reduce our SCOPE 3 emissions by 52% by 2030	Stop producing internal combustion engine GSE by the end of 2025
13	Increase our SCOPE 4 emissions to 487,000 tCO_2e by 2030	tCO_2e / €m of Total Sales
	Submit our application to the SBTi (Science Based Target initiative) in 2025	Avoided emissions (tCO_2e)
		Submission date

2.2. CARBON IMPACT OF OUR OPERATIONS

2.2.1. Context and ALVEST position

At ALVEST, our values are fully aligned with the United Nations Sustainable Development Goals (SDGs). We are committed to reducing the carbon footprint of our operations, directly contributing to SDG 13 (Climate Action) by implementing practices that minimize our emissions and support the transition to a low-carbon economy.

Our efforts to reduce waste and optimize energy consumption across all the locations where we operate are in line with SDG 12 (Responsible Consumption and Production). This includes optimizing resources and minimizing environmental impacts while promoting sustainable production methods.

In addition to our commitment to reduce our carbon footprint and optimize our resources, we promote the use of renewable energy in our operations by implementing energy efficiency practices that reduce our overall consumption. We are also committed to preserving biodiversity by adopting sustainable resource management practices. Through these actions, we strengthen our contribution to SDG 7 (Affordable and Clean Energy) and SDG 15 (Life on Land), ensuring a positive long-term impact on our environment.

By incorporating these goals into our daily practices, we also contribute to SDG 11 (Sustainable Cities and Communities) by promoting environmentally responsible local operations and ensuring sustainable development in the areas where we operate. This approach reflects our commitment to making a positive impact on our communities, our customers, and the planet.

With approximately 3,100 employees in 2024 and 10 manufacturing sites around the world (Saint-Lin and Sorigny in France; Frameries in Belgium; Kempston in the United Kingdom; Windsor, CT and Boise, ID in the United States; Sherbrooke in Canada; Shanghai and Wuxi in China; Bangalore in India) and 3 EcoTech Centers (i.e. overhaul and retrofit centers) in Montlouis in France; Elkhart and Memphis in the United States, ALVEST operates on a global scale, combining local manufacturing and interacting with an integrated logistics and supply chain.

Since March 2025 and thanks to the acquisition of the company Wollard, we also have a new manufacturing site in Eau-Claire, WI in the United States. This entity is not yet included in our ESG reporting, as we have chosen to integrate it after a full year of operational activity within the Group. It will be incorporated into our reporting scope starting in 2026, in line with our data consolidation practices and reporting accuracy standards.

2.2.2. ISO 14001 certification policy

Today, climate change and the preservation of the environment are the greatest challenges of our generation, so business involvement is essential.

This is why ALVEST has decided to create the necessary conditions for continuous improvement of its environmental performance and to contribute to the preservation of natural resources by setting up an Environmental Management System (EMS) in all its manufacturing facilities around the world. Such a system makes it possible to ensure compliance with regulations and to set objectives for improving environmental performance, thereby reducing the impact generated by the Group's companies.

As part of its strategy ALVEST decided to deploy the ISO 14001 standards across all of its manufacturing sites, EcoTech Centers and warehouses with a surface area greater than 20,000 sq ft, as a framework for guiding its actions and demonstrating its commitment to conducting its industrial activities in an environmentally responsible way.

This strategy has yielded significant results: the 10 TLD manufacturing sites are now ISO 14001 certified. More recently, the AES EcoTech Center, in Montlouis, in France has also successfully obtained its ISO 14 001 certification. Achieving and maintaining the certification requires a strong local involvement and support of employees at each site.

In 2022, the Group merged the Quality Management System that had been in place for several years with the Environmental Management System to create an Integrated Management System (IMS). This merger strengthens the legitimacy of our continuous improvement process and facilitates monitoring and audits.

The next phase of ISO 14 001 certification targets the 2 other EcoTech Centers (Elkhart in Indiana, and Memphis in Tennessee, in the United States) and the SAGE distribution center in Greenville, South Carolina, USA.

2.2.3. Structure and teams in place

ALVEST's GSE manufacturing model is based on the duplication of similar organizations. Each manufacturing business unit has the same management structure and is guided by the same management system:

- Each region is led by a Regional Chief Executive Officer (RCEO), supported by a Regional COO (RCOO) as needed. Below this level, each business unit is managed by a COO, who is supported by:
  - o Human Resources Manager (HRM);
  - o Production Manager (PM);
  - o Quality Assurance Manager (QAM);
  - o Product Support Manager (PSM);
  - o Engineering Manager (EM);
  - o Material and Logistics Manager (MLM);
- Depending on the size of the sites, there is either a dedicated EHS Manager or an individual specifically in charge of environmental or safety topics. In all cases, the COO of each BU remains accountable for Health, Safety and Environmental (EHS) issues.
- Functional directors coordinate actions at the Group level to support executives and managers, optimize resources, share best practices, and provide help, training, and guidance.
- The Chief Manufacturing Officer (CMO) is responsible for consolidating industrial environmental actions and decisions. Each QAM and PM has a functional reporting line to the CMO.
- All our factories have been ISO 14001 certified in 2021. The QAMs are in charge of the Environmental Management System of their entity, under the supervision and responsibility of the COO.

2.2.4. Environmental Management System

Site Objectives

Each factory is guided by an environmental policy established by and for the entire Group. This policy defines the environmental requirements and commitments of the ALVEST entities. Based on this policy and its significant environmental aspects identified by the environmental analysis, each facility defines its own objectives. The achievement of these objectives is then monitored by means of indicators that allow the performance of the Environmental Management System (EMS) to be assessed.

All of the ALVEST's factories share common objectives such as:

- Developing an environmental culture;
- Providing a working environment, innovations, products and services that allow a more productive and efficient use of resources;
- Incorporating innovation and green technology to improve the sustainability performance of our products, solutions and services;
- Increasing the amount of waste that we recycle;
- Collaborating with our suppliers to reduce packaging waste at source;
- Achieving energy savings, particularly by reducing gas and electricity consumption.

Site-specific targets are then defined locally based on ALVEST's environmental policy and the significant environmental aspects determined locally through the environmental analysis.

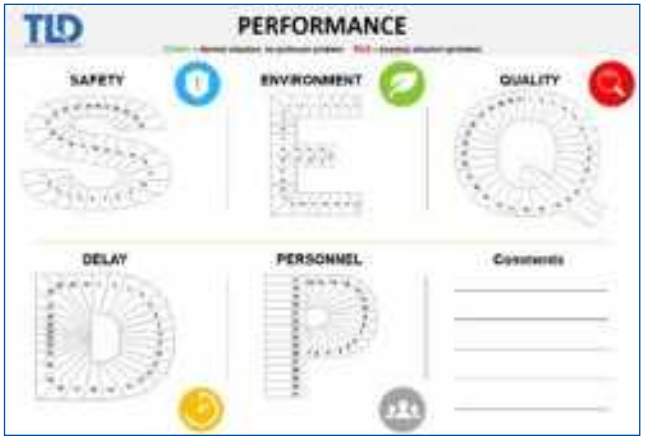
Achievement of these targets is then monitored using indicators to assess the performance of the EMS. This monitoring is integrated into our monthly management routines like other more standard operational KPIs.

Training and Communication

Internal communication and training are key to our environmental performance, as it is necessary to onboard and develop the environmental culture of all employees.

Several communication tools have been put in place and are regularly distributed:

- Daily, operators assess the environmental status of their workplace thanks to a simple green/red KPI. This makes the environmental challenge a daily issue. It also allows good monitoring of our operations, starting with compliance with basic rules such as waste management, energy consumption and cleanliness.



Daily meetings in place with environmental situation assessment

- Weekly, bimonthly and quarterly communications are also used to share environmental topics. These communications are intended to inform and educate all employees on various subjects, including projects or actions related to the environment, and their progress.
- A monthly communication, known as “EHS Flash”, is sent to workshop and warehouse employees on environmental or safety topics. The goal is to make them aware of all relevant issues by highlighting the risks and sharing best practices. As another example, the AES division has implemented a quarterly communication that includes an «Environment and Safety Focus» section, highlighting ongoing projects, progress made, or raising awareness on specific topics
- The ALVEST Group’s environmental policy and its implementation at the division level are available on our Intranet and are summarized in dedicated training materials. It is presented and commented to each new employee.

External communication is also important in order to get our suppliers and local contacts on board.

2.2.5. Measures taken for the prevention of environmental risk, pollution or effluents at sites

At ALVEST, the use of chemicals and hazardous substances is strictly controlled and reduced to a very minimum. They are indeed few chemicals used in our processes:

- Limited painting activities (ALVEST GSE division and AES);
- Hydraulic fluids and fuel (ALVEST GSE division and AES);
- Refrigerants for air conditioning units (ALVEST GSE division);

Environmental and safety risk analyses have been conducted for all processes, accompanied by documented emergency procedures and comprehensive employee training programs.

The risks are categorized into 3 main sections:

- Risk of fire:
  - o To minimize the consequences of fires, our warehouses are isolated from our main assembly building by a fire protection wall;
  - o Where feasible, fire extinguishing materials and fluids are isolated in separate areas so that they can be collected in the event of fire and not adversely affect the environment;
  - o Higher-risk areas, such as heating systems or paint booths, are monitored by automatic systems to prevent fire damage;
  - o Firefighting equipment is also periodically inspected in accordance with current regulations, but also on a preventive basis to prevent any malfunction.
- Risk of leakages:
  - o Leakages are prevented by testing the tanks and all other pressurized circuits;
  - o Spill response equipment is available, and personnel are trained to use it;
  - o All chemical fluids are stored in containment tanks in accordance with local regulations.
- Risk of incorrect sorting and rejects in the environment:
  - o None of our manufacturing processes uses water;
  - o The quality of wastewater and exhaust gases is regularly monitored to ensure the absence of pollution in our rejects;
  - o Waste is sorted and disposed of by professional, duly certified companies.

2.2.6. Resources: ESG capital expenditures

Each year, as part of the budget process, each business unit proposes capital expenditures (Capex) request to the Group in order to maintain and develop its activities. Capex related to environmental compliance are always ranked among the highest priorities at the Group level.

At the ALVEST level, around € 1.6m have been dedicated to ESG subjects in 2024 (vs. € 1.1m in 2023).

These expenses mainly concerned:
- Equipment for the workshop or warehouses (chemical products storage cabinets, waste sorting equipment, retention tank, cardboard compactors, etc.);
- Solar panels on the roofs of various premises;
- Ventilation systems installed in high-ceiling workshops to help homogenize temperatures and improve energy efficiency;
- The development and investments related to the design of our own low-carbon emission equipment.

As part of our Sustainable R&D and ESG-related capital expenditures for 2025/2026, approximately € 3.3 million have been budgeted at Group level. Of this amount, over € 2 million is specifically allocated to the installation of solar panels or solar walls across several sites.

2.2.7. Environmental compliance and climate risk management

There is no room for compromise when it comes to environmental risks. Honesty, transparency and compliance with regulations are a must without any deviation. Regular audits are conducted by internal or by external auditors and our monthly management system is designed to monitor this compliance.

At the end of 2024, the amount of provisions set aside for site remediation or for environmental risks is € 0.1m.

As part of our risk management approach, we aim to conduct a more comprehensive analysis of risks related to global climate change, going beyond the localized assessments currently available in certain entities and regions of the Group. This initiative will focus on evaluating both the physical and financial risks of climate change on our sites and operations, and will be progressively extended across our entire value chain. Conducting such an assessment will enable us to anticipate long-term risks, strengthen the resilience of our operations, safeguard our value chain, and identify potential opportunities for innovation and adaptation in response to the consequences of climate change.

2.2.8. Biodiversity

Although ALVEST's operations have a relatively limited direct impact on biodiversity, the Group remains committed to preserving natural ecosystems in and around its facilities. Our sites are often located in non-urban or semi-industrial areas, but we monitor the location of our sites to ensure they are not situated in or near protected areas or key biodiversity areas. In cases where a site is located in proximity to such zones, we take particular care to respect local ecosystems and strictly comply with all applicable environmental regulations.

As of 2024, only one site is located within a protected area: the Windsor site, CT, in the United States, which covers a surface area of 11.1 hectares.

2.2.9. Energy performance

Energy consumption reduction initiatives

Several initiatives have been implemented across the Group to improve the energy performance of our operations and reduce our environmental impact.

By design, we are increasingly recycling the energy used for our testing to heat/cool the assembly hall. For example, at our new site in Belgium, the test bench is located in the same building as our assembly operations, and ventilation systems allow us to push hot air generated during testing into the assembly hall, saving heating energy.

Our main offices are largely open to the north natural light to save energy for cooling in the summer. Our facilities are often located in non-urban environments, and all manufacturing extensions are designed to optimize energy consumption and natural resources by optimizing the heating and cooling performance of the building. In addition, all lighting systems are LED. At older factories, LED are also progressively implemented to reduce energy consumption.

We are also developing processes to minimize testing activities and limit their impact on the environment. All of our equipment is powered with the minimum amount of power required, and the ALVEST GSE division is well known to have the most efficient driveline in the GSE industry. Another project has been launched in the UK at TLD PV to optimize the final testing process of our Power-409 ground power unit. The team has successfully shortened he duration of the test by removing a full charge/discharge cycle without compromising performance. This optimization leads to a time saving of approximately 5.5 hours per unit, resulting in significantly increased testing capacity and substantial reduction in energy consumption.

Renewable Energy

The Group is also interested in installing renewable energy production systems. In August 2022, the Wuxi site in China installed 6,000 m² of solar panels. They produced approximately 432,000 kWh in 2024 (451,000 kWh in 2023). Other plants are also planning to install solar panels or solar canopies over parking areas. As a result, we expect to significantly increase our renewable energy production over the next three years.

We also aim to increase the share of renewable energy supply contracts within the Group, as is the case with the Sherbrooke factory in Canada, where the electricity supplied is 100% renewable and comes from hydroelectric power.

As a result, renewable energy consumption for the entire Group amounts to 2,247,000 kWh, representing c. 30% of total electricity consumption.

Energy Consumption

Given our global footprint, the energy consumed by the Group's premises and facilities can represent a significant proportion of our total energy consumption. It is therefore important to monitor this consumption regularly (usually monthly) and to know its environmental impact. All of the Group's factories aim to reduce the energy consumption of their buildings. To improve the energy performance of the buildings and thus reduce CO_2 emissions, energy-saving measures have been implemented, as well as a monitoring indicator, such as switching off outdoor lighting at dust, and limiting heating consumption by reducing the heating set point by one degree

ALVEST has started to report energy consumption in MWh eq. on a consolidated basis from 2020.

Overall, energy consumption in 2024 is roughly the same as in 2023. However, we observed an increase within the Parts and Accessories and ALVEST Equipment Services divisions. This rise is mainly due to an increased activity, especially at AES level, as well as to the acquisition of Anderson, which was integrated into ALVEST Parts and Accessories in 2023. Otherwise, the reduction in energy consumption is mainly due to the optimization of testing procedures, which has led to a decrease in fuel consumption (such as diesel or gasoil). Additionally, there is a gradual transition, wherever possible, from internal combustion engine forklifts to electric forklifts. The same applies to heating systems, with gas-based solutions being progressively replaced by electric systems when feasible.

OVERALL ENERGY CONSUMPTION

In MWh eq.	Year	Electricity	NG + LPG	Fuel	Total
OEM = GSE + SAS	2024	6,045	8,815	4,249	19,109
	2023	5,946	9,604	4,511	20,061
	2022	5,698	6,836	4,807	17,341
Parts & Accessories Division	2024	957	951	5	1,912
	2023	582	835	-	1,417
	2022	703	746		1,449
Equipment Services	2024	400	670	17	1,087
	2023	322	561	21	904
	2022	97	473	22	592
Other activities	2024	30	19	-	49
	2023	26	-	-	26
	2022	30	-	-	30
TOTAL	**2024**	**7,433**	**10,454**	**4,270**	**22,157**
	2023	**6,876**	**11,000**	**4,532**	**22,408**
	2022	**6,528**	**8,055**	**4,829**	**19,412**

NG = Natural Gas
LPG = Liquefied Petroleum Gas

OVERALL ENERGY COST

In '000 euros	Year	Electricity	NG + LPG	Fuel + diesel	Total
OEM = GSE + SAS	2024	1,204	700	209	2,113
	2023	1,012	655	182	1,849
	2022	837	576	176	1,589
Parts & Accessories Division	2024	181	49	-	230
	2023	70	52	-	176
	2022	140	52	-	213
Equipment Services	2024	136	309	35	480
	2023	82	45	7	134
	2022	35	36	66	137
Other activities	2024	10	1	2	13
	2023	10	-	-	10
	2022	8	-	-	8
TOTAL	**2024**	**1,531**	**1,059**	**246**	**2,836**
	2023	**1,174**	**752**	**189**	**2,115**
	2022	**1,020**	**664**	**242**	**1,947**

NG = Natural Gas
LPG = Liquefied Petroleum Gas

2.2.10. Greenhouse gas emissions

In 2021, ALVEST started measuring its direct and indirect greenhouse gas (GHG) emissions resulting from its activities. While we can have the biggest impact on GHG emissions by selling as many electric GSE as possible, it is also our responsibility to reduce the emissions from our manufacturing processes.

We followed the principles and guidelines of the GHG Protocol to measure our Scope 1 and Scope 2 emissions. The analysis covered all Group divisions and included every manufacturing and industrial sites, as well as the main spare parts warehouses.

Scope 1 and 2 GHG emissions are defined as follows:

- Scope 1 emissions are "direct GHG emissions" occurring from sources that are owned or controlled by the company; for example, emissions from combustion in owned or controlled buildings and machines, use of vehicles operated by the company, etc.;
- Scope 2 emissions are "indirect GHG emissions" resulting from the generation of purchased energy (e.g. emissions resulting from the production of grid electricity).

GROUP SCOPE 1 AND SCOPE 2 EMISSIONS

In tCO_2e	Year	Scope 1	Scope 2 Location-based	Total	tCO_2e / € m Sales
OEM = GSE + SAS	2024	1,966	1,151	3,117	4.1
	2023	1,762	1,060	2,822	5.0
	2022	1,608	1,281	2,889	5.0
Parts & Accessories Division	2024	296	280	576	4.4
	2023	281	277	558	5.0
	2022	176	110	286	1.0
Equipment Services	2024	266	115	381	3.6
	2023	238	102	339	6.0
	2022	54	28	82	3.0
Other activities	2024	26	3	28	5.3
	2023	29	1	30	6.0
	2022	32	3	35	1.0
TOTAL	**2024**	**2,554**	**1,549**	**4,103**	**4.5**
	2023	**2,310**	**1,440**	**3,749**	**5.4**
	2022	**1,870**	**1,422**	**3,292**	**4.5**

In 2024, we introduced the concepts of location-based and market-based approaches in our methodology, as defined by the GHG Protocol. The location-based method reflects the average carbon intensity of the local electricity grid where our operations are located. In contrast, the market-based method accounts for the actual electricity purchased by the local entity, including green energy contracts, reflecting our efforts to source cleaner energy.

By using both approaches, we ensure a comprehensive and transparent assessment of our indirect emissions from electricity consumption (Scope 2).

GROUP SCOPE 2 EMISSIONS – LOCATION-BASED COMPARED TO MARKET-BASED

In tCO_2e	Year	Scope 2 Location-based	Scope 2 Market-based
OEM = GSE + SAS	2024	1,151	1,101
Parts & Accessories Division	2024	280	280
Equipment Services	2024	115	113
Other activities	2024	3	3
TOTAL	**2024**	**1,549**	**1,497**

Scope 1 and 2 emission reduction objectives

The Group has now set a target to reduce its absolute Scope 1 and 2 emissions (in tons of CO_2e) by 42% by 2030, based on the Paris Agreement and aligned with a +1.5°C climate scenario. This target applies to the following scope: the ALVEST GSE and Parts & Accessories divisions, which represent the largest share of the Group's greenhouse gas emissions, with 2024 as the baseline year.

As explained in section 2.1.5, to strengthen our credibility and transparency, we have also decided to commit to the Science Based Targets initiative (SBTi) to validate our reduction targets and trajectory for Scope 1, 2, and 3 emissions. We plan to submit our application in 2025, aiming to obtain their official validation in 2026.

2.2.11. Industrial discharges and pollutants

Atmospheric emissions

Our atmospheric emissions are limited to:

- CO_2, PM, NOx generated by diesel consumption during service and testing (ALVEST OEM);
- Volatile Organic Compounds (VOCs) generated by our limited painting activities (ALVEST OEM and AES).

There are no other significant emissions. The levels of these emissions are monitored and comply with applicable legislation.

ALVEST has started to report VOC emissions on a consolidated basis from 2020.

VOC EMISSIONS FROM PAINTSHOP FACILITIES

In kg	Year	VOC	kg VOC / € m Sales
OEM = GSE + SAS	2024	32,419	43.1
	2023	27,036	48.5
	2022	23,201	52.5
Parts & Accessories Division	2024	-	-
	2023	-	-
	2022	-	-
Equipment Services	2024	848	8.1
	2023	605	10.5
	2022	177	9.3
Other activities	2024	-	-
	2023	-	-
	2022	-	-
TOTAL	**2024**	**33,268**	**33.5**
	2023	**27,641**	**37.4**
	2022	**23,378**	**43.6**

We also strive to reduce VOC emissions, particularly through careful selection of the paints and chemicals we use. Reducing VOC emissions also reduces the harmful effects to which employees may be exposed. As a result, even with increased painting activity, emissions remain almost constant (33,268 kg in 2024 vs. 27,641 kg in 2023).

However, in order to reduce these emissions, two plants have been equipped with solvent recyclers.

The solvent recycler offers many advantages. It allows used solvents to be recovered and reused, thereby reducing the amount of hazardous waste generated. It also reduces the need to purchase new solvents, resulting in significant cost savings and resource conservation. This technology is also consistent with a sustainable approach, significantly reducing pollutant emissions and improving the company's environmental footprint.

Soil protection

All of our manufacturing facilities control potential soil contamination.

- All fluids are stored in containment tanks to prevent potential contamination from spills;
- Blackwater, gray water and rainwater systems are regularly inspected, and their stiffness is controlled in accordance with local regulations;
- Rainwater in the waste area and wash water exposed to contamination are collected and purified through an oil-grease/water separator;
- Equipment is also made available, and procedures to follow in case of a spill are provided, to prevent pollution as well as the risk of falls.

Storage of chemicals and paint in retention tanks (equipped room or tanks)

Spill containment equipment

2.2.12. Waste

Atmospheric emissions

The weight of non-hazardous waste and hazardous waste was approximately 3,004 tons in 2024 (compared to 2,086 tons in 2023). Overall, the increase in the volume of waste is mainly due to the rise in activity. Nevertheless, we are actively working to identify solutions for waste reduction, reuse, or recycling. As a result, more than 40% of non-hazardous waste was recycled in 2024.

TOTAL WEIGHT OF WASTE BY TYPE AND ANNUAL WASTE TREATMENT COSTS

	Year	Hazardous in tonnes	Non-Hazardous in tonnes	Treatment costs in '000 euros
OEM = GSE + SAS	2024	106	2,412	328
	2023	78	1,818	227
	2022	59	977	211
Parts & Accessories Division	2024	n/a	383	53
	2023	n/a	144	27
	2022	n/a	83	18
Equipment Services	2024	7	96	29
	2023	5	41	23
	2022	1	5	4
Other activities	2024	-	n/s	n/s
	2023	-	n/s	n/s
	2022	-	n/s	n/s
TOTAL	**2024**	**113**	**2,891**	**410**
	2023	**83**	**2,003**	**277**
	2022	**60**	**1,065**	**233**

	Year	Non-Hazardous in tonnes	Of which: Cardboard	Of which: Wood	Of which: Metal	Of which: Plastic	Of which: Un-sorted	Of which: Other
OEM = GSE + SAS	2024	2,412	222	1,282	388	32	405	83
	2023	1,818	214	1,072	320	n/c	n/c	n/c
	2022	977	158	782	210	n/c	n/c	n/c
Parts & Accessories Division	2024	383	61	169	56	42	55	-
	2023	144	31	112	n/a	n/c	n/c	n/c
	2022	83	23	26	n/a	n/c	n/c	n/c
Equipment Services	2024	96	8	12	39	7	17	13
	2023	41	2	7	24	n/c	n/c	n/c
	2022	5	-	2	5	n/c	n/c	n/c
Other activities	2024	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2023	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	2022	n/a	n/a	n/a	n/a	n/a	n/a	n/a
TOTAL	**2024**	**2,891**	**292**	**1,463**	**483**	**81**	**476**	**96**
	2023	**2,003**	**247**	**1,191**	**344**	**n/c**	**n/c**	**n/c**
	2022	**1,065**	**181**	**810**	**215**	**n/c**	**n/c**	**n/c**

Hazardous wastes include oil, batteries, refrigerants, etc.
n/a means "not applicable" and n/c means "not collected"

ALVEST has started to report waste volumes on a consolidated basis from 2020.

2.2.13. Water cycle on facilities

There is no specific use of water in our industrial process except for washing and cleaning:

- GSE washing and cleaning before shipping;
- Water used for painting process at Saint Lin facilities: water/paint waste separator at painting booth.

WATER CONSUMPTION

	Year	Consumption in m³	Consumption in '000 euros
OEM = GSE + SAS	2024	17,408	43
	2023	17,213	39
	2022	15,674	34
Parts & Accessories Division	2024	5,145	21
	2023	3,190	8
	2022	n/c	8
Equipment Services	2024	656	11
	2023	370	4
	2022	270	1
Other activities	2024	-	-
	2023	-	-
	2022	-	-
TOTAL	**2024**	**23,209**	**75**
	2023	**20,773**	**51**
	2022	**15,944**	**43**

n/c means "not collected"

ALVEST has started to report water consumption on a consolidated basis from 2020.

In 2024, we also identified and mapped our sites located in high water-stress areas. We have counted 2 of them which are TLD MAINI in Bengaluru, India and AERO Specialties in Boise, ID in the United States, representing approximately 10% of the Group's total water consumption.

2.2.14. Company vehicles

The Group operates approximately 220 owned or leased vehicles across all entities to support its activities. Consumption related to company car use amounted to approximately 394,000 liters in 2024 (compared to 386,000 liters in 2023). Monitoring of fuel consumption began in 2022, which is why only two years of consolidated data are currently available. This consumption mainly covers travel of employees using company cars, such as sales representatives or after-sales service technicians, as well as company vehicles used for parts deliveries.

One of our priorities is encouraging the use of electric or hybrid company cars in order to reduce our diesel and gasoline consumption, and thus our Scope 1 emissions.

DIESEL AND GASOLINE COSTS RELATED TO COMPANY VEHICLES

In '000 liters	Year	Gasoline	Diesel	Total
OEM = GSE + SAS	2024	52	136	188
	2023	21	172	193
Parts & Accessories Division	2024	38	57	95
	2023	39	54	93
Equipment Services	2024	86	14	100
	2023	78	12	89
Other activities	2024	8	3	11
	2023	-	11	11
TOTAL	**2024**	**184**	**210**	**394**
	2023	**137**	**249**	**386**

At ALVEST, we believe that exemplarity is an important driver for teaching and sharing environmental values and we have adopted the following policies:

- Fuel-efficient or hybrid company cars;
- Car-pooling;
- Promotion of video-conferencing;
- Economy flights even for long-haul flights

2.2.15. Forward-looking vision and targets

To reduce the carbon impact of our operations, we have defined a set of commitments aligned with the Paris Agreement and the UN Sustainable Development Goals (SDGs). These commitments translate into concrete ambitions supported by measurable KPIs, covering greenhouse gas emissions, energy consumption, and climate risk assessment.

The table below summarizes our main CSR commitment and objectives, derived from our ESG roadmap, along with the related SDGs, and the key performance indicators (KPIs) used to monitor progress:

CSR issue/challenge: Carbon impact of our operations		
SDGs	**Our Sustainability ambitions/commitment**	**Strategic KPIs**
	Contribute to a decarbonized economy by achieving CO_2 emissions reduction within our activities worldwide by setting an absolute 42% reduction in Scope 1 and 2 greenhouse gas emissions by 2030, in line with the 1.5°C scenario of the Paris Agreement. Develop a decarbonization strategy and roadmap in 2025-2026 to promote and deploy the installation of solar panels. Encourage electricity contracts that offer the purchase of renewable energy. Conduct a detailed climate risk assessment on all assets of the Group in 2025-2026	Scope 1 and 2 emissions (tCO_2e) Energy consumption

3. MEETING CHANGING CUSTOMER EXPECTATIONS

3.1. CONTEXT AND ALVEST POSITION

As market expectations and customer demands evolve, ALVEST is responding by driving innovation and development, closely aligned with key United Nations Sustainable Development Goals (SDGs).

ALVEST's continued investment in R&D, engineering, and customer support strengthens its commitment to SDG 9 (Industry, Innovation, and Infrastructure) by accelerating the development of sustainable and innovative solutions. The company's move towards electrification is a significant step towards reducing environmental impact, directly supporting SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action). The share of electric Ground Support Equipment (eGSE) has grown from 20% six years ago to over 60% today, establishing TLD as a global leader in electric GSE. By 2025, ALVEST plans to eliminate internal combustion engine GSE from its commercial offering, significantly reducing carbon emissions in line with global climate goals.

In addition to environmental goals, ensuring customer safety is a key priority, supporting SDG 3 (Good Health and Well-being). ALVEST integrates advanced safety technologies into its equipment, such as automated safety features that protect operators and reduce accidents. These innovations not only improve operational safety for customers but also promote a culture of risk prevention across the industry, highlighting the intersection of sustainability and safety.

ALVEST's service activities contribute to a circular economy, by extending the lifecycle of equipment and converting existing internal combustion machines to electric models. These efforts not only address SDG 12 by optimizing resource use but also promote a long-term vision of sustainable industrial practices and reduced environmental impact, helping to mitigate climate change.

By developing technologies that enable customers to significantly reduce aircraft emissions on the ground, ALVEST is reinforcing its leadership in environmental responsibility and promoting a more sustainable future for the aviation industry.

3.2. GROUP R&D ORGANIZATION AND OBJECTIVES

ALVEST maintains a high level of engineering effort in order to offer its customers the best technological innovations to meet identified needs. The Group focuses its engineering and research efforts on the following issues:

- Combating global warming and adapting to climate change by promoting electric GSE and reducing GSE CO_2 emissions;
- Developing new products and solutions to invent new needs and anticipate customer demand, particularly in terms of automation and safer operations;
- Promoting a responsible use of materials throughout the life cycle of its products, from the extraction of raw materials to the recycling of end-of-life products.

In 2024, the Group's engineering expenditure (operating expenses and capital expenditures) totaled approximately 20 million euros (compared to 22 million euros in 2023 and 16 million euros in 2022), representing 2.3% of product sales.

Globally, the number of people working in Engineering and R&D has nearly doubled over the past eight years, from 124 in December 2016 to 240 in December 2024.

ALVEST's R&D teams are organized by activity:

- TLD's R&D teams are composed of several engineering teams made up of 240 engineers and technicians located in all TLD factories on all continents. These multinational and multicultural organizations share the same tools and the same component database. Intranet tools and a common ERP are key to our engineering activities, where many projects are transverse across the Group and involve several engineering departments. In 2024, TLD's Engineering and R&D teams deal with about 150 active engineering projects.
- All R&D, product conception and design activities are overseen by local management but also by Group Functional Directors and other members of the Group Executive Committee and are governed by specific rules. All processes are based on established procedures to assess the effective management and monitoring of key performance indicators (KPIs), and are common to all factories worldwide.

Product Line Plans (PLPs) guide the Group's innovation policy as well as the product development roadmap, methods and tools. TLD's Research and Development function encompasses innovation, research, development and intellectual property. Its main objective is to position TLD among the most innovative GSE manufacturers, contributing significantly to progress in emission reduction, automation, safety, intuitive vehicle use, digitalization and autonomous vehicles.

On April 9, 2024, Ground Support Worldwide (AviationPros) honored Ryan Hall, the Senior Manager of National Operations within our AES division with the "2024 Team Leader of the Year" award. Ryan was recognized for his deep operational and technical background, as both a ground handling agent and GSE technician, and for his ability to develop others and lead his team with exemplary professionalism.

His leadership has been characterized as a "guiding light". This recognition reflects not only individual excellence but also the broader ecosystem that enables it: our R&D teams' ongoing innovation in maintenance systems, digital tools, and training support frontline leaders like Hall, enhancing operational performance and reinforcing our commitment to service quality and sustainable value creation.

3.2.1. Partnerships and involvement in regulation bodies

The ALVEST innovation program has opened the way to several types of partnerships with start-ups or innovative companies, such as EasyMile on autonomous vehicles, Op Mobility (Plastic Omnium) on hydrogen (H2) technology or SEMCON on ASD+ technology (an assistance system for easier docking of Ground Support Equipment (GSE) at airports). It has proven to be an efficient way to keep abreast of technological progress.

As a global and responsible player in the aviation industry, TLD contributes to many initiatives for safer, "Leaner and Greener®" aviation, as well as GSE automation and digitization. TLD is committed to its involvement in various consultative and standardization bodies, and actively participates in local, European and international working Groups with other industry players such as airlines, ground support providers, airframe manufacturers, and other GSE manufacturers:

- IATA GSEE: to develop standards and recommendations on GSE design, safety considerations, environmental aspects and implementation of new technologies;
- IATA GAD: to develop and amend digital standards for airside operations and best practices for ramp automation;
- SAE (SAE AGE-3 Aircraft Ground Support Equipment Committee): to develop technical requirements for Ground Support Equipment;
- CEN (CEN/TC 274 "Aircraft Ground Support Equipment") Committee: to develop European standards in the field of Machinery Directive;
- CAAC: to develop standards in China.

Finally, the Group keeps abreast of new programs and seeks to join them. In California, for example, we have gone through the process of certifying our equipment under the Clean Off-Road Equipment Incentive Project (CORE) program. CORE is a program that incentivizes California fleet owners to purchase or lease cleaner equipment and provides funding to help offset the higher cost of this type of equipment. In 2023 and 2024, we received certification for the 929 reGen and 929S reGen loaders.

3.3. DEVELOPMENT OF NEW SOLUTIONS

3.3.1. Digitalization of equipment

The digital transformation of equipment for optimized use is illustrated by the LINK FMS solution, which was developed in 2020. This flexible telemetry tool provides real-time access to key equipment data, such as position, speed, status, fuel consumption, battery state of charge, and engine temperature and fault codes.

This new tool will help our customers to succeed after they buy a piece of equipment with relevant fleet analytics that help them perform their jobs more efficiently. LINK FMS gives them better control over fleet utilization, energy consumption and maintenance intervals, while reducing operating costs and keeping resources in circulation. LINK also contributes to safety. Because LINK FMS enables remote diagnostics, technicians can intervene remotely or physically more quickly and efficiently when needed, reducing downtime.

On top of LINK FMS, the collected data can be shared with the XOPS FMS system and integrated with the XOPS Operations Management System (OMS). OMS is a specially coded software algorithm that integrates with flight information systems, human resource systems, and other critical airport systems to enable automatic and manual scheduling of Ground Support Equipment (GSE) & Non-Motorized Equipment (NME), as well as dynamic real-time dispatching of ramp personnel.

XOPS enables advanced real-time monitoring of all critical operating parameters for the GSE (e.g. vehicle access control (VAC), state of charge of electric GSE (SOC), high-precision geo-fencing, battery charge status, maintenance scheduling, etc.) to optimize the productivity and maximize the operating life of the GSE.

XOPS FMS telematics can accurately analyze the electric consumption patterns of the green GSE. By collecting real-time data and applying intelligent algorithms, the system provides unparalleled insight into energy consumption, efficiency and optimization opportunities. This invaluable information enables users to make data-driven decisions to improve their operations in a responsible way while increasing overall efficiency.

3.3.2. GSE automation

The Group aims to play an active role in the transformation of our industry, by introducing advanced driver assistance systems that offer increasing levels of safety and improved operations flows, and by promoting the development of autonomous vehicles.

In the short term, various levels of automation will be driven primarily by safety improvements in aircraft turnarounds:

- Many GSE operate in a small area at the same time;
- GSE dock aircraft with a significant risk of collision/damage, the impact being increased with the carbon-fuselage aircraft;
- GSE are powerful and very heavy machines with inherent safety risks while driving.

In the medium term, automation will allow a combination of safety and efficiency. TLD's product vision is to work towards a "2-man Turn Around", focusing on:

- A safer operation with centralized supervision that benefits from all turnaround information and data;
- A smarter turnaround with improved communication between the various GSE, air traffic control and the pilots;
- A greener turnaround, focused on shutting down the APU and engine as quickly as possible;
- A more efficient turnaround, using only 2 people.

One concrete example of this innovation approach is the Group's Remote Pushback Operation (RPO) project, which allows an operator to pilot pushback tractors remotely. This reduces latency, eliminates unnecessary travel, and optimizes fleet usage through real-time telemetry, battery cycles tracking, and maintenance needs. Safety is ensured through continuous mapping around the tractor-aircraft convoy and a secure communication protocol that allows pairing with only one tractor at a time. In this context, a first, fully remote-controlled unit, the TPX-100-E, has been successfully delivered in the first half of 2025, marking an important milestone in the realization of this project.

3.3.3. Focus on TractEasy, EZTow® and EZDolly®

One example of state-of-the-art GSE automation that is already available is the EZTow®. EZTow® is a driverless tow tractor that not only allows for significant increases in productivity, efficiency, labor and maintenance savings, but also allows for improved safety and process compliance.

The EZTow® was developed in collaboration with the French company EasyMile. Its mission is to autonomously move cargo from terminal to terminal, or terminal to aircraft, under the supervision of a dedicated fleet manager software. The EZTow® relies on multiple sensors (lidars, radars, IMU, GPS, wheel encoders, 3G/4G modem, V2X on-board units, and stereo cameras) integrated with the EasyMile driverless software to read and navigate the surrounding environment.

EZTow® does not require any changes to the infrastructure, but uses its technologies to collect, store, and analyze data in the following areas to ensure the safe operation of the vehicle:

- Localization: knowing where the vehicle is with an accuracy of at least 5 centimeters;
- Navigation: knowing where the vehicle is headed on a predefined route. V2X technology enables the vehicle to receive information from and interact with its environment. The vehicle can also receive commands from the supervision center;
- Perception/obstacle detection: knowing what is happening around the vehicle and being able to adjust its behavior accordingly.

The Group has also developed the EZDolly® to clearly help advancing freight aviation operations through Automation. EZDolly® is the world's first Level 4 autonomous-ready cargo dolly tailored for airport operations.

Developed to enhance safety, operational efficiency, and reduce carbon emissions on the tarmac, the EZDolly® is fully electric and designed for 24/7 autonomous operations without a manual driver station. It ensures precise navigation in complex airside environments. Purpose-built on TLD's robust transporter platform, it accommodates all major ULD containers and pallet types, supports automated load transfer, and integrates with airport operations systems via API. Production is underway, with the first units already on order. The EZDolly® represents TractEasy's second commercial Level 4 autonomous product, reinforcing our strategy to scale impactful, zero-emission material handling solutions for aviation logistics.

3.4. CUSTOMER SAFETY AND PROTECTION

3.4.1. Commitment to safer, leaner and greener operations on the ground

The safe and ergonomic operation of all TLD Group products has always been a focus of TLD's product development activities. As part of the development process, all products are assessed for their impact on health and safety following legal requirements. All products must comply with the laws and regulations of each country. In addition to the IATA recommendations, ISO, CE and SAE standards, that regulate vehicle safety requirements, other laws and regulations apply in Europe, ranging from the Machinery Directive to the Electromechanical Compatibility Directive and the Low Voltage Directive. OSHA and UL recommendations are also considered in the US, as are CAAC and GB standards in China.

But TLD goes beyond these regulatory requirements. Active and passive safety systems provide maximum safety and reduce the risk of accidents. The Aircraft Safe Docking system (ASD), invented and offered by TLD for years, helps the driver to control speed and avoid collisions during aircraft docking the aircraft and largely eliminates human error during operations on the ground. There are also extensive safety packages that allow the GSE to be perfectly adapted to different applications. Such a system with similar features is now part of the IATA AHM 913 standard requirements for GSE. A further step is taken with the TLD ASD+, offered on cargo loaders, which also automates steering thanks to a 3D video perception system to ensure correct docking of the aircraft cargo door.

Another safety feature is the CAAS (Collision Avoidance and Alert System) which aims at detecting any potential impacts with the Baggage tractor and Dollies. The CAAS system predicts the position of the convoy to alert in case of potential collision with detected obstacles.

To further strengthen this culture within the Group, we have recently established a Group Product Risk Committee, with the following objectives:

- Cover the risks associated with the use of our products and services;
- Analyze any potential product safety concerns that may be identified;
- Propose new actions to the Executive Committee and the Steering Committee for Product Safety, and enforce their implementation;
- Review metrics and associated plans proposed by the regions on an annual basis;
- Establish robust processes in case of accidents related to the use of an equipment sold by the Group;
- Review all incidents that have occurred during the operation of any of our equipment and have resulted in injury or damage;
- Review and further improve all relevant documentation (e.g. manuals, training support documents) and regulations;
- Review and ensure follow-up of improvement programs under development;
- Discuss lobbying actions that we want to push at IATA or equivalent bodies level.

A great example of our commitment to leaner and greener operations on the ground is expressed in a unique day. In September 2020, TLD participated in the first ever "fully electric" turnaround of a wide-body aircraft at Roissy CDG. All GSE used to manage this turnaround was 100% electric. The whole operation went smoothly, and all participants appreciated the swiftness of the turnaround

3.4.2. Data protection and information security program

ALVEST has established a program to ensure compliance with the General Data Protection Regulation (GDPR).
It has chosen the French CNIL as the reference regulatory authority for the Group, and has appointed the Group CIO as Data Protection Officer (DPO) and a GDPR Committee in charge of ensuring that appropriate rules and procedures are implemented.

This program is based on the following tools:

- A registry that centralizes all processes;
- A multilingual tool for collecting requests and complaints, both internal and external;
- A dedicated address (gdpr@alvest.fr) for simple questions or alerts related to personal data.

The program was also considered when updating the Code of Ethics and Business Conduct and other relevant procedures.

The Group obtained ISO 27001 certification in March 2025. This certification covers the entire scope of the ALVEST Group. In addition to protecting sensitive data, this certification helps minimize the risks of cyber-attacks, strengthen regulatory compliance, and increase stakeholder trust. It also demonstrates ALVEST's commitment to managing information assets in a secure and responsible manner.

3.5. FORWARD-LOOKING VISION AND TARGETS

In summary, ALVEST's commitment to innovation, sustainability, and safety is evident in its approach to product and service design, R&D, and customer protection. The company's strategic shift towards electric Ground Support Equipment (GSE) and the elimination of internal combustion engine GSE by 2025 is a significant step towards reducing carbon emissions and aligning with environmental goals. By investing heavily in research and development, with spending reaching € 20 million in 2024, ALVEST has expanded its workforce and strengthened its technological advances, particularly in automation and digitalization. Solutions such as LINK FMS and XOPS FMS drive fleet optimization and sustainability, while TractEasy® showcases the company's leadership in autonomous GSE.

ALVEST's participation in global regulatory bodies ensures that its products meet safety and environmental standards, reinforcing its position as a responsible industry player. The company's focus on customer safety is supported by advanced safety features, including aircraft safe docking systems and product risk management protocols. In addition, its GDPR compliance efforts reflect a strong commitment to protecting personal data. Overall, ALVEST continues to lead the GSE industry in innovation, environmental responsibility, and operational safety.

The table below summarizes our main CSR commitment and objectives, derived from our ESG roadmap, along with the related SDGs, and the key performance indicators (KPIs) used to monitor progress:

CSR issue/challenge: Develop innovative solution affordable, safe, and sustainable		
SDGs	**Our Sustainability ambitions/commitment**	**Strategic KPIs**
	Driving innovation and sustainability by eliminating internal combustion engine equipment by 2025, promoting the electrification of GSE, enhancing customer safety	Customer Satisfaction Customer Safety Incident

4. IMPLEMENTING RESPONSIBLE USE OF NATURAL RESOURCES

4.1. CONTEXT AND ALVEST POSITION

Through its ALVEST Equipment Services (AES) division, ALVEST is strongly committed to advancing the circular economy and responsible resource management, in alignment with the United Nations Sustainable Development Goals, particularly SDG 12 (Responsible Consumption and Production) and SDG 9 (Industry, Innovation, and Infrastructure).

The AES division provides comprehensive services that not only extend the operational life of equipment but also enhance resource efficiency through leasing, pooling, refurbishment, and electrification. By refurbishing internal combustion engine equipment and converting older models to electric power, AES significantly reduces waste and supports the transition to more sustainable industrial practices. These actions help ensure customers maximize the value of their investments while minimizing environmental impact.

Beyond equipment lifecycle management, ALVEST is also addressing broader environmental challenges such as packaging waste reduction and the responsible treatment of products at end-of-life, particularly with the growing use of batteries linked to the electrification of its fleet.

Together, these initiatives, from maintenance and refurbishment to resource optimization and supplier engagement, demonstrate ALVEST's active role in promoting responsible consumption and production, while contributing to a more circular and sustainable economy.

4.2. MATERIALS CYCLE

4.2.1. Reducing material consumption (optimized design and manufacturing processes)

For the ALVEST OEM Division

Material consumption is directly proportional to the weight of the GSE. ALVEST promotes the use of high-quality steel in order to contribute to high-durability equipment. Where feasible, ALVEST also offers alternative solutions to reduce the weight of its equipment, such as towbarless tractors, which eliminate dead mass (as required in conventional tractors) to maintain traction on the ground.

As some of the major airports are exposed to air pollution and salty environments, ALVEST OEM also pushes for corrosion-free material (e.g. galvanized steel, stainless steel, plastic) and our painting process is designed for C5 level according to ISO 12944 standards.

The durability of our GSE is approximately 10 to 15 years and 15-20 years GSE, and even more, is not exceptional.

In addition, we optimize resources and freight thanks to the RANGER program deployed at TLD (Regional Assembly Network, Global Engineering Resources) and to our local manufacturing presence. We also combine a global sourcing approach to reduce waste and energy consumption in logistics operations. Local suppliers are selected when economically viable to speed up the supply chain while optimizing resources and minimizing transportation waste.

4.2.2. Reducing waste & optimizing transportation

The majority of waste generated by our industrial and sales operations is related to packaging. We ensure that all of our spare parts are shipped using air bubble protection film, shrink-wrapped wastepaper and recycled boxes, a measure designed to optimize both waste management and chemical usage.

In addition, suppliers are encouraged to transport goods on racks whenever possible, which prevents scratches, minimizes the need for repairs, and reduces waste. We also encourage our suppliers to use recycled materials in their packaging.

Referring to the waste management hierarchy pyramid shown below, it is essential for any waste producer to prioritize reduction, reuse, recycling, and recovery before resorting to traditional waste disposal methods. Source reduction not only helps curb greenhouse gas emissions and resource depletion, but is also consistent with the principles of promoting a circular economy.

To achieve this goal, various measures have been implemented to reduce the volume of packaging, and the Group is working closely with its suppliers to develop and implement solutions. For example, we adopt reusable packaging, such as racks or boxes containing various parts like sheet metal and hydraulic fittings. Conversely, many of the fasteners used in TLD's manufacturing sites are purchased in bulk directly from the supplier.

Furthermore, we have replaced small, labeled plastic bags with compartmentalized boxes for the outbound transportation of small parts from our warehouse to the assembly workshop. This change has resulted in a significant reduction in the use of plastic bags. This example, which came from a continuous improvement group in one of our warehouses, underscores the importance of local ownership in effectively addressing these issues.

Returnable packaging for metal sheets

Compartmentalized boxes project

Reuse of hydraulic plugs

We also promote the reuse of packaging for received parts that are still in good condition, either for packaging designated for our sister companies or parts storage. This additional measure contributes to the efficient use of raw materials such as cardboard or bubble wrap.

In addition, optimizing the transportation of our waste is a key focus area. Certain factories are equipped with cardboard or plastic compactors to reduce the frequency of waste collection trips, thereby decreasing fossil fuel consumption and associated costs.

4.2.3. Promoting recycling (circular economy)

Most of the material components in our products are recyclable, including steel, plastics, and fluids. Even lithium-ion batteries (iBS solution) undergo a second-life program. At most manufacturing sites, we actively explore local waste recycling options for cardboard, plastic, wood or other types of materials.

When packaging materials cannot be recycled, we make every effort to identify innovative reuse opportunities. In some cases, we donate surplus materials to nonprofit organizations that can repurpose them. For example, in 2024, we donated over 2,400 kg of hydraulic plastic plugs to a social enterprise that manufactures wheelchairs.

4.3. ECO-DESIGN & RECYCLING

Engineers at the various Group companies use design guidelines to develop products with a view to remanufacturing and recycling. This also includes selecting materials that are as environmentally friendly as possible:

- For example, when it comes to selecting chemistry for the new TLD iBS lithium battery system offered by TLD since 2019, TLD naturally chose Lithium Iron Phosphate (LFP): LFP has the best overall environmental benefits, mainly because it uses materials that are less harmful to the environment when they are mined and/or extracted. LFP is also the best Li-ion technology in terms of ethics and sustainability, as it does not use cobalt, and has significantly better performance in each of the following environmental impact parameters: global warming potential (GWP), fossil depletion (FDP), freshwater ecotoxicity (FETP), freshwater eutrophication (FEP), human toxicity (HTP), metal depletion (MDP), ozone depletion (ODP).
- TLD is committed to reducing or eliminating regulated substances, which create a potential risk to human health and to the environment, from its products and its manufacturing operations. As an example, for PCA (Pre-Conditioned Air) units, TLD is committed to reducing emissions of fluorinated gases (F-gases) because they are potent greenhouse gases and contribute to global warming. F-gases are a group of chemicals that include hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF6), and other fluorine-containing greenhouse gases. HFC-134a, also known as tetrafluoroethane, is an F-gas widely used by manufacturers, including TLD, as an air conditioning refrigerant due to its low toxicity, efficient cooling capacity, satisfactory material compatibility, stability, and because it does not damage the ozone layer. However, because it has a higher global warming potential (GWP) than other available refrigerants, HFC-134a is currently being phased out. TLD is working with alternative refrigerant gas for future products.

Seeking to implement a more structured eco-design methodology, the Saint-Lin factory participated in a training program in collaboration with the Chamber of Commerce and Industry (CCI) of the Deux-Sèvres department in France. The objective was to learn how to better conduct a life cycle assessment (LCA) of a product, in order to identify actions and strategies that could be implemented to reduce the environmental impacts of the equipment under consideration. This project was also fully aligned with the ISO 14001 framework, which emphasizes the importance of considering environmental aspects from a life cycle perspective. The initiative required the involvement of several departments, including R&D, purchasing and logistics, and the quality team, with the aim of collecting the necessary data and calculating the associated carbon emissions.

The equipment selected (TFE 3,5-E) was broken down into its various functions, which allowed the team to highlight the «rolling» function, selected as the case study for this training. This process helped formalize and structure practices that had previously been carried out more intuitively. It also provided greater clarity on the vehicle's functional segmentation and identified the main sources of energy consumption throughout its life cycle.

4.4. MANAGEMENT OF PRODUCT LIFECYCLE

Through ALVEST Equipment Services (AES) division, which is dedicated exclusively to Ground Support Equipment (GSE) services, and its Parts & Accessories division, ALVEST provides sustainable solutions for the entire life cycle of GSE.
AES services include rental and leasing, fleet management and pooling, maintenance services, refurbishment and conversion of equipment, sale of second-hand GSE and consulting.
Extending the life of products and managing end-of-life is part of ALVEST's core business model, in particular with spare parts supply, maintenance, equipment refurbishment and conversion, and sale of second-hand products.
Through these activities, ALVEST provides sustainable solutions for the entire lifecycle of assets, and, in particular with refurbishment and conversion to electric, is fully engaged in contributing to the circular economy.

4.4.1. Spare Parts sourcing and supply chain management

With Sage Parts, ALVEST is addressing the sustainable management of GSE spare parts sourcing while enhancing its supply chain management capabilities, both internally and externally to customers.

The main capability of Sage Parts is to ensure the timely procurement of the right quantity of parts at a specified location. With this customized supply chain management program, ALVEST's customers can outsource all or part of the procurement and inventory control of spare parts for aviation ground support equipment. Sage Parts is the leading provider of outsourced program management of GSE parts. Whether the customer is an airline, a ground handling company, a maintenance company, or any other type of business in the aviation industry, with Sage they will find an optimized yet sustainable way to procure and supply their spare parts.

In addition, eSage, a web-based ordering and management tool, is a key component in supply chain management from Sage Parts. The technology enables all stakeholders to access the vast parts database and ordering processes 24/7 via the web. This digitalized and paperless stream of business also reveals an extremely resilient and responsible model that has a clear positive impact on the environment. Resilient because it understands and adapts to external factors that may impact a company's ability to produce a product or deliver a service, thereby optimizing the resources used to reach the supply chain goal. Responsible because it mitigates the social, environmental and economic risks and impacts associated with the life cycle of a GSE product.

4.4.2. Refurbishment and conversion to electric

ALVEST recognizes that refurbishment is an essential element of a resource-efficient manufacturing process, and that, by extending product life and reusing equipment and components, it can reduce energy consumption and emissions.

To this end, one of TLD's historical factories, located in Montlouis-sur-Loire (France), has been converted in 2017 into a refurbishment center, called an EcoTech Center. This center, operated by AES, has a working area of 2,500 sqm, with all the tools repurposed from the original factory and suited for all reconditioning operations. Mechanics, bodywork, engine maintenance, hydraulics, electrical repairs, electronics and painting are carried out according to OEM standards by highly qualified technicians dedicated to overhauls and technical modifications.

The second EcoTech center which opened at the end of 2020 is based in Elkhart, Indiana, USA, to develop refurbishment and electrification activities in the United States has been relocated end of 2022 to a larger facility, to further develop its activities and better meet growing demand, as well as to have a greater impact on product life cycle extension and contribute more significantly to emissions reduction.

These overhaul centers allow us to optimize asset value over multiple life cycles, and provide multiple levels of refurbishment as described below:

- Upgrading of Equipment: Targeted component replacements to enhance performance and reliability;
- Second Life of Equipment: Major component replacements and cosmetic upgrades for extended usability;
- New Life Level / Zero Time: Complete overhaul, including major component replacements, cabin refurbishment, and repainting for a "good as new" condition.

These EcoTech Centers are key contributors as well to the rental and leasing business, enabling AES to maintain and extend the life of AES rental and leasing fleet, which at the end of 2023 includes more than 850 equipment in Europe and in the United States. In addition, over the past three years, customer-owned equipment from various brands has been successfully refurbished, extending its service life by 5 to 10 years.

The Group has also launched an electrification conversion offer for some of its product ranges (e.g. passenger stairs, conveyor belts, etc.): by converting diesel units to battery-powered products, the Group ensures both a longer product life and a contribution to emissions reduction, and a more environmentally friendly environment in general. In 2022 and 2023, AES extended its electrification conversion offer, which now includes equipment from manufacturers other than TLD and a wider range of products. This offer is now available in the second EcoTech Center in the United States.

4.4.3. Reuse of components

During the GSE refurbishment process, AES prioritize repairing and overhauling components whenever possible. The process in place allows the sourcing of end-of-life products in order to reuse some of their components, in particular, but not limited to bodywork, hydraulic system parts, engines, etc. When replaced components remain functional, such as engines or hydraulic parts, they are stored for future reuse.

4.4.4. Rental and sale of high-quality long-life second-hand equipment

The Group also promotes and offers the rental of used equipment, as well as the sale of second-hand products, offering multiple life cycles for equipment.

4.4.5. Recycling of end-of-life products

ALVEST is committed to providing its end-users with end-of-life disposal and recycling solutions, through an active network of expert third-party partners capable of performing such disposal, in accordance with local, state and federal/national laws and regulations. If the customer is unable or unwilling to perform this disposal activity on its own, the Group will provide this service, which will be charged at local market rates.

For AES, all end-of-life products pass through a controlled recycling industry:

- Tires are returned to the manufacturer or replaced;
- Equipment is dismantled;
- Reusable components are identified and separated;
- Other components are disposed of by a specialized waste management company.

Specific case of TLD iBS batteries

TLD's unique iBS modular concept allows for extended battery life while the LFP technology reduces the overall environmental footprint.

Once the iBS battery has been extended for a second or third life by use in several types of GSE requiring lower levels of battery performance, and no further subsequent life can be applied (i.e. battery performance has degraded to a level deemed too low), the battery is considered to have reached its end of life. End users must then arrange for the disposal/recycling of the iBS battery.

4.5. SUPPLIERS: AN IMPORTANT PART IN THE ALVEST VALUE CREATION CHAIN

4.5.1. Type of purchases

The Group's purchases include:

- Direct components and material parts: purchase of direct parts and subassemblies, direct purchase of materials. Component purchases represent more than 90% of the production cost of a GSE;
- Spare parts and accessories;
- Indirect services and equipment: SG&A, services, commercial facilities, information technology and telecommunication.

	Year	% France	% North America	% China	% Rest of Europe	% RoW
OEM = GSE + SAS	2024	24%	31%	27%	14%	5%
	2023	24%	31%	24%	16%	4%
	2022	19%	37%	26%	n/c	18%
Parts & Accessories Division	2024	8%	64%	8%	11%	8%
	2023	8%	71%	6%	9%	6%
	2022	3%	71%	9%	n/c	16%
Equipment Services	2024	11%	41%	0%	23%	25%
	2023	31%	59%	0%	5%	6%
	2022	27%	53%	0%	n/c	21%
TOTAL	**2024**	**21%**	**35%**	**21%**	**14%**	**7%**
	2023	**23%**	**37%**	**21%**	**15%**	**5%**
	2022	**18%**	**44%**	**22%**	**n/c**	**16%**

n/c means "not collected"

In 2024, ALVEST direct purchases amounted to approximately € 408 million, representing 45% of the Group's revenue.

ALVEST deals directly with approximately 7,000 suppliers of parts, components, systems and services. This extensive global supplier network contributes significantly to value creation, economic prosperity and sustainable development in the communities in which they operate. Our suppliers therefore have a significant impact on our sustainability performance.

4.5.2. Purchasing as part of the Group's strategy

Long-term relationships with their suppliers are crucial for the various ALVEST divisions. All the purchasing departments strive to create a "win/win" situation with their suppliers. The aim of this approach is for each partner to share its know-how and establish a long-term relationship through a continuous improvement process.

Purchasing is a key function for the development of the Group and its integration into the industrial landscape of all the countries in which it operates.

Local sourcing is a key element of ALVEST's procurement policy. Given the economic challenges of its presence in host countries, the Group is committed to making supplier relationship management a key element of its strategy. The Group believes that responsible sourcing means sourcing suppliers as close as possible to its manufacturing sites.

This enables us to:

- Reduce the Group's carbon footprint through environmental optimization of upstream logistics;
- Engage suppliers in a forward-looking approach to technology, logistics and ESG;
- Increase the Group's ability to exercise due diligence through operational proximity to its partners.

ALVEST is committed to ensuring that respect for human rights and the environment is a determining factor in the selection of its suppliers and has implemented a due diligence plan in this regard. By signing a Supplier Code of Conduct, ALVEST's suppliers also undertake not to use forced or obligatory labor or child labor.

4.5.3. Responsible sourcing

The relationship with our suppliers is an important part of building business success. We set high expectations for meeting responsible business practices, both for ourselves and for the suppliers and partners who work with us.

We expect our suppliers to fully comply with applicable laws and regulations in the countries in which their operations are managed, or the services provided. The Supplier Code of Conduct formalizes these expectations, and while we recognize differences in cultures and legal requirements, we expect all business to be conducted in a manner consistent with this Supplier Code of Conduct, wherever our suppliers are located.

As a minimum standard of best practices:

- Suppliers are expected to treat people with respect and dignity, embrace diversity, remain open to diverse opinions, promote equal opportunity for all, and foster an inclusive and ethical culture, following the relevant International Labor Organization (ILO) Conventions;
- Suppliers must comply with anti-corruption laws, policies and regulations that apply to their operations in the countries in which they do business;
- Suppliers are expected to avoid any conflict of interest or situation that gives the appearance of a potential conflict of interest;
- Suppliers are expected to maintain accurate records, and not alter any record entry to conceal or misrepresent the underlying transaction it represents;
- Suppliers shall properly handle sensitive information, including confidential, proprietary, and personal information and shall comply with all applicable laws regarding the enforcement of intellectual property rights;
- Suppliers are expected to establish an appropriate environmental, health and safety management system. As a minimum, suppliers shall comply with all applicable environmental, health and workplace safety laws, regulations and standards and shall make all reasonable efforts to protect the environment, and to minimize the environmental impact of their activities and products.

We recognize that in addition to setting expectations, we have a role to play in encouraging, supporting, and controlling our suppliers' compliance with these principles.

4.5.4. EcoVadis Program

To mitigate risk in our supply chain, we require our vendors to meet strong environmental and social responsibility standards. To this end, at the end of 2023, we selected EcoVadis, a globally recognized solution with a standardized and rigorous ESG rating methodology. This solution provides a clear and objective view of sustainability performance and offers several key advantages. The assessment allows us to benchmark vendors against specific criteria, identify improvement opportunities, and implement targeted corrective actions. This process ensures that our partners are aligned with our continuous improvement approach.

The assessment is based on a robust methodology that evaluates organizations across four key pillars: Environment, Labor and Human Rights, Ethics, and Sustainable Procurement and assessing them on Policies, Actions, and Results.

To implement this program, we rely on a structured approach supported by digital solutions:

- We perform a risk mapping of our entire vendor base by combining AI-driven analysis with procurement data. This allows us to identify ESG risks based on country, industry, and public supplier incidents or controversies, and to deploy more or less simplified questionnaires depending on risk;
- Key vendors undergo a more detailed evaluation based on documented evidence and a scoring system aligned with the four pillars. This approach provides a more accurate and in-depth representation of a vendor's actual ESG performance. After the assessment is completed, suppliers receive a detailed ESG scorecard that outlines their strengths and areas for improvement. This scorecard helps us ensure the transparency essential for fostering long-term business relationships based on sustainability and accountability.

To ensure effective adoption and alignment with our internal processes, the implementation was carried out in phases with defined perimeters prior to launching our first invitation and evaluation campaign. During Phase I, we integrated our entire vendor database into the risk mapping tool to obtain an initial ESG risk overview. More than 5,500 active vendors were mapped and analyzed to establish this first risk baseline.

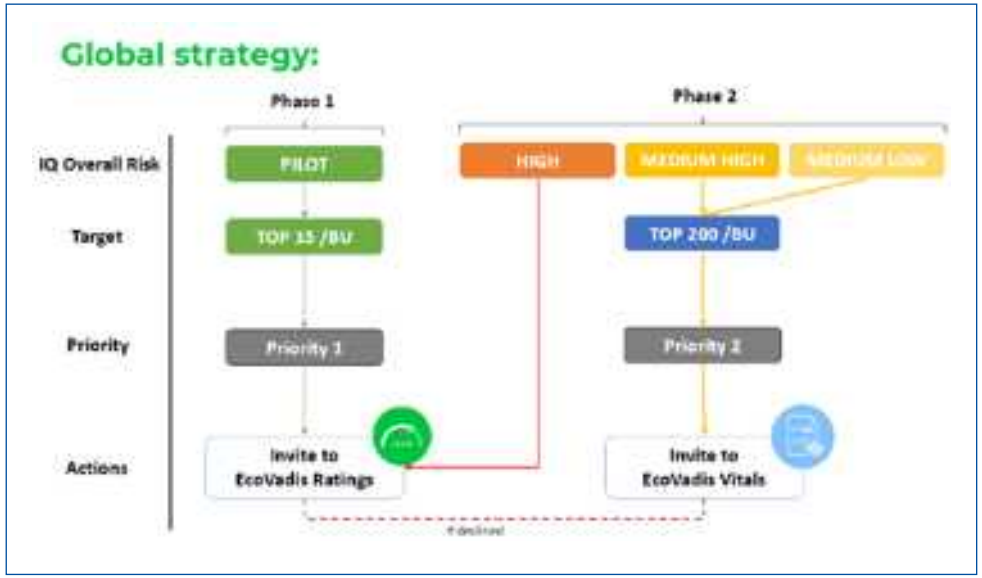
Thus, the supplier database will be compiled and uploaded each year, incorporating procurement risk based on the previous year (n-1), as follows:

- Criticality level defined on a scale from 1 to 6 (with 1 being the least critical), determined by the type of parts supplied and their functional importance;
- Spend level defined on a scale from 1 to 6 (with 1 representing the lowest spend).

In parallel, we conducted training sessions with procurement teams to introduce the new process. These sessions were held in all regions (CSEA, NALAAJ and EMEAI).

The first invitation campaign was carried out by all factories within the GSE division (TLD and AERO Specialties), as well as by the ALVEST Parts & Accessories division. These divisions were selected due to their high procurement volume and supplier spend.

For the 2024 campaign launched in September 2024, we invited the top 15 vendors per business unit to participate. Out of the 276 invitations sent, 116 vendors accepted and were either newly evaluated or shared an existing EcoVadis scorecard. As of today, 216 of the 276 invited suppliers have now been assessed by EcoVadis and have received a scorecard. The average score achieved was 55 out of 100, reflecting a generally good level of ESG performance.



Phase II of the project aims to target a broader set of vendors identified as having a moderate ESG risk, using the insights generated by the risk mapping analysis to prioritize ESG risks across our entire vendor portfolio. Based on this analysis, we plan to engage with approximately 200 vendors per business unit each year, at least by sending them a simplified questionnaire and monitoring their progress annually.

Thus, the overall objective is to conduct detailed ESG assessments with 150 to 200 vendors per year and simplified versions of the assessment with approximately 2,000 vendors annually.

To help our suppliers embrace the ESG theme and ensure that they follow the same path, ALVEST organizes "Suppliers' days" at each factory. During these events, we share our values and policies and explain our expectations for responsible suppliers in a transparent way. The pictures opposite illustrate the Suppliers' Day event held in Windsor, CT, US in 2024. The event brought together around 70 people from 50 mostly American suppliers.

4.6. FORWARD-LOOKING VISION AND TARGETS

To strengthen our responsible resource management strategy and optimize material usage throughout the vehicle life cycle, including product recycling, we are committed to adopting a circular economy approach. This involves eco-design principles to reduce natural resource consumption and minimize environmental impact at every stage. Additionally, responsible purchasing plays a key role in our strategy, with a strong focus on engaging suppliers through our EcoVadis program to ensure sustainable practices across our value chain. Our future-focused initiatives prioritize material optimization, with an emphasis on using recyclable and recycled products wherever possible.

The table below summarizes our main CSR commitment and objectives, derived from our ESG roadmap, along with the related SDGs, and the key performance indicators (KPIs) used to monitor progress:

CSR issue/challenge: Optimal material usage throughout the vehicle life cycle, including product recycling		
SDGs	**Our Sustainability ambitions/commitment**	**Strategic KPIs**
	Using materials wisely in a product life cycle approach and eco-design to reduce the use of natural resources and minimize environmental impact to the lowest possible level. Increasing by 50% by 2030 the revenue generated from circular activities Onboarding our suppliers in our EcoVadis Program: engaging between 150 and 200 vendors per year onto a detailed assessment and approximately 2,000 vendors annually onto a simplified version of the assessment.	Volume of Equipment Refurbished Reduction in Packaging Waste AES circular revenue (€ m) Number of suppliers onboarded on EcoVadis

5. HUMAN CAPITAL

5.1. CONTEXT AND ALVEST POSITION

In its strategic vision, the ALVEST Group is committed to building a dynamic, skilled, and adaptable workforce capable of navigating the rapidly evolving industrial and technological landscape, while meeting the fundamental needs of its employees.

This commitment is directly aligned with several of the United Nations' Sustainable Development Goals (SDGs), particularly SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities). By fostering a culture of continuous learning, innovation, and personal growth, ALVEST has implemented modern and accessible training programs through digital platforms to ensure its workforce is fully equipped for future challenges.

ALVEST is deeply committed to advancing the United Nations Sustainable Development Goals (SDGs) through its internal practices and strategic priorities.

By promoting clear career pathways and investing in leadership development, ALVEST actively contributes to SDG 8 (Decent Work and Economic Growth), driving sustainable economic progress while supporting individual advancement and personal growth across the organization. These efforts aim not only to enhance employee satisfaction and retention but also to create a dynamic, future-ready workforce. Health and safety remain paramount, with robust measures in place to ensure secure working environments and the responsible use of all equipment. These initiatives directly support SDG 3 (Good Health and Well-Being), reinforcing ALVEST's dedication to protecting both employees and customers. Through initiatives that foster equal opportunity and eliminate systemic barriers, the company contributes meaningfully to SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities). These actions reflect a broader commitment to building a workplace where every individual can thrive.

By aligning its business practices with global sustainability goals, ALVEST not only strengthens its corporate responsibility but also ensures its long-term success as a socially and economically responsible organization.

5.2. ALVEST AND ESG: A HUMAN-CENTERED EVOLUTION DRIVEN BY VALUES

At ALVEST, we recognize that to remain competitive in a rapidly evolving global market, we must rely on well-prepared, agile teams across all regions. Integrating new talents and successfully onboarding employees from recently acquired companies are essential pillars of our sustainable growth strategy. This human-centric focus reflects our belief that business performance and social responsibility are inseparable and mutually reinforcing.

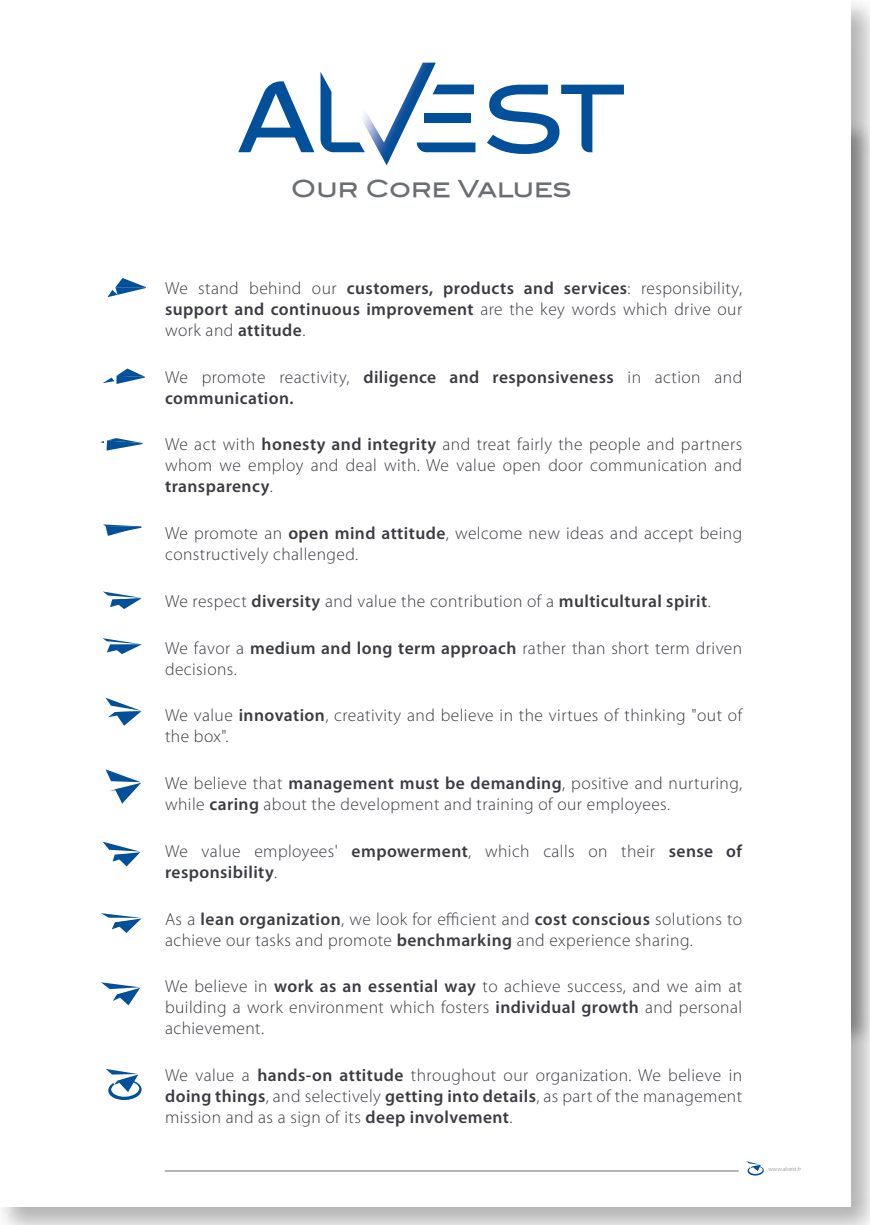
Our commitment to Environmental, Social, and Governance (ESG) principles begins with our people. We strive to ensure equal opportunity based on merit, reward both individual and collective achievements, and create an environment where all employees are empowered to grow, contribute, and reach their full potential. This approach is aligned with our core values: responsibility, fairness, continuous improvement, and a strong belief in employee empowerment.

The success of our strategic transformation depends on the collective engagement of our teams and their representatives. Through open communication, transparency, and the promotion of shared values, ALVEST fosters a culture of collaboration, adaptability, and mutual respect, turning internal dialogue into a competitive advantage.

The “People Company” initiative embodies this philosophy. It brings together projects that reinforce work-life balance, embrace new working methods, and support innovation and cross-functional cooperation. Modern tools, digital platforms, smart devices, and connected solutions—are used not only to boost collaboration but also to simplify daily tasks, enhance flexibility, and improve the overall employee experience.

Guided by integrity, respect for human rights, and cultural diversity, ALVEST upholds the highest ethical standards in all its activities. We are committed to providing a safe, inclusive, and supportive workplace, where transparency, diligence, and a hands-on approach are encouraged at every level of the organization.

By living our values and integrating ESG into our core strategy, ALVEST creates lasting value—for our employees, our partners, and the communities we serve.



5.3. A RESPONSIBLE EMPLOYMENT POLICY

Nota bene: all the figures in this section exclude AAES headcount (50/50 joint-venture in Saudia Arabia) and CTAS headcount (minority stake investment in a Hong-Kong company)

5.3.1. Workforce

NUMBER OF EMPLOYEES BY DIVISION AND COMPARISON TO REFERENCE YEAR 2019

End of year Full time equiv. (FTE)	Year	Permanent	Fixed-term	Temporary Contracts / interim staff	Total
OEM = GSE + SAS	2024	1,913	94	234	2,241
	2023	1,760	28	286	2,074
	2022	1,507	126	171	1,805
	2019	*1,620*	*66*	*134*	*1,820*
Parts & Accessories	2024	339	-	-	339
	2023	331	-	5	336
	2022	255	-	-	255
	2019	*278*	-	-	*278*
Equipment Services	2024	479	5	1	485
	2023	372	-	2	374
	2022	91	3	-	94
	2019	*34*	-	-	*34*
Other activities	2024	49	2	2	53
	2023	45	-	2	47
	2022	48	1	1	50
	2019	*24*	-	-	*24*
TOTAL	**2024**	**2,780**	**101**	**237**	**3,118**
	2023	**2,508**	**28**	**295**	**2,831**
	2022	**1,901**	**130**	**172**	**2,204**
	2019	***1,956***	***66***	***134***	***2,156***

The markets in which ALVEST and its divisions operate are cyclical (especially the aerospace industry) and require flexibility to adapt production capacity to fluctuating customer demand. Significant recruitments have been made in the second half of 2022 and in 2023 to ensure the ramp-up of the activity after the years 2020 and 2021 which were heavily impacted by the Covid-19 pandemic.

As of December 31st, 2024, the Group had 3,118 employees (+10% compared to December 31st, 2023, and +45% compared to December 31st, 2019) of which c. 90% were on permanent contracts. This increase in the number of employees clearly supported the strong activity rebound and is expected to continue in 2025. Fixed-term contracts include apprenticeships, skills acquisition contracts and international corporate volunteering contracts (VIE).

NUMBER OF EMPLOYEES BY DIVISION AND COMPARISON TO REFERENCE YEAR 2019 – AVERAGE

Yearly Average Full time equiv. (FTE)	Year	Total
OEM = GSE + SAS	2024	2,145
	2023	2,017
	2022	1,670
	2019	*1,842*
Parts & Accessories	2024	320
	2023	311
	2022	255
	2019	*276*
Equipment Services	2024	442
	2023	191
	2022	108
	2019	*27*
Other activities	2024	51
	2023	47
	2022	30
	2019	*21*
TOTAL	**2024**	**2,958**
	2023	**2,566**
	2022	**2,063**
	2019	***2,166***

NUMBER OF PERMANENT AND FIXED-TERM EMPLOYEES BY REGION AND COMPARISON TO REFERENCE YEAR 2019

End of year Full time equiv.	Year	EMEAI	NALAAJ	CSEA	Total
OEM = GSE + SAS	2024	794	692	521	2,007
	2023	682	635	471	1,788
	2022	580	679	374	1,633
	2019	*617*	*681*	*388*	*1,686*
Parts & Accessories	2024	55	276	8	339
	2023	50	268	13	331
	2022	34	200	21	255
	2019	*56*	*202*	*20*	*278*
Equipment Services	2024	115	367	2	484
	2023	74	298	-	372
	2022	42	52	-	94
	2019	*12*	*22*	-	*34*
Other activities	2024	51	-	-	51
	2023	45	-	-	45
	2022	48	1	-	49
	2019	*24*	-	-	*24*
TOTAL	**2024**	**1,015**	**1,335**	**531**	**2,881**
	2023	**851**	**1,201**	**484**	**2,536**
	2022	**704**	**932**	**395**	**2,031**
	2019	***709***	***905***	***408***	***2,022***

Based on 2024 figures, 46% of employees work in the Americas, 35% in Europe & the Middle-East and 19% in China and South-East Asia. This distribution is a good representation of the Group's activities and geographies.

DIRECT/ INDIRECT EMPLOYEE UNDER PERMANENT AND FIXED-TERM CONTRACTS SPLIT

End of year Full time equiv.	Year	Direct Employees	Indirect Employees	Total	% Direct Employees	% Indirect Employees
OEM = GSE + SAS	2024	892	1,115	2,007	44%	56%
	2023	845	943	1,788	47%	53%
	2022	682	951	1,633	42%	58%
Parts & Accessories	2024	123	216	339	36%	64%
	2023	127	204	331	38%	62%
	2022	90	165	255	35%	65%
Equipment Services	2024	329	156	484	68%	32%
	2023	263	109	372	71%	29%
	2022	42	52	94	45%	55%
Other activities	2024	-	51	51	0%	100%
	2023	-	45	45	0%	100%
	2022	-	49	49	0%	100%
TOTAL	**2024**	**1,344**	**1,537**	**2,881**	**47%**	**53%**
	2023	**1,235**	**1,301**	**2,536**	**49%**	**51%**
	2022	**814**	**1,217**	**2,031**	**40%**	**60%**

The number of employees in direct roles has tended to increase, notably due to the growth of the AES division with the higher recruitment of technicians over the past two years.

EMPLOYEES UNDER PERMANENT AND FIXED-TERM CONTRACTS BY GENDER

End of December In FTE	Year	Permanent		Fixed-Term		Total	
		Women	Men	Women	Men	Women	Men
OEM = GSE + SAS	2024	293	1,621	13	81	306	1,702
	2023	273	1,487	6	22	279	1,509
	2022	184	1,323	62	64	246	1,387
Parts & Accessories	2024	95	244	-	-	95	244
	2023	83	248	-	-	83	248
	2022	62	193	-	-	62	193
Equipment Services	2024	58	422	2	3	60	425
	2023	42	330	-	-	42	330
	2022	16	78	-	-	16	78
Other activities	2024	14	35	-	2	14	37
	2023	14	31	-	-	14	31
	2023	13	35	-	1	13	36
TOTAL	**2024**	**459**	**2,322**	**15**	**86**	**474**	**2,408**
	2023	**412**	**2,096**	**6**	**22**	**418**	**2,118**
	2022	**275**	**1,629**	**62**	**65**	**337**	**1,694**

It is interesting to note that there has been a strong push in the hiring of women in the OEM division. As seen in 2023, this trend continues into 2024 with growth This is balanced by the strong recruitment in the workshops and service activities ("Equipment Services") that are today mostly staffed by a male population.

EMPLOYEES UNDER PERMANENT AND FIXED-TERM CONTRACTS BY GENDER

End of December In %	Year	Permanent		Fixed-Term		Total	
		Women	Men	Women	Men	Women	Men
OEM = GSE + SAS	2024	15%	85%	14%	86%	15%	85%
	2023	16%	84%	20%	80%	16%	84%
	2022	12%	88%	49%	51%	15%	85%
Parts & Accessories	2024	28%	72%	-	-	28%	72%
	2023	25%	75%	-	-	25%	75%
	2022	24%	76%	-	-	24%	76%
Equipment Services	2024	12%	88%	40%	60%	12%	88%
	2023	11%	89%	-	-	11%	89%
	2022	17%	83%	-	-	17%	83%
Other activities	2024	28%	72%	-	100%	27%	73%
	2023	31%	69%	-	-	31%	69%
	2023	27%	73%	-	100%	27%	73%
TOTAL	**2024**	**16%**	**84%**	**15%**	**85%**	**16%**	**84%**
	2023	**16%**	**84%**	**20%**	**80%**	**16%**	**84%**
	2022	**17%**	**83%**	**46%**	**54%**	**19%**	**81%**

The numerous openings of workshops in the United States (more than 200 locations), combined with the rapid growth of AES USA, added nearly 300 employees, of which approximately 90% are male, which outweighs the growth of the other activities combined. As a result, the overall breakdown by gender shows a decrease of in the proportion of women, from 19% in 2022 to 16% in 2024.

PERMANENT AND FIXED-TERM CONTRACTS – BREAKDOWN OF DEPARTMENTS BY GENDER

End of December In FTE and %	Year	Total FTE	Total %	Women FTE	Men FTE	Women %	Men %
Total Direct Employees	2024	1,344	47%	61	1,283	5%	95%
	2023	1,235	49%	54	1,181	5%	95%
	2022	870	43%	51	819	6%	94%
Production, Quality, Purchasing	2024	528	18%	141	387	27%	73%
	2023	427	17%	131	296	30%	70%
	2022	407	20%	109	298	27%	73%
Engineering	2024	240	8%	10	230	4%	96%
	2023	201	8%	8	193	4%	96%
	2022	189	9%	16	173	8%	92%
Sales, Services, Spare Parts	2024	423	15%	111	313	26%	74%
	2023	392	15%	98	294	25%	75%
	2022	320	16%	81	239	25%	75%
Finance, Human Resources, IT	2024	274	10%	141	133	51%	49%
	2023	212	8%	116	96	55%	45%
	2022	181	9%	115	66	64%	36%
General Management	2024	72	2%	10	62	14%	86%
	2023	69	3%	11	58	16%	84%
	2022	64	3%	4	60	6%	94%
Total Indirect Employees	2024	1,537	53%	413	1,125	27%	73%
	2023	1,301	51%	364	937	28%	72%
	2022	1,161	57%	326	835	28%	72%
TOTAL	**2024**	**2,881**	**100%**	**474**	**2,408**	**16%**	**84%**
	2023	**2,536**	**100%**	**418**	**2,118**	**16%**	**84%**
	2022	**2,031**	**100%**	**377**	**1,654**	**19%**	**81%**

In 2024, the headcount was broken down into 47% of Direct Employees and 53% Indirect Employees (vs. 49% and 51% respectively in 2023). The increase in the proportion of managers and experts reflects the innovation efforts aimed at bringing innovative products and new solutions to the market.

One of the major challenges of the ALVEST Group is to recruit profiles capable of driving the changes needed for the evolution of the industry. In particular, the electrification of equipment, automation and digitalization of products require increasingly specialized and constantly evolving skills. Typically, our Leaner & Greener initiative carries strong research & development requirements.

5.3.2. Recruitment

To achieve its strategic plan, ALVEST maintains a constant dialogue with its employees and their representatives, and operates according to a policy of responsible employment, with the will to anticipate transformations and develop the skills of its employees.

The Group has been actively hiring, with more than 835 permanent employees hired globally in 2024. There was a 15% increase in the number of women recruited between 2023 and 2024 (11% between 2022 and 2023), reflecting our ongoing commitment to gender diversity in the workplace. More than half of these hires were related to the Group's new activities (as opposed to traditional OEM/manufacturing "historical activities) and international development.

They also included both junior and senior positions and were spread across all socio-professional categories: engineers, salespeople, service technicians and experts for transversal positions.

Integration processes and tailor-made inception programs have been deployed within each entity and across countries to support the arrival and integration of these new talents. Where travel was not possible, integration was managed through videoconferencing, phone interviews and training sessions. These inception principles are well documented and shared with all ALVEST employees and managers.

Onboarding of new employees and teambuilding in Shanghai, China

PERMANENT HIRINGS BY REGION

In FTE*	Year	EMEAI	NALAAJ	CSEA	Total
OEM = GSE + SAS	2024	199	199	124	522
	2023	235	190	154	579
	2022	221	327	130	678
Parts & Accessories	2024	21	72	-	93
	2023	45	182	4	231
	2022	11	85	2	98
Equipment Services	2024	61	146	3	210
	2023	39	303	-	342
	2022	19	37	-	56
Other activities	2024	10	-	-	10
	2023	7	-	-	7
	2022	2	-	-	2
TOTAL	**2024**	**291**	**417**	**127**	**835**
	2023	**326**	**675**	**158**	**1,159**
	2022	**253**	**449**	**132**	**834**

** Excluding acquisitions and including transfers between divisions*

LEAVERS UNDER PERMANENT CONTRACTS BY REGION

In FTE	Year	EMEAI	NALAAJ	CSEA	Total
OEM = GSE + SAS	2024	87	142	74	303
	2023	124	211	89	424
	2022	80	248	63	391
Parts & Accessories	2024	16	64	5	85
	2023	31	119	5	155
	2022	16	67	2	85
Equipment Services	2024	20	77	1	98
	2023	13	51	-	64
	2022	5	26	-	31
Other activities	2024	4	-	-	4
	2023	11	-	-	11
	2022	3	-	-	3
TOTAL	**2024**	**127**	**283**	**80**	**490**
	2023	**179**	**381**	**94**	**654**
	2022	**104**	**341**	**65**	**510**

LEAVERS BY CATEGORY

In FTE	Year	Retirement	At the initiative of the employer	Others	Total
OEM = GSE + SAS	2024	16	94	193	303
	2023	8	119	297	424
	2022	11	82	298	391
Parts & Accessories	2024	6	32	47	85
	2023	3	8	144	155
	2022	-	9	76	85
Equipment Services	2024	1	23	74	98
	2023	-	21	43	64
	2022	-	10	21	31
Other activities	2024	-	2	2	4
	2023	-	-	11	11
	2022	-	-	3	3
TOTAL	**2024**	**23**	**151**	**316**	**490**
	2023	**11**	**148**	**495**	**654**
	2022	**11**	**101**	**398**	**510**

TURNOVER RATE BY DIVISION AND BY REGIONS

In FTE	Year	EMEAI	NALAAJ	CSEA	Total
OEM = GSE + SAS	2024	9%	22%	14%	14%
	2023	14%	30%	19%	21%
	2022	12%	39%	18%	23%
Parts & Accessories	2024	30%	25%	63%	27%
	2023	71%	48%	25%	50%
	2022	45%	33%	12%	33%
Equipment Services	2024	20%	23%	100%	22%
	2023	22%	39%	-	33%
	2022	13%	37%	-	29%
Other activities	2024	8%	-	-	8%
	2023	24%	-	-	24%
	2022	10%	-	-	10%
TOTAL	**2024**	**11%**	**22%**	**15%**	**17%**
	2023	**18%**	**36%**	**20%**	**25%**
	2022	**13%**	**37%**	**18%**	**25%**

Retention of talents

The retention rate, considering the number of resignations and/or terminations by mutual agreement ("rupture conventionnelle" in France) after 12 months of service is close to 99% for ALVEST Executive Committee members. More generally and as described below, talent attraction and retention have been considered a key priority of our "People Company" initiative.

Turnover is calculated by dividing the number of employee departures during a given period by the average number of employees present during that same period. Using this methodology, the turnover rate was approximately 17% in 2024, compared to 25% in 2023.

A youth employment policy that promotes integration into the labor market

ALVEST implements a voluntary youth employment policy based on a responsible commitment. The aim is to develop the employability of young people through training and to facilitate their recruitment at the end of their apprenticeship. ALVEST's employment policy for young people includes not only internships for students, but also contracts for doctoral students ("CIFRE" in France) and international corporate volunteering contracts ("VIE").

To attract a diverse pool of talents, ALVEST currently partners with top-ranked universities near our main manufacturing and engineering sites in France, Belgium, Canada, the United Kingdom, the United States and China.

University of Shanghai for Science and Technology: Students from the Mechanical Design, Manufacturing, and Automation program got hands-on experience with Industry 4.0 operations

Shuofang Experimental Primary School: Young «junior scholars» from the «Yuehang» Research Institute discovered the world of aviation through interactive demos and engaging discussions

AES demonstrated its commitment to community engagement and talent development by participating in French Nuit de l'Orientation (Career Orientation Night), a premier career guidance event that attracted over 6,000 young participants.

This initiative reflects our dedication to fostering the next generation of skilled professionals while addressing critical initiative workforce development needs in industrial sectors.

Current apprentices and professionalization contract employees gathered for our annual Apprentice Day, featuring management presentations, inspiring testimonials from former apprentices who are now permanent team members, workshop tours, and team-building activities.

The day concluded with an escape game that strengthened the bonds within our growing talent community, demonstrating our commitment to developing skilled professionals and fostering an inclusive workplace culture.

5.3.3. Empowering People, Advancing Sustainability: ALVEST's Commitment to the SDGs

At ALVEST, our commitment to sustainability is inseparable from our investment in people. We believe that our long-term success, and that of our employees, rests on operational excellence, performance, and agility. More than just a business priority, this commitment is a core element of our contribution to the United Nations Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth), SDG 4 (Quality Education), SDG 5 (Gender Equality), and SDG 10 (Reduced Inequalities).

To ensure the long-term employability of our teams in an ever-evolving industry, ALVEST pursues a responsible employment policy designed to anticipate future skills needs and support individual growth. Our strategic focus is clear: equip every employee to thrive in a dynamic environment by fostering personal development, career mobility, and meaningful opportunities for advancement. By promoting lifelong learning and proactive upskilling, we directly contribute to SDG 4, enhancing the capability of our workforce while aligning with our goal of making aviation leaner and greener.

Career development is deeply embedded in ALVEST's DNA. Employees are actively encouraged to look for their own professional paths, explore new roles, and embrace greater responsibilities. Our constantly evolving businesses and diverse range of professions offer fertile ground for exploration and growth. To support this, all job openings across the Group are transparently posted on our internal platform (Intranet), enabling any employee to access opportunities that align with their aspirations.

Recognizing that people are our most valuable asset, ALVEST had launched the "People Company" initiative, a global program embedded in our strategic plan and driven by six key pillars. These pillars form the foundation of our ESG approach, reinforcing the Group's role as a socially responsible employer:

1. Talent Development

We believe that everyone at ALVEST is a talent in motion. Through continuous learning, real-world challenges, and hands-on experience, we cultivate vibrant, adaptable professionals. Our global development programs—like those at our Wuxi Factory—prepare individuals not only to succeed today but to lead tomorrow. This commitment to individual growth is central to SDG 8, promoting inclusive, sustainable economic growth through high-quality employment.

2. Entrepreneurial Spirit

Since our founding in 2000, ALVEST's entrepreneurial spirit has fueled innovation, market expansion, and resilience. As we grow, we work to preserve this dynamic mindset. Employees are encouraged to think creatively, act boldly, and contribute to innovation, essential qualities in navigating a rapidly changing world. This spirit strengthens our alignment with SDG 9 (Industry, Innovation and Infrastructure), empowering ALVEST to pioneer smarter, greener solutions in aviation.

3. Diversity and Inclusion

Diversity is not just a value at ALVEST, it's a strategic advantage. We actively promote gender equality, cultural inclusion, and non-discrimination across all our operations. Initiatives such as the ALVEST Women Network exemplify our commitment to SDG 5 and SDG 10, helping to create a more balanced and equitable workplace where all voices are heard and valued.

4. Career Management

We aim to make every employee feel valued and supported through each stage of their professional journey. From onboarding to leadership development, our goal is to foster a positive, caring environment where everyone plays a role in building a more sustainable aviation future.

5. Work-Life Balance

Sustainable careers require sustainable rhythms. ALVEST supports flexible work arrangements and emphasizes the importance of personal well-being. We know that a balanced life contributes to creativity, productivity, and long-term engagement.

6. Having Fun

Passion and engagement go hand in hand with enjoyment. We celebrate creativity, team spirit, and the joy of shared achievement, because we know that empowered people, working with purpose and enthusiasm, build the strongest organizations.

Through these commitments, ALVEST not only builds a better workplace but also contributes meaningfully to the broader goals of sustainable development. By investing in people, nurturing innovation, and promoting equity, we align our human resources strategy with a global mission, to create a more inclusive, resilient, and prosperous future for all.

In December, our team at AES Bordeaux (France) shared a Christmas meal before enjoying a game of bowling, just like our team in Manchester, UK.

Also, for the end of the year, TLD America organized a Christmas party with a nice dinner and an awards ceremony to recognize key achievements.

Having fun is definitely part of the ALVEST life!

5.3.4. Flexibility and Accountability: Building a High-Performance Work Culture

At ALVEST, we believe that people perform at their best when they are trusted, empowered, and supported within a structured and results-oriented environment. That's why we promote flexible work arrangements that balance individual needs with collective performance, operational efficiency, and shared responsibility.

Organization of working hours

Flex-time arrangements are one of the tools used across the Group to foster adaptability while maintaining operational continuity. This approach enables employees to adjust their work schedules within a defined framework, offering greater autonomy over their time while preserving the structure required to achieve team and business goals.

Most ALVEST entities operate with designated core working hours Monday through Friday to ensure collaboration, availability for meetings, and continuous communication. Outside these core hours, many countries with ALVEST manufacturing or operational presence have implemented flexible schemes where working hours are calculated on an annual or multi-year basis, allowing for agile responses to fluctuations in activity levels.

This model enhances organizational responsiveness, enables long-term planning, and strengthens employee engagement by giving individuals more ownership over their time without compromising the company's performance expectations. It reflects our belief that trust and flexibility should go hand in hand with accountability and measurable outcomes.

Remote work (home office) is another lever supporting our flexibility strategy. ALVEST views it not only as a way to reduce environmental impact through fewer commutes but also as a means to offer employees more time for personal balance and focused work.

However, this arrangement is guided by clear principles: it must support team cohesion, allow for essential face-to-face interaction, and maintain or enhance the same standards of productivity, responsiveness, and commitment as on-site work.

Ultimately, our approach is built on the principle that flexibility should serve both people and performance. By fostering an environment where individuals are trusted with their time and held accountable for their contributions, ALVEST cultivates a culture of responsibility, collaboration, and sustained excellence.

Absenteeism

In 2024, out of approximately 5,450,000 hours worked, 190,000 hours of absence were recorded (sickness, workplace accidents, unjustified absences, etc.). The absenteeism rate stood at 3.5% vs. 3.6% in 2023.

5.4. SOCIAL DIALOGUE

In the same manner as for flexibility and accountability, ALVEST has demonstrated that co-construction through structured social dialogue is a powerful driver of both performance and employee well-being. Built on a foundation of mutual trust, responsibility, and transparency, this ongoing dialogue enables the Group to align economic goals with social priorities. By engaging openly with employee representatives and stakeholders, ALVEST identifies and implements pragmatic, effective solutions that respond to real operational challenges.

This collaborative approach not only strengthens cohesion but also enhances adaptability and resilience. As such, high-quality social dialogue is recognized as a strategic advantage, one that contributes to the Group's long-term competitiveness and reinforces a culture where performance and people progress together.

5.4.1. Co-construction with social partners

Company agreements

ALVEST is committed to pursuing a collective agreements policy based on a sound understanding of the company, seeking innovative solutions and demonstrating its ability to conciliate the Company's economic and social priorities. In 2024, 7 collective agreements were signed within the Group.

The Group Works Council

The Group Works Council is the body that brings together ALVEST's employee representatives at a global level. It is part of the co-construction efforts conducted at Group level with employee representatives from different Group entities. The Group Works Council met once in 2024.

5.4.2. Human rights

ALVEST is committed to going beyond mere compliance with local and national standards complying with the International Labor Organization (ILO) conventions on fundamental principles and rights at work. The policies in place refer to:

- Conventions 87, 135 and 98 of the International Labor Organization, respectively on freedom of association and protection of the right to organize, on workers' representatives, on the right to organize and to bargain collectively;
- Conventions 29 and 105 on the abolition of forced labor;
- Conventions 138 and 182 on the abolition of child labor and the minimum age for admission to employment;
- Convention 111 on preventing discrimination;
- Convention 100 on equal compensation; and
- Convention 155 on occupational safety and health.

By joining the UN Global Compact in 2020, the Group has committed itself to respecting and promoting its ten principles as well as the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Rights and Principles at Work, the Rio Declaration on Environment and Development and the United Nations Convention against Corruption, and the United Nations Guiding Principles on Business and Human Rights.

ALVEST is committed to ensuring that respect for human rights is a determining factor in the selection of its suppliers and has implemented a due diligence plan with regard to respect for human rights in accordance with the recommendations of the OECD. In particular, by signing the Supplier Code of Conduct, the Group's suppliers undertake not to use forced or obligatory labor or child labor.

ALVEST is committed to respecting the privacy and protection of employees' personal data, which is considered a fundamental right. Its global policy on this matter complies with the European Union regulation while respecting local laws and regulations. In addition, since the application of GDPR in 2018, ALVEST has introduced information and training for employees and has updated the means for employees to exercise their rights.

5.5. DEVELOPING HUMAN CAPITAL

ALVEST aims to offer to all its employees the best opportunities for development and employability and wants to build talent. This objective is made possible by talent management at every level of the organization. The Talent development & Management programs aim to constantly encourage initiative and creativity and to reward performance based on results.

ALVEST encourages employees to develop a career plan, explore new professional horizons and take on new responsibilities. This is achieved by providing multiple opportunities through continuous growth, the evolution of the portfolio of activities and the diversity of its professions.

5.5.1. Career and Talent Evolution

At ALVEST, we believe that developing people is not only a strategic imperative but also a core component of our commitment to long-term sustainability and social impact. Career development and talent evolution are central to our ability to remain agile, innovative, and competitive in a fast-evolving global landscape.

Our talent management strategy is fully aligned with several United Nations Sustainable Development Goals, including SDG 4 (Quality Education), SDG 5 (Gender Equality), and SDG 8 (Decent Work and Economic Growth). Through dedicated programs and initiatives, ALVEST fosters a culture of continuous learning, supports equal career opportunities, and builds fulfilling, forward-looking professional paths. A Strategic Approach to Talent.

The ALVEST Talent Management Program is designed to identify, develop, and retain individuals whose potential contributes directly to the company's success. By diversifying profiles and experiences, placing young talent in key roles, and preserving critical expertise and know-how, the Group strengthens both global performance and local capabilities.

We prioritize:

- Identifying and supporting key talent across all levels of the organization;
- Increasing the representation of women in leadership, in line with SDG 5, recognizing gender diversity as a lever for innovation and improved decision-making;
- Encouraging the international mobility of high-potential individuals, while also investing in the development of local skills and leadership;
- Ensuring succession planning for strategic roles through regular Talent Reviews;
- These efforts ensure that ALVEST's workforce remains future-ready and capable of responding to new challenges, while maintaining high standards of technical excellence and leadership.

5.5.2. Building Careers from Day One

From their first day, every ALVEST employee is welcomed with an inception program that introduces them to our mission, values, and sustainability commitments. This moment marks the beginning of a career path shaped by structured guidance, shared purpose, and individual ambition.

We support career development through:

- Mentoring programs that connect newcomers and newly promoted managers with experienced leaders, fostering open dialogue, cross-functional learning, and faster cultural integration;
- Annual appraisals, which are key milestones for reflecting on achievements, evaluating strengths, and mapping out future career paths.

We put in place a digital platform – Javelo, which enhances transparency and engagement by digitalizing evaluations, 6-month reviews, training requests, and competency assessments. The system also enables continuous performance management through tools such as 360° feedback, regular check-ins, and employee surveys—contributing to better individual outcomes and more informed talent decisions. This process supports SDG 4 by ensuring continuous learning and professional growth, and contributes to SDG 8 by promoting decent work through structured and meaningful development opportunities.

5.5.3. Creating Opportunities and Encouraging Internal Mobility

ALVEST encourages internal mobility and openness to new responsibilities. All job opportunities are made accessible via the Group's intranet, internal platforms, and social media pages. Employees are invited to explore roles that align with their aspirations, competencies, and long-term goals.

We value transparency and initiative in career development. From individual development plans to team-based mentorship and leadership pipelines, there are multiple pathways for employees to progress and shape their careers within the Group.

Knowledge sharing and peer learning are integral to how ALVEST nurtures its people. One example is the "Live My Job" (Vis Mon Travail) initiative, which invites employees to shadow colleagues in different roles. This fosters cross-functional understanding, builds empathy across departments, and strengthens organizational cohesion. In France, nearly 80 employees took part in this program, illustrating the strong appetite for internal engagement and mutual learning.

By creating a workplace where learning is constant, opportunities are accessible, and individual contributions are valued, ALVEST reaffirms its commitment to the professional growth of all employees. In doing so, we not only meet our internal goals but actively contribute to the broader global effort to build inclusive, equitable, and sustainable workplaces.

5.5.4. Professional training

ALVEST Talent management is a powerful lever for performance and the development of human capital within the Group. The goal is to transfer expertise and know-how to all ALVEST employees worldwide.

Common activities and tools have been developed to create further synergies between the divisions and to support our growth as one company, ALVEST. To support change, ALVEST aims to transform the Group into a "learning organization" and give employees ownership of their own development. As part of the ongoing update of knowledge and skills, employees have access to new learning resources, particularly through digital training.

To enhance the learning experience of all employees, ALVEST has invested in a web-based training platform and developed its own training platform called AGILE. AGILE stands for "ALVEST General Information and Learning Experience". This is the place where ALVEST employees will learn and contribute to the learning of others. It also serves the purpose of facilitating the organization, follow-up and recording of training sessions organized within ALVEST for all employees and, if needed, reflect information about past training sessions and participants who have been trained through various reports.

ALVEST employees can find on AGILE:

- Mandatory learning (Compliance, Ethics, Code of Business Conduct, etc.);
- The learning that is "suggested" to employees according to the criteria that they would have set in their profile;
- Access to the entire ALVEST training database;
- The internal forum where any question can be addressed.

The various training sessions are still organized by "category" (Products, Ethics/Compliance, MS Office tools, ERP, etc.) and "level" (beginner, intermediate, advanced or expert). Alternatively, the native search tool embedded in the portal allows ALVEST employees to search for anything using keywords. This makes learning easier for our employees.

NUMBER OF TRAINING HOURS BY REGION
(as of end of December)

	Year	Average # of hours per employee	Total training hours
OEM = GSE + SAS	2024	12	26,677
	2023	14	28,455
	2022	24	38,928
Parts & Accessories	2024	13	4,343
	2023	14	4,238
	2022	3	1,329
Equipment Services	2024	16	7,511
	2023	23	6,581
	2022	14	1,264
Other activities	2024	12	445
	2023	5	234
	2022	5	247
TOTAL	**2024**	**13**	**38,976**
	2023	**15**	**39,508**
	2022	**20**	**41,768**

NUMBER OF TRAINING HOURS BY TYPE – DIRECT VS INDIRECT
(as of end of December)

Training Hours *Year 2024*	Mandatory Direct	Professional Direct	Skills Direct	Mandatory Indirect	Professional Indirect	Skills Indirect	TOTAL
OEM = GSE + SAS	5,277	2,629	694	5,789	4,900	7,388	26,677
Parts & Accessories	492	984	123	864	1,672	208	4,343
Equipment Services	2,253	2,746	194	1,010	894	416	7,511
Other activities	-	-	-	343	84	18	343
TOTAL	**8,021**	**6,356**	**1,011**	**8,006**	**7,550**	**8,030**	**38,976**

All Divisions *Year 2024*	Mandatory	Professional	Skills	TOTAL
Direct	8,021	6,359	1,011	15,391
Indirect	8,006	7,550	8,030	23,586
TOTAL	**16,027**	**13,909**	**9,040**	**38,976**

TRAINING COST
(as of end of December)

Training costs *Year 2024*	External Expense Mandatory	External Expense Professional and Skill	TOTAL
OEM = GSE + SAS	95,488	251,260	346,748
Parts & Accessories	99,500	99,500	199,000
Equipment Services	20,672	228,258	248,930
Other activities	-	19,620	19,620
TOTAL	**215,660**	**598,638**	**814,297**

Each employee received an average of approximately 13 hours of training in 2024 (down from 15 hours in 2023, the year a new ERP system was implemented for the GSE division).

Receiving training on battery management and maintenance to fully deliver the ESG values of the Group to our customers

5.5.5. Compensation policy

The ALVEST Group's compensation policy aims to be coherent, competitive and fair in relation to the reference markets of the various countries in which it operates.

The objective is to design a global compensation policy that includes a variety of components and brings together wage costs and recognition of individual and collective performance. The general compensation policy and the individual compensation (base and bonus) of executives is strictly controlled by well-established procedures and by the Compensation Committee.

Variable compensation

Collective variable compensation is one component of the total compensation package offered by ALVEST to its employees. The variable compensation schemes target all categories of employees and are intended to reward collective performance and engage employees in value creation for the Company.

These schemes may be specific to certain countries. For example, France has non-discretionary and discretionary profit-sharing schemes. In most countries and subsidiaries, the Group has established a collective profit-sharing scheme. This scheme, which is based on the Group's economic performance, is shared among the participating entities and paid out according to conditions defined by each country based on the collective achievement of economic performance criteria.

In addition to this fixed and variable compensation, there is an individual bonus scheme. The Group's determination to reward merit is reflected in the expansion of the bonus schemes. All managers worldwide are eligible for an individual bonus. This motivates employees to achieve individual and collective goals that contribute to the company's performance.

Starting in 2024, ESG objectives were included in the variable compensation of Steering Committee members, to reaffirm that ESG is a priority and to achieve our ESG commitments.

WAGE COSTS

In million euros	Year	EMEAI	NALAAJ	CSEA	Total
OEM division	2024	44	51	15	111
	2023	39	48	15	102
	2022	34	43	12	89
Parts & Accessories Division	2024	3	20	1	24
	2023	2	22	0	24
	2022	2	16	1	19
Equipment Services	2024	6	31	0	37
	2023	5	13	-	17
	2022	3	3	-	6
Other activities	2024	10	-	-	10
	2023	7	-	-	7
	2022	7	-	-	7
TOTAL	**2024**	**63**	**102**	**16**	**181**
	2023	**52**	**83**	**15**	**149**
	2022	**46**	**62**	**13**	**121**

Compliance haircut component

Each member of the Executive Committee and/or the Steering Committee shall provide guidance to their direct reports regarding their role in the implementation of the ALVEST Code of Ethics and Business Conduct and all related procedures. In order to promote ethical behavior, compliance-related performance will be considered for the determination of the annual bonus to the Executive Committee member and/or Steering Committee member's direct reports.

Compliance-related performance targets are defined with respect to:

- Attendance and performance in compliance training;
- Level of active support and enforcement of the Compliance policies (e.g. implementation of the Sales Third Party Group Compliance procedure, compliance with the applicable commission rates for agents, etc.);
- Vigilance, which is defined as the willingness to identify, question and cooperate in situations of doubt.

A haircut may be applied to the total calculated annual bonus of an ALVEST employee depending on the achievement of the compliance performance targets.

The haircuts determined by the respective member of the Executive Committee and/or the Steering Committee are formally communicated to the Group Ethics Committee during the last week of February at the latest, together with the reasons for the haircuts. The Group Ethics Committee is then entitled to amend the haircut percentage if necessary.

Employee stock ownership program (ESOP) / Fonds Commun de Placement d'Entreprise (FCPE)

Employee Stock Ownership Programs (ESOP) in the United States and FCPE (Fonds Commun de Placement d'Entreprise) schemes have been proactively implemented by the Group's management. Through these programs, which were implemented in all countries except China due to regulatory issues, ALVEST employees had the opportunity to purchase ALVEST Holding shares on preferential terms, and received an employer matching contribution as part of the rules filed with the Financial Markets Authorities in France (AMF). Each year, the value of the ALVEST Holding ordinary share is evaluated by an independent expert.

ALVEST strongly believes that these share ownership plans strengthen cohesion and loyalty within the Group, contribute to a good sharing of the value creation and help employees to engage with the Group's strategic objectives and performance. Employee and management share ownership plays a key role in the long-term development and performance of the Group.

As of the end of December 2024, the value of the employee savings schemes was approximately € 20m and concerned c. 800 employees (c. 26% of the total headcount).

GROUP MINIMUM WAGE APPLIED IN 2024 VERSUS LOCAL STATUTORY MINIMUM WAGE BY COUNTRY *(for the location of the main factories)*

Countries	Ratio minimum wage applied / legal minimum wage in 2024	Legal statutory minimum wage in 2024
France	107%	11.69 EUR / hour
Belgium	116%	12.57 EUR / hour
United Kingdom	101%	11.44 GBP / hour
United States – Connecticut	111%	15.69 USD / hour
United States – South Carolina	276%	7.25 USD / hour
United States – Indiana	262%	7.25 USD / hour
Canada	123%	15.00 CAD / hour
China	100%	25.45 CNY / hour

Information is reported for countries that are representative of the Group's organization and where there are more than 50 employees. The ratio is calculated on the basis of the statutory minimum wage in each country (if any), without considering regional variations.

APPLIED WAGE VERSUS LIVING WAGE OF COUNTRIES

Countries	Ratio minimum wage applied / minimum living wage in 2024	Living wage in 2024
France	89%	13.93 EUR / hour
Belgium	98%	14.96 EUR / hour
United Kingdom	92%	12.60 GBP / hour
United States – Connecticut	74%	23.55 USD / hour
United States – South Carolina	88%	22.72 USD / hour
United States – Indiana	91%	20.86 USD / hour
Canada	92%	20.00 CAD / hour
China	93%	25.86 CNY / hour

This year, we conducted for the first time an analysis comparing the minimum wages paid with the living wage benchmarks in the relevant countries. The global results show that we consistently pay wages above the legal minimums in the countries analyzed. However, there is still room for improvement to ensure that all our employees receive a living wage. In particular, further analysis could be carried out in regions such as the United States and China, where additional efforts may be required.

Healthcare, death & disability coverage

Several years ago, the Group initiated a partnership with an international insurance broker. This allows the company to manage its health and welfare plans globally and optimize the cost/benefit ratio for the Company and the employees who contribute to the plans. The health insurance coverage and related benefits are above and beyond what is required by law and are offered to our employees.

5.6. WELL-BEING, HEALTH AND SAFETY AT WORK

ALVEST is committed to taking all the necessary steps to ensure the health and safety of everyone involved in the Group's operations, wherever they are in the world.

Overall responsibility for health and safety issues rests with the various local EHS (Environment, Health & Safety) and Human Resources departments, which actually measure and report on the effectiveness of the different programs and benchmarking them against industry practices.

ALVEST workplace health and safety management systems

At ALVEST, we believe that the health and safety of our employees is our corporate responsibility and a driver of our success. We strive to achieve a zero-harm culture in the way we conduct our business — from our day-to-day work to our actions in the locations where we operate. Our management is instructed not to compromise on health and safety.

Unions, employee representatives and safety specialists share all useful information with total transparency and an open-minded approach to respond to any abnormal situation. Annual health & safety training plans are established in accordance with the various laws and job requirements.

Clear procedures and programs are in place to anticipate and manage potential health risks anywhere in the world, such as regular health monitoring, training and prevention.

All of the Group's Chinese factories are ISO 45001 certified since 2021. We are also pleased to now include our Maini factory in India among the sites certified to ISO 45001. This certification demonstrates a real benefit, because it helps us systematically improve our occupational health and safety management, reduce risks, and foster a culture of prevention and continuous improvement. Building on these benefits, we aim to increase the number of certified plants over the next three years.

In 2024, TLD Windsor launched an employee garden initiative, creating a 25 ft by 50 ft space dedicated to growing a variety of vegetables, fruits, and flowers based on employee preferences. Many staff members actively participated in the design, planting, and maintenance of the garden, which has produced fresh food over several months.

This initiative serves as both a health and wellness prevention measure, encouraging healthy eating habits and access to fresh produce, and as a means to promote biodiversity by making productive use of available green space. Additionally, surplus vegetables harvested from the garden are donated to local food organizations, reinforcing our commitment to social responsibility and community support.

Performance in safety and workplace accident prevention

We monitor injuries and risks in accordance with local regulations and related KPIs have been defined and regularly reported at the Group level.

In 2024, we recorded 68 workplace accidents resulting in 1,032 lost workdays (in 2023, we recorded 82 accidents resulting in 3,984 lost workdays). The reduction in the number of accidents is mainly due to the various EHS programs implemented. We are also seeing the benefits of ISO 45001 certification in the Chinese factories, which have succeeded in significantly lowering their accident frequency and severity rates. For example, the Wuxi factory reduced its frequency rate and severity rate by more than 80% between 2023 and 2024.

TOTAL MANAGEMENT LOST-TIME ACCIDENT FREQUENCY RATE (TF1 MANAGEMENT)

	2019	2022	2023	2024
OEM division	27.3	18.7	17.53	12.94
Parts & Accessories Division	7.3	14.8	7.05	8.67
Equipment Services	0.0	14.7	29.69	14.48
Other activities	0.0	0.00	0.00	0.00
TOTAL	**25.5**	**18.00**	**18.20**	**12.46**

The management lost-time accident frequency rate is equal to the "number of lost-time occupational accidents multiplied by one million divided by the number of hours worked".

SEVERITY RATE

	2019	2022	2023	2024
OEM division	0.45	0.62	0.98	0.25
Parts & Accessories Division	n/a	0.09	0.34	0.05
Equipment Services	0.00	0.43	0.09	0.40
Other activities	0.00	0.00	0.00	0.00
TOTAL	**0.38**	**0.60**	**0.88**	**0.24**

The severity rate is the number of consecutive days lost due to accidents multiplied by one thousand, divided by the number of hours worked.

In 2024, the Saint-Lin factory organized a safety week with workshops and fun games. The goal was to raise awareness among all employees, regardless of their position or activity. For example, this year, there was a workshop highlighting best practices and the risks associated with working at height, including a fun and interactive activity focused on the safe setup of a ladder.

A Near Miss program was launched at the Windsor factory to identify hazards across all areas and buildings. Each employee is required to document their near miss, have it validated by a supervisor, and submit it to the EHS Manager. At the beginning of each month, most of the workforce gathers in the center of the shop floor, where three names are drawn from the previous month's submissions. The selected employees then spin the "wheel of safety fortune" for a chance to win prizes, reinforcing a positive safety culture through engagement and recognition.

SAFETY WEEK at Saint-Lin Factory

"Wheel of Safety Fortune" at Windsor Factory

Other entities are organizing or planning similar events to ensure they take place every year. This approach strengthens long-term safety commitments and fosters a culture of prevention throughout the workforce.

Occupational illnesses

Good health is essential to maintaining the performance of human resources and business operations. Health and safety experts work together with management to establish specific operational action plans to prevent occupational illnesses and control the frequency rate of occupational illnesses. Key areas of focus are:

- Prevention of Musculoskeletal Disorders (MSD), which account for the majority of the Group's occupational illnesses;
- Prevention of chemical risks, with all manufacturing and R&D facilities having an indoor air quality monitoring plan;
- Prevention of psychosocial risks (PSR) and, more generally, promoting well-being at work.
- Prevention of road risks.

5.6.1. Quality of life at work

At ALVEST, quality of life at work is not only a commitment to employee well-being, but also a cornerstone of sustainable performance. In an environment shaped by transformation, innovation, and global interconnectedness, the Group is redefining the future of work through inclusive, human-centered policies that nurture both individual fulfillment and collective success.

Our approach directly supports several UN Sustainable Development Goals, especially SDG 3 (Good Health and Well-being), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 13 (Climate Action).

Health Capital: A Foundation for Performance

ALVEST sees health not merely as the absence of illness, but as a state of complete physical, psychological, and social well-being. Preserving and enhancing this health capital is an essential condition for individual empowerment and organizational efficiency.

The Group's health policy is built around several key priorities:

- Proactive health monitoring by medical services to identify key health determinants and respond with targeted communication and training. This supports early prevention and employee awareness, in line with SDG 3 (promoting mental health and well-being);
- Ergonomic assessments of workstations and processes to prevent workplace-related discomfort and injuries, aligning with occupational safety goals under SDG 8;
- A transparent and structured process for employees to report difficulties or risks through the Speak Up platform, strengthening a culture of safety, inclusion, and psychological well-being.

Work-Life Balance: Valuing the Human Dimension of Work

ALVEST recognizes that well-being at work requires a careful and respectful balance between professional responsibilities and personal lives. The Group affirms that a caring work environment leads to greater creativity, resilience, and commitment, core drivers of performance and innovation.

As a values-driven organization, ALVEST actively fosters conditions that allow employees to thrive. This includes:

- Promoting a result-driven but flexible work culture, where objectives remain clear but individuals have the autonomy to reach them in ways that align with their personal balance and lifestyle. Respecting the right to disconnect, by clearly defining boundaries for rest periods, vacation, and after-hours communication;
- Supporting teleworking and flexible arrangements, when aligned with business needs and team cohesion. By reducing commuting and offering adaptable work options, these practices also contribute to SDG 13 by lowering the Group's carbon footprint.

Remote Work: Flexibility with Responsibility

ALVEST views remote work not as a privilege, but as a pragmatic, performance-oriented approach to modern work organization. Under clearly defined conditions, employees are empowered to work from home part of the time, helping them better manage their schedules and avoid unnecessary travel stress.

This form of flexibility promotes a healthier work-life integration while supporting productivity, and contributes to reducing transportation-related emissions—a tangible action under SDG 13 (Climate Action).

Supporting Part-Time Employment

Flexibility also means respecting different life stages and career rhythms. ALVEST supports voluntary part-time work arrangements, offering individualized solutions that consider both employee aspirations and team performance needs.

Part-time contracts are employee-initiated, never imposed by the Group. This approach recognizes the diversity of needs and life circumstances, while ensuring everyone remains fully integrated into the company's mission.

Parenthood and Equality: A Balanced Approach

ALVEST embraces parenthood as a shared responsibility and a key driver of gender equality in the workplace. Our policies ensure:

- Access to maternity, paternity, and parental educational leaves, aligned with SDG 5 (eliminating discrimination and ensuring women's full participation in leadership and employment);
- Support for reintegration after parental leave, to help both mothers and fathers continue to grow their careers without penalty;
- Awareness and education about available leave options, encouraging a fair and inclusive uptake of parental responsibilities.

By embedding well-being into our culture, structures, and day-to-day management practices, ALVEST strengthens the foundation for a workforce that is motivated, resilient, and aligned with a long-term, human-centered vision of success.

> ***ALVEST*** *recognizes*
> *that well-being at work requires*
> ***a careful and respectful balance***
> *between professional responsibilities*
> *and personal lives*

5.7. DIVERSITY AND EQUAL OPPORTUNITY

By promoting equal opportunity and basing its practices on objective criteria based on skills and results, the Group is encouraging the commitment and motivation of each employee and develops a culture of performance and economic efficiency.

Gender equality

In recent years, ALVEST has adopted a more active policy to promote gender diversity and professional equality between men and women. ALVEST considers the feminization of its core businesses and key positions as a fundamental objective of its responsible and sustainable development as well as the quality of life of its employees at work.

The Group has developed a new long-term goal for this policy. It is based on the business case of gender diversity, which is seen as an opportunity to transform the Company, through creativity, performance and the development of new service businesses.

This objective is divided into two main indicators and is planned for the medium and long term as follows:

- Gender diversity in top management (ALVEST Executive Committee);
- Attract, recruit, develop and retain more women at all levels and at all functions of all ALVEST business units.

Given that the presence of women in management positions is particularly important to bring about cultural and sustainable change, the indicator of the feminization of senior and executive management is a key indicator for the Group.

The French law of September 5, 2018, introduces new measures for professional equality between men and women. In particular, it imposes an obligation of results on companies by measuring an index for equal pay. This index measures five indicators each year in the field of professional equality between men and women, and shows the absence of pay gaps between women and men, in comparable positions and at comparable ages. It is a tool for managing our French entity TLD Europe in this area.

In 2024, TLD Europe scored 83 out of 100 points on the Professional Equality Index. The indicator could not be calculated in 2023 due to the absence of returns from maternity leave during that period, which rendered one of the criteria unmeasurable. In 2022, the score was 87 out of 100. The decrease between 2024 and 2022 is mainly explained by a slightly wider average pay gap between women and men, and a lower representation of women among the highest salaries, respectively impacting criteria 1 and 4.

Creation of the ALVEST Women network

In order to foster comradery and self-confidence, to promote diversity, and to better attract and retain women in the organization, it was decided to create a Women Network within the Group in 2020. The ALVEST Women Network is managed by human resources departments at the regional level, with global oversight from the headquarters.

A Women's Network can provide close connections to other women who may face similar struggles in the workplace, where they are typically underrepresented. By developing a formal network, we can help build bridges that may not otherwise exist for women to advance their skills, confidence, and careers. This network can be instrumental in creating an environment for personal and professional growth through mentoring opportunities, knowledge sharing, professional development and training.

In October and November, TLD and AES once again showed their support for the fight against cancer through the "Rosember" initiative, combining Pink October and Movember.

This was notably marked by widespread participation in the Kiplin Challenge. Participants could complete the challenge by walking or cycling, with the shared goal of covering as many kilometers as possible, staying active, and promoting good health, all while raising funds for an association. Thanks to the collective effort, the target of 30,000 kilometers was not only reached but surpassed, thereby unlocking a €3,000 donation to a cancer research association.

It's Pink Monday at AES and TLD EMEAI facilities! Our teams wore pink and blue shirts, ribbons and moustache pins to show their strong commitment to #Rosember.

5.8. ANTI-DISCRIMINATION POLICY AND PROMOTION OF DIVERSITY

The ALVEST Group ESG Principles emphasize a commitment to exceeding local legal standards by combating discrimination and ensuring privacy.

ALVEST diversifies recruitment by partnering with academic institutions and government employment services, developing online job postings, and leveraging social networks. The Group ensures a non-discriminatory recruitment process, selecting candidates based on skills and experience.

Preventing all forms of discrimination, bullying and violence in the workplace

The Group condemns any violation of the rights and dignity of the individual, verbal or physical abuse, harassment, violence in the workplace and discrimination. ALVEST is committed to maintaining a work environment that is free from harassment. As such, ALVEST will not tolerate harassment of any kind, or by any of its employees. It is committed to making every effort to prevent such harassment from occurring, and to encouraging and facilitating the reporting of such behavior. In each host country, a standard procedure has been established for handling and tracking incidents in accordance with the local legal framework. When an issue is identified, the information is reported to the Human Resources Department and, where appropriate, to Group Compliance Department for a thorough review.

In addition, the Speak Up platform, which was introduced in 2018, is a whistleblowing system designed to securely and confidentially receive, process and manage reports of violations of the ALVEST Group's compliance rules. One category of reports concerns non-respect and violation of people's rights and dignity, as well as verbal or physical abuse and harassment.

Promoting the employment and integration of people with disabilities

As of December 31st, 2024, the Group employed 28 employees with disabilities worldwide (the recognition of disability is specified and sometimes limited by various local laws), representing slightly less than 1% of the total workforce.

The policy of promoting the employment of people with disabilities is deployed globally with the aim of helping disabled employees to remain in employment, implementing preventative measures and promoting their integration into the labor market.

As part of the European Week for the Employment of People with Disabilities and the DuoDay program, TLD Europe welcomed an individual with a disability. In November 2024, the company hosted a former soldier undergoing professional transition in its HR department, offering him the opportunity to explore the industrial sector. Though small in scale, this initiative demonstrates our continued dedication to promoting the integration and employability of individuals with disabilities.

5.9. EMPOWERING A FUTURE-READY WORKFORCE

ALVEST's forward-looking vision for people development over the next five years is rooted in the belief that sustainable business performance is built upon a dynamic, skilled, and engaged workforce. In a rapidly evolving industrial and technological landscape, ALVEST aims to cultivate a future-ready organization by investing in its people, promoting inclusion, and fostering continuous learning.

This vision directly supports several United Nations Sustainable Development Goals, notably:
- SDG 4 (Quality Education),
- SDG 5 (Gender Equality),
- SDG 8 (Decent Work and Economic Growth), and
- SDG 9 (Industry, Innovation and Infrastructure).

5.9.1. Empowering a Future-Ready Workforce

ALVEST is committed to building a learning culture that encourages personal and professional growth at all levels of the organization. Central to this commitment is the development of accessible, high-impact training programs, leveraging modern digital platforms such as AGILE and JAVELO. These tools offer personalized, on-demand learning paths tailored to employee needs and strategic business goals, helping to cultivate the core competencies required for the future of work. In alignment with SDG 4 these programs promote lifelong learning opportunities and technical skill development, ensuring employees are equipped to contribute to innovation and continuous improvement.

5.9.2. Building Inclusive and Diverse Talent Pipelines

In line with SDG 5 and SDG 10, ALVEST has set ambitious targets to foster a diverse and inclusive workplace where all individuals feel respected, valued, and empowered to reach their full potential. This includes:

- Increasing the representation of women in leadership and technical roles, as a driver of creativity and performance;
- Strengthening cross-cultural talent mobility, with programs that support both expatriation and local leadership development;
- Embedding inclusive hiring practices and equitable career development systems to ensure fairness and transparency across the organization.

These efforts are underpinned by the Group's belief that diversity of thought and experience fuels innovation, a key enabler of long-term competitiveness and social responsibility.

5.9.3. Attracting, Retaining, and Growing Talent

To attract and retain high-potential professionals aligned with the company's values, ALVEST is enhancing its talent acquisition strategies and investing in structured career pathways. These include internal mobility initiatives, succession planning, and opportunities for cross-functional collaboration. This approach directly contributes to SDG 8, by promoting full and productive employment and decent work for all.

Internally, the Group promotes a culture of engagement and ownership, encouraging employees to take charge of their development while supporting them with tools, mentoring, and feedback mechanisms. By offering meaningful opportunities for growth, ALVEST reinforces long-term commitment and nurtures a sense of belonging across its global workforce.

5.9.4. Developing Responsible and Visionary Leadership

Recognizing the pivotal role of leaders in shaping culture and delivering results, ALVEST has prioritized the development of a strong, ethical, and visionary leadership pipeline. Programs include:

- Leadership development workshops to build essential soft and strategic skills;
- Mentoring and coaching initiatives that foster cross-generational learning and diverse perspectives;
- Exposure to challenging business scenarios to develop resilience, adaptability, and decision-making capabilities.

These initiatives reflect the Group's commitment to SDG 16, promoting inclusive and participatory decision-making at all levels.

5.9.5. Measuring Impact and Driving Accountability

ALVEST is committed to evaluating the success of its people strategy through data-driven KPIs, and regular performance reviews. These mechanisms ensure agility in adapting to employee needs and provide transparency in progress tracking. The use of digital tools like JAVELO also supports SDG 12, by fostering responsible corporate reporting and environmental consciousness—thanks in part to the shift from paper-based to fully digital processes.

5.9.6. A Sustainable People-Centric Future

Through its People Company strategy, ALVEST is positioning people development as a catalyst for sustainable success. By investing in a motivated, skilled, and inclusive workforce, the Group reinforces its commitment to creating long-term value for employees, stakeholders, and the communities it serves.

Over the next five years, ALVEST will continue to strengthen its role as a responsible employer and a talent-driven organization. In doing so, it aims not only to meet its operational goals but also to contribute meaningfully to broader societal and environmental progress. This forward-looking vision places ALVEST among companies committed to integrating economic success with the advancement of the UN 2030 Agenda for Sustainable Development.

The table below summarizes our main CSR commitment and objectives, derived from our ESG roadmap, along with the related SDGs, and the key performance indicators (KPIs) used to monitor progress:

CSR issue/challenge: Create a more diverse, equitable and inclusive environment		
SDGs	**Our Sustainability ambitions/commitment**	**Strategic KPIs**
	Supporting a diverse, equitable, and inclusive workplace where each person is valued	% of Men and Women across divisions, functions and levels
	Empowering, training and supporting employees in their career development	Hours of trainings
	Reduce workplace accidents, improve working conditions for both our own operations and our customers	Severity and Frequency Rates

6. PREVENTING ETHICS VIOLATIONS BY PROMOTING OUR ETHICAL CULTURE

6.1. CONTEXT AND ALVEST POSITION

ALVEST's commitment to conducting business with honesty, integrity, and transparency aligns with the United Nations Sustainable Development Goals (SDGs), particularly SDG 16 (Peace, Justice, and Strong Institutions), which emphasizes the importance of promoting just, accountable, and transparent institutions. ALVEST actively implements an anti-corruption compliance program and promotes responsible sourcing practices throughout its supply chain, further enhancing its ethical standards and mitigating corruption risks. These actions also align with SDG 12 (Responsible Consumption and Production), as they contribute to sustainable supply chain practices that promote responsible resource use and fair-trade relationships across all operations.

By promoting these high ethical standards and ensuring that all activities are conducted with integrity and transparency, ALVEST strengthens trust and accountability, both internally and with external partners, contributing to sustainable economic growth (SDG 8). These efforts reinforce ALVEST's broader commitment to operating as a responsible, ethical global business leader.

6.2. ETHICS AND COMPLIANCE

6.2.1. The ALVEST Group Code of Ethics and Business Conduct

The ALVEST Group is committed to conducting business with honesty and integrity, and in accordance with the highest legal and ethical standards. ALVEST has developed a Code of Ethics and Business Conduct that includes anti-corruption policies and procedures. Compliance with this Code of Ethics is the responsibility of every manager, officer, employee, or representative of the Group.
Each employee is also required to read and approve the Ethics & Business Conduct self-attestation on the e-learning platform to confirm their commitment to the principles set out in our Code of Ethics and business conduct.

The Code of Ethics and Business Conduct cannot cover every situation in the daily conduct of ALVEST's various activities, nor substitute for common sense, individual judgment or personal integrity, but it does provide mandatory principles listed below:

- Dealing lawfully, fairly and ethically;
- Maintaining accurate books and records;
- Avoiding conflicts of interest;
- Protecting ALVEST's assets and proprietary information;
- Having an open-door communication policy.

6.2.2. Ethical practices - anti-corruption

As a global leader in our market, our goal is not only to ensure that our companies, procedures, employees and values effectively comply with applicable laws and regulations, but also to help establish high standards and to set an example in the way we conduct business. We are not willing to get any business in illegal or unfair ways, and we reject corruption and bribery, even if it means losing business. Because our market position relies on quality, innovative solutions, strong customer support and competitiveness, a more compliant world is also a better place for business and fair competition.

We believe that compliance requires strong management involvement, including exemplarity, vigilance, control and pedagogy. At ALVEST, we believe in continuous improvement, and compliance is an area where this principle must also apply.

Our Group has published a Code of Ethics and Business Conduct that is regularly reviewed and updated. Ethics training is regularly provided to all employees exposed to risks. Employees are encouraged to speak up if there is an issue they wish to raise, and systems are in place to facilitate this practice. No one at ALVEST will ever be blamed, negatively judged, or evaluated for denouncing or refusing unfair business, or turning down unfair practices.

We also believe it is our responsibility to ensure that sales third parties we may use to sell and support our products in certain areas act with integrity and adhere to the same ethical principles as we do. To this end, we enforce strict procedures and due diligence to select and control the sales third parties we work with.

The ALVEST Anti-Corruption Compliance Program has been developed in accordance with applicable laws and regulations. Through this Program, ALVEST:

- Promotes full compliance with ethical rules;
- Provides guidance to each employee and third party on their conduct;
- Operates its business with zero tolerance for corruption and bribery.

In addition to having the right Program structure, the ALVEST Compliance Program is designed to ensure that all Group employees have a true ethical culture.
The ALVEST Compliance Program is implemented under the guidance and supervision of the Group Compliance Officer and the Ethics Committee. They are responsible for developing Group policies and practices designed to ensure that ALVEST meets the highest compliance standards.

Each Division of the Group has also a Division Ethical Officer who has the authority and the resources to ensure that the relevant risks and issues are appropriately managed in accordance with the ALVEST Compliance Program.

6.2.3. Risks Mapping

One of the key steps taken in establishing the ALVEST Compliance Program was the identification of corruption risk factors and potential risk scenarios to which the Group might be exposed. The ALVEST Compliance team is continuously developing and refining a tailor-made compliance program that reflects ALVEST's activities, corporate culture, and risk factors. Dedicated actions have been implemented for any remaining residual risks and are regularly updated.

The Group regularly updates its corruption risk mapping, in line with applicable recommendations and guidelines, such as the Foreign Corrupt Practice Act (FCPA) Resource Guide and the French Anti-Corruption Agency. This process includes interviews with employees who are selected based on their positions and level of responsibility, as well as the integration of newly identified scenarios, enabling management to proactively mitigate corruption risks. In 2024, the Ethics Committee approved the updated corruption risk mapping. In 2025, it will be updated again to include newly acquired or established entities.

6.2.4. Third Parties Evaluation

ALVEST carefully evaluates the third parties it works with. Particular attention and specific due diligence processes are given to sales intermediaries, such as agents, distributors, brokers and contractors, as well as to suppliers, as previously described. Before entering into business relationships with third parties, ALVEST takes active steps to ensure that potential corruption risks arising from these relationships are responsibly assessed, managed and monitored.

ALVEST aims to make a positive contribution to the aviation industry, which will be possible thanks to the involvement of all stakeholders, particularly our partners and suppliers, who will embrace the same principles and contribute to achieving ALVEST's environmental and social objectives. ALVEST aims to integrate Environmental, Social and Governance (ESG) criteria into its partner selection process. Therefore, our suppliers and business partners are expected and encouraged to make all reasonable efforts to protect the environment and promote social and ethical values.

This translates into the following sustainable sourcing strategy, which encompasses most aspects of the business:

- Ethical behavior: All ALVEST Sales Thid Parties, like all other ALVEST employees, are required to adhere to the ALVEST Group Code of Ethics and Business Conduct. Those generating significant revenue with the Group must also complete specific e-learning training due to the inherent risks of their functions. Suppliers are asked to sign the ALVEST Supplier Code of Conduct, which is based on the principles of the UN Global Compact, or to adhere to an equivalent document;

- Supply chain risk assessment: We have developed a risk-based approach that focuses on suppliers in higher-risk sectors and countries, and/or those generating a significant amount of activity with the Group. Suppliers identified as "higher risk" take a major part in the ESG performance assessment;
- Suppliers ESG performance assessment: As previously presented, ALVEST uses the EcoVadis platform to evaluate suppliers' ESG performance. Suppliers are scored based on environmental, social, ethical and supply chain management criteria. If a supplier does not obtain a minimum score, it will be asked to provide a corrective action plan. Our policy focuses on continuous improvement.

In addition, all suppliers generating (or expected to generate) annual revenues of € 100k equivalent or more with the Group are subject to a systematic anti-corruption screening process. A low CPI (i.e. high corruption risk) and/or higher-risk activity may require an anti-corruption due diligence to be conducted, even for lower revenue amounts. This is determined on a case-by-case basis by the Division Ethical Officer or the Group Compliance Department. The purchasing department is responsible for managing relationships with suppliers and collecting documents and information useful for the anti-corruption due diligence. The compliance department then analyzes the documents provided by the supplier and the compliance report from our compliance database and proposes a risk assessment. This evaluation can range from 1 to 5.

Approximately 900 suppliers with a turnover of more than € 100k with the Group in 2024 underwent anti-corruption screening.

6.2.5. Whistleblowing Policy

As stated in the ALVEST Code of Ethics, all ALVEST employees are required to report any suspected misconduct or potential violations of laws, regulations, or the Code of Ethics.

There are different channels available to do so. Employees may report potential compliance issues to their supervisors, their Division Ethical Officer, the Ethics Committee, the Group Compliance officer, or through the ALVEST "Speak Up" platform. These channels allow employees to raise concerns confidentially and, if necessary, anonymously, and in their own language. The ALVEST's Ethics Committee and the relevant Division Ethical Officer will review all reports received. Depending on the nature and complexity of the issue, these bodies may conduct investigations directly or delegate them to appropriate internal or external parties. Each case is handled with discretion and in line with ALVEST's commitment to fairness and integrity. If misconduct or noncompliance is confirmed, appropriate corrective actions will be implemented. ALVEST strictly prohibits any form of retaliation against employees who report concerns in good faith.

6.2.6. Training

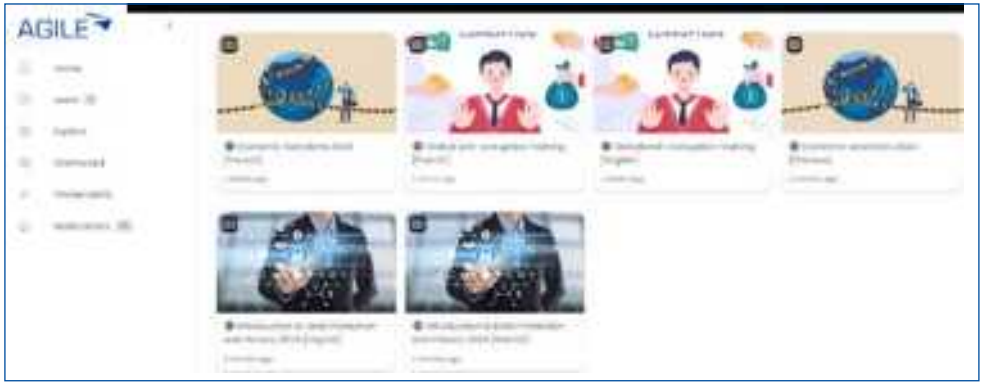
While the tone shall come from the top management, it is important to ensure that employees and directors receive the appropriate level of training and awareness. The ALVEST Compliance Program requires all employees, especially those exposed to compliance risks, to receive the appropriate training to ensure compliance with applicable laws, regulations, and ALVEST compliance procedures.

Each Division Ethical Officer, in coordination with the Human Resources Managers, must ensure that trainings are implemented in each Business Unit. The ALVEST training approach is practical and uses various formats, such as e-learning modules, in-person meetings, and outsourcing to a consultant.

Group employees receive training through AGILE, the ALVEST internal e-learning platform that hosts a range of compliance modules. These modules are available in multiple languages, including English, French, Spanish, and Chinese. Sales third parties, on the other hand, are trained directly via TRACE's multilingual eLearning platform. These training modules, developed in collaboration with subject-matter experts, offer high-quality content and enable ALVEST to:

- Build a robust online training program that meets regulatory expectations;
- Mitigate the risk of compliance violations by providing employees and third parties with essential knowledge;
- Enhance learner engagement and retention by using interactive features such as quizzes, throughout the training and issuing a certificate of completion;
- Stay up to date with evolving regulations.

Each year, e-learning modules are assigned to employees via AGILE. Employees have up to one year to complete the training. Depending on their roles and responsibilities, employees are enrolled in different courses.



When an employee joins the Group and is exposed to a risk of corruption due to his/her function, he/she must complete three to six online courses on ethics and corruption.

In addition to the e-learning sessions, classroom training sessions on ethics, anti-corruption, economic sanctions and export control are organized either in-person meetings or via video conferencing. To ensure employees understand the key concepts, they complete an interactive quiz at the end of each training session. The Group places great importance on physical training sessions, which provide employees with the opportunity to share experiences and ask questions.

Human Resources Managers are responsible for ensuring that all relevant employees are invited to the training sessions. They are also responsible for uploading the attendance list for in-person training sessions to the AGILE platform. Completion status of e-learning courses is tracked directly on the platform, allowing the Group to monitor which employees have or have not completed the required modules.

6.2.7. Disciplinary measures

As specified in the ALVEST Code of Ethics and Business Conduct, disciplinary sanctions may be applied in case of breaches of applicable anticorruption regulation and/or of the Code of Ethics and Business Conduct. These sanctions may include employee dismissal and legal proceedings if a violation causes significant harm to the Group, whether legal, financial, or reputational

6.3. INDEPENDENT ESG PERFORMANCE RATING

For several years, some companies of the ALVEST Group have been participating in external benchmarking and rating.

In 2024, AERO Specialties successfully renewed its EcoVadis assessment and maintained its strong performance with a score of 68 out of 100, confirming a stable and consistent rating (68 out 100 in 2023, 58 out 100 in 2021). This further backs up AERO Specialties' actions in terms of sustainable development, and in particular its focus on the environment, labor and human rights and ethics.

Additionally, as committed, the ALVEST Group completed its EcoVadis assessment in 2024, covering the entire scope of the Group, including all divisions and legal entities. The Group achieved a score of 71 out of 100, placing it in the 91st percentile, which ranks ALVEST among the top 9% of companies assessed by EcoVadis across all sectors.

Looking ahead, our objective is to reach the Gold Medal level by 2026. To achieve this, we are committed to implementing the improvement recommendations provided by EcoVadis and further enhancing our ESG practices across the organization.

6.4. FORWARD-LOOKING VISION AND TARGETS

In conclusion, promoting an ethical culture at ALVEST is fundamental to preventing ethics violations. ALVEST's Code of Ethics and Business Conduct sets the foundation for lawful, fair, and transparent operations, covering key areas such as anti-corruption, conflict of interest, asset protection, and accurate record-keeping. The Group's ethical stance goes beyond compliance with laws; it embodies a commitment to exemplarity, ensuring that all employees and third parties adhere to the highest standards of integrity.

Through a robust Anti-Corruption Compliance Program, ALVEST not only ensures its operations are free from corruption but also actively monitors and evaluates the ethical practices of its suppliers and third-party partners. The use of tools such as risk mapping and third-party evaluations strengthens the company's ability to mitigate potential corruption risks.

Employee training, continuous improvement efforts, and a strong whistleblowing policy provide ongoing support for the ethical framework. ALVEST's commitment to Environmental, Social, and Governance (ESG) criteria further enhances its responsible procurement strategy. Regular evaluations and external benchmarking, such as through Ecovadis, underscore ALVEST's dedication to maintaining high ethical and sustainability standards, ensuring long-term success through responsible and compliant business practices.

The table below summarizes our main CSR commitment and objectives, derived from our ESG roadmap, along with the related SDGs, and the key performance indicators (KPIs) used to monitor progress:

CSR issue/challenge: Upholding ethical standards in corporate governance and business operations		
SDGs	**Our Sustainability ambitions/commitment**	**Strategic KPIs**
	Fostering an ethical business culture by ensuring all operations and practices are lawful, transparent, and aligned with the highest standards of integrity.	Training completion rate (% of employees who completed the e-learning) Training participation rate by Business Unit
	Lead an Anti-Corruption Compliance Program and promote responsible procurement practices throughout the supply chain.	Number of corruption incidents detected/ resolved. Number of suppliers and third parties subject to anti-corruption risk assessments.
	Obtain the EcoVadis Gold Medal by 2026	Group Ecovadis Score

7. SUPPORTING A BALANCED ECONOMIC DEVELOPMENT OF TERRITORIES

7.1. ALVEST TAX ORGANIZATIONAL STRUCTURE AND POLICY

ALVEST's tax policy is aligned with its strategy to create long-term value for its stakeholders (shareholders, customers, employees, and local communities) while complying with local legal and regulatory frameworks around the world. By paying taxes and maintaining its reputation wherever the Group is active, ALVEST not only ensures compliance but also contributes to the growth and development of the communities in which it operates. This commitment to community support is a cornerstone of ALVEST's approach and reflects its dedication to promoting sustainable and inclusive growth alongside its business objectives.

The tax policy adopted by ALVEST and all its subsidiaries thus reflects the following principles:

- The Group strictly adheres to tax regulations and ensures compliance with local tax laws, international treaties and guidelines issued by international organizations. If necessary, the Group seeks the advice of external advisors, particularly when legislation is unclear or open to interpretation.
- The Group pays all taxes and duties legally due in the countries where direct economic value is created within the normal course of its industrial or commercial activities. ALVEST does not use tax optimization strategies, when such strategies are not related to operational requirements, are not in compliance with the law, or do not support a real business activity. Consequently, the Group has not established entities in particular territories for the sole purpose of benefiting from favorable tax regimes.
- The Group's transfer pricing policy considers the operational and economic environment in which the transactions are carried out as well as the location of the relevant functions and intangible assets (know-how, R&D, etc.). All transfers of goods and services within the Group are made at arm's length and reflect the commercial nature of the transactions.
- Developing good professional relations with the tax authorities and conducting our business in full transparency are key factors in ensuring full compliance with tax regulations. When it comes to resolving disputes, the Group always seeks to reach a compromise with the tax authorities, where legally feasible and where it does not result in the Group's tax liability being unfairly increased, in order to minimize the uncertain consequences of litigation.

In summary, ALVEST's tax policy demonstrates its commitment to creating long-term value for its stakeholders while ensuring full compliance with local and international tax regulations. The policy underscores the Group's commitment to ethical practices through strict compliance with local tax laws, payment of all legally due taxes, and avoidance of aggressive tax optimization strategies that do not align with genuine business activities.

By integrating these principles, ALVEST not only maintains its reputation but also supports the growth and development of the communities in which it operates, reinforcing its role as a responsible corporate citizen. This holistic approach ensures that ALVEST's tax policy is not just a compliance tool but a strategic component of its broader commitment to sustainable and inclusive growth.

7.2. ACTIONS TO PROMOTE LOCAL COMMUNITIES' DEVELOPMENT

Regular activities are carried out throughout the ALVEST world to promote the harmonious development of our local communities. This can take the form of donations, as shown below, but above all ALVEST aims at dual actions where the Group's employees work together with local actors to not only donate, but to share a human moment.

We believe in these shared moments where individuals come together to make a difference.

Our policy is to play an active role in the local communities in which we operate, including supporting our local and regional economies, as well as local charitable organizations. We build long-term partnerships with local community organizations that allow our employees to participate in this commitment. Examples include:

- Action with, and donations to local associations that help the unemployed (presentations, factory tours, internships, resume workshops, interview trainings, etc.);
- Agreements with local fire brigades for employees to volunteer with the fire brigade (late arrivals, training, etc.);
- Partnership with local charities on fundraising activities (i.e. walkathons, fundraisers, etc.);
- Organized company events to donate time to local charities (i.e. Habitat for humanity, food sorts, holiday toy drives, etc.);
- Family days where we care for our "first community", our families.

AES New Facility Opening in Kempston, UK

On November 30, 2023, ALVEST Equipment Services opened its new facility in Kempston, and a small opening event was held at the new building with other members of the ALVEST family to see the fruits of five months of work to make it fit for purpose.

Caring for the community is also caring for the environment we are working in. Short before Easter 24, the TLD Windsor team got out to give a fresher look to our campus.

Since May 2024, Sage Parts has participated in South Carolina's Adopt-A-Highway Program, adopting a 2-mile stretch of road. Teams of 7 to 8 employees take part in quarterly cleanups, collecting between 9 and 16 bags of trash per event. To date, six cleanups have resulted in a total of 62 bags of waste collected. A roadside sign has been installed to visibly recognize Sage Parts' ongoing commitment to environmental stewardship and community involvement. This volunteer-driven initiative not only improves the local environment but also strengthens employee engagement and enhances the company's presence within the community.

TLD partners with Habitat for Humanity, a global nonprofit housing organization that works with local communities to provide help to families in need. TLD sponsored a house built in Windsor last summer, and recently hosted a Lunch and Learn at the Windsor factory for employees to learn more about this exciting partnership. Over 100 employees signed up to work alongside Habitat homeowners this summer. We are ready to build!

The TLD Windsor team members also kicked off the holiday season by collecting donations for the Windsor Food & Fuel Bank: with heartfelt generosity, employees dug deep in their pockets to support those in need. Thanks to TLD's matching donation, we were able to donate $4,000 to the local food bank. In addition, our food drive provided the food bank with essential canned goods.

Developing local communities is a key aspect of ALVEST's social and societal commitment. By fostering the integration and growth of surrounding communities, we contribute to the creation of sustainable economic and social opportunities. We strive to collaborate with local stakeholders to promote initiatives that support employment, education, and skills development. ALVEST is committed to supporting these communities in a respectful and responsible manner, while contributing to their prosperity and strengthening our ties with them. This is an integral part of our strategy for long-term positive impact, aligned with our values and commitment to sustainable development.

> *"**ALVEST** is committed to supporting these communities **in a respectful and responsible manner**, while contributing to their prosperity and strengthening our ties with them"*

Appendix I: UN Global Compact Principles

The following table provides the correspondence between United Nation Global Compact Questionnaire and the content of this 2024 ESG Report.

Areas	Principles	Section
1. Human rights	Businesses should support and respect the protection of internationally proclaimed human rights	6. Preventing ethics violations by promoting our ethical culture
	Business should make sure that they are not complicit in human rights abuses	6. Preventing ethics violations by promoting our ethical culture
2. Labor Standards	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	5. Human Capital 7. Supporting a balanced economic development of territories
	Businesses should uphold the elimination of all forms of forced compulsory labour	6. Preventing ethics violations by promoting our ethical culture
	Businesses should uphold the effective abolition of child labour	6. Preventing ethics violations by promoting our ethical culture
	Businesses should uphold the elimination of discrimination in respect of employment and occupation	5. Human Capital
3. The Environment	Businesses should support a precautionary approach to environmental challenges	2.Bringing a tangible impact on climate change
	Business should undertake initiatives to promote greater environmental responsibility	2.Bringing a tangible impact on climate change 4. Implementing responsible use of natural resources
	Business should encourage the development and diffusion of environmentally friendly technologies	2.Bringing a tangible impact on climate change 3. Meeting changing customer expectations
4. Anti-corruption	Businesses should work against corruption in all its forms, including extortion and bribery	6. Preventing ethics violations by promoting our ethical culture

Appendix II: ESRS Disclosure Requirements (CSRD)

The table below consolidates all disclosure requirements set out in the ESRS 2 standard as well as in the thematic standards (E, S, and G), along with entity-specific indicators that are relevant and material for ALVEST.

ESRS	Disclosure requirement	Relevant Report section
ESRS 2 · General disclosures		
BP-1	General basis for preparation of the sustainability statement	General Information
BP-2	Disclosures in relation to specific circumstances	General Information
	Datapoints that derive from other EU legislation	Not Applicable
GOV-1	The role of the administrative, management and supervisory bodies	1. ALVEST model and governance
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	1. ALVEST model and governance
GOV-3	Integration of sustainability-related performance in incentive schemes	1.2. ALVEST Corporate Governance 5.5.5. Compensation policy
GOV-4	Statement on sustainability due diligence	1. ALVEST model and governance
GOV-5	Risk management and internal controls over sustainability reporting	General Information 1. ALVEST model and governance
SBM-1	Strategy, business model and value chain (products, markets, customers)	Our commitment 1. ALVEST model and governance
	Strategy, business model and value chain (headcount by geographical area)	Our commitment 1. ALVEST model and governance 5.3.1. Workforce
	Strategy, business model and value chain (net revenue)	1.1. ALVEST Overview 1.1.2. Key Figures
SBM-2	Interests and views of stakeholders	1.4. ALVEST double materiality analysis
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	1.4. ALVEST double materiality analysis
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	1.4. ALVEST double materiality analysis
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	1.4. ALVEST double materiality analysis
ESRS E1 · Climate change		
ESRS 2, GOV-3	Integration of sustainability-related performance in incentive schemes	1.2. ALVEST Corporate Governance
E1-1	Transition plan for climate change mitigation	2. Bringing a tangible impact on climate change
ESRS 2, SBM-3	Material impacts, risks and opportunities, and their interaction with strategy and business model	2. Bringing a tangible impact on climate change
ESRS 2, IRO-1	Description of the processes to identify and assess material climate- related impacts, risks and opportunities	1.4. ALVEST double materiality analysis 2. Bringing a tangible impact on climate change
E1-2	Policies related to climate change mitigation and adaptation	Contribution to SDGs 2. Bringing a tangible impact on climate change
E1-3	Actions and resources in relation to climate change policies	2. Bringing a tangible impact on climate change
E1-4	Targets related to climate change mitigation and adaptation	2.1.8. Forward-looking vision and targets 2.2.15. Forward-looking vision and targets
E1-5	Energy consumption and mix	2.2.9. Energy performance
E1-6	Gross Scopes 1, 2, 3 and total GHG emissions	2.1.5. CO_2 performance of equipment sold and Scope 3 emissions 2.2.10. Greenhouse gas emissions

ESRS	Disclosure requirement	Relevant Report section
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	Not applicable
E1-8	Internal carbon pricing	Not applicable
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	2.2.6. Resources: ESG capital expenditures 2.2.7. Environmental compliance and climate risk management
ESRS E1 · Climate change		
ESRS 2, GOV-3	Integration of sustainability-related performance in incentive schemes	1.2. ALVEST Corporate Governance
E1-1	Transition plan for climate change mitigation	2. Bringing a tangible impact on climate change
ESRS 2, SBM-3	Material impacts, risks and opportunities, and their interaction with strategy and business model	2. Bringing a tangible impact on climate change
ESRS 2, IRO-1	Description of the processes to identify and assess material climate- related impacts, risks and opportunities	1.4. ALVEST double materiality analysis 2. Bringing a tangible impact on climate change
E1-2	Policies related to climate change mitigation and adaptation	Contribution to SDGs 2. Bringing a tangible impact on climate change
E1-3	Actions and resources in relation to climate change policies	2. Bringing a tangible impact on climate change
E1-4	Targets related to climate change mitigation and adaptation	2.1.8. Forward-looking vision and targets 2.2.15. Forward-looking vision and targets
E1-5	Energy consumption and mix	2.2.9. Energy performance
E1-6	Gross Scopes 1, 2, 3 and total GHG emissions	2.1.5. CO_2 performance of equipment sold and Scope 3 emissions 2.2.10. Greenhouse gas emissions

ESRS	Disclosure requirement	Relevant Report section
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	Not applicable
E1-8	Internal carbon pricing	Not applicable
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	2.2.6. Resources: ESG capital expenditures 2.2.7. Environmental compliance and climate risk management
ESRS E2 · Pollution		
ESRS 2, IRO-1	Description of the processes to identify and assess material climate- related impacts, risks and opportunities	1.4. ALVEST double materiality analysis
E2-1	Policies related to pollution	Contribution to SDGs 2.2. Carbon impact of our operations
E2-2	Actions and resources related to pollution	2.2.5. Measures taken for the prevention of environmental risk pollution or effluents at sites 2.2.11. Industrial discharges and pollutants
E2-3	Targets related to pollution	Non-material topic for our sector and company
E2-4	Pollution of air, water and soil	2.2.11. Industrial discharges and pollutants
E2-5	Substances of concern and substances of very high concerns	Non-material topic for our sector and company
E2-6	Anticipated financial effects from pollution-related risks and opportunities	2.2.6. Resources: ESG capital expenditures 2.2.7. Environmental compliance and climate risk management

ESRS	Disclosure requirement	Relevant Report section
ESRS E3 · Water & Marine Resources		
ESRS 2, IRO-1	Description of the processes to identify and assess material climate- related impacts, risks and opportunities	1.4. ALVEST double materiality analysis
E3-1	Policies related to water and marine resources	Contribution to SDGs 2.2. Carbon impact of our operations
E3-2	Actions and resources related to water and marine resources	2.2.5. Measures taken for the prevention of environmental risk pollution or effluents at sites
E3-3	Targets related to water and marine resources	Non-material topic for our sector and company
E3-4	Water consumption	2.2.13. Water cycle on facilities
E3-5	Anticipated financial effects from pollution-related risks and opportunities	2.2.6. Resources: ESG capital expenditures 2.2.7. Environmental compliance and climate risk management
ESRS E4 · Biodiversity and ecosystems		
ESRS 2, IRO-1	Description of the processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	2.2.8. Biodiversity
ESRS E5 - Resource use and circular economy		
ESRS 2, IRO-1	Description of the processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	1.4. ALVEST double materiality analysis 4. Implementing responsible use of natural resources
E5-1	Policies related to resource use and circular economy	Contribution to SDGs 4. Implementing responsible use of natural resources
E5-2	Actions and resources related to resource use and circular economy	4. Implementing responsible use of natural resources
Entity-specific	Number of repair centers	4.4.2. Refurbishment and conversion to electric
E5-3	Targets related to resource use and circular economy	4.6. Forward-looking vision and targets
E5-4	Resource inflows	4.5. Suppliers: an important part in the ALVEST value creation chain
E5-5	Resource outflows	4.5. Suppliers: an important part in the ALVEST value creation chain
E5-6	Anticipated financial effects from material resource use and circular economy-related risks and opportunities	2.2.6. Resources: ESG capital expenditures 2.2.7. Environmental compliance and climate risk management
ESRS S1 - Own Workforce		
ESRS 2, SMB-2	Interests and views of stakeholders	1.4. ALVEST double materiality analysis 5.2. ALVEST and ESG: A Human-Centered Evolution driven by Values
ESRS 2, SMB-3	Material impacts, risks and opportunities and their interaction with strategy and business model	5. Human Capital
S1-1	Policies related on own workforce	Contribution to SDGs 5. Human Capital
S1-2	Processes for engaging with own workers and worker's representatives about impacts	5.4. Social Dialogue
S1-3	Processes to remediate negative impacts and channels for own workers Sustainability Statement to raise concerns	5.6.1. Quality of life at work 5.8. Anti-discrimination policy and promotion of diversity 6.2.5. Whistleblowing Policy
S1-4	Taking action on material impacts on own workforce and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	5. Human Capital
Entity-specific	Spending in training	5.5.4. Professional training

ESRS	Disclosure requirement	Relevant Report section
Entity-specific	Number of training hours provided	5.5.4. Professional training
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	5.9. Empowering a Future-Ready Workforce
S1-6	Characteristics of the undertaking's employees	5.3.1. Workforce
S1-7	Characteristics of non-employee in the undertaking's own Workforce	5.3.1. Workforce
S1-8	Workforce Collective bargaining coverage and social dialogue	5.4.1. Co-construction with social partners 5.4. Social Dialogue
S1-9	Diversity metrics	5.3.1. Workforce 5.7. Diversity and equal opportunity
S1-10	Adequate wages	5.5.5. Compensation policy
S1-11	Social protection	5.5.5. Compensation policy 5.6. Well-being, health and safety at work
S1-12	Person with disabilities metrics	5.8. Anti-discrimination policy and promotion of diversity
S1-13	Training and skills development metrics	5.5. Developing human capital 5.5.4. Professional training
S1-14	Health and safety metrics	5.6. Well-being, health and safety at work
S1-15	Work-life balance metrics	5.6.1. Quality of life at work
S1-16	Remuneration metrics (pay gap and total compensation)	5.5.5. Compensation policy
S1-17	Incidents, complaints and severe human rights impacts	5.4. Social Dialogue

ESRS	Disclosure requirement	Relevant Report section
ESRS S2 · Workers in the value chain		
ESRS 2, SBM-2	Interests and views of stakeholders	1.4. ALVEST double materiality analysis
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	4.5. Suppliers: an important part in the ALVEST value creation chain 6.2. Ethics and Compliance
S2-1	Policies related to value chain workers	Contribution to SDGs 4.5. Suppliers: an important part in the ALVEST value creation chain 6.2. Ethics and Compliance
S2-2	Processes for engaging with value chain workers about impacts	4.5.4. EcoVadis Program
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	4.5. Suppliers: an important part in the ALVEST value creation chain
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	4.5.4. EcoVadis Program
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.6. Forward-looking vision and targets
Entity-specific	Number of EcoVadis scorecard (RATING) received	4.5.4. EcoVadis Program
Entity-specific	Percentage of purchases worldwide	4.5.1. Type of purchases
ESRS S3 · Affected Communities		
ESRS 2, SBM-2	Interests and views of stakeholders	1.4. ALVEST double materiality analysis
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	7. Supporting a balanced economic development of territories
S3-1	Policies related to affected communities	Contribution to SDGs 7. Supporting a balanced economic development of territories

ESRS	Disclosure requirement	Relevant Report section
S3-2	Processes for engaging with affected communities about impacts	7. Supporting a balanced economic development of territories
S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	7. Supporting a balanced economic development of territories
S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	7. Supporting a balanced economic development of territories
S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Non-material topic for our sector and company
ESRS S4 · Consumers and end-users		
ESRS 2, SBM-2	Interests and views of stakeholders	1.4. ALVEST double materiality analysis
ESRS 2, SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	3. Meeting changing customer expectations
S4-1	Policies related to consumers and end-users	Contribution to SDGs 3. Meeting changing customer expectations
S4-2	Processes for engaging with consumers and end-users about impacts	3. Meeting changing customer expectations
S4-3	Processes to remediate negative impacts and channels for consumers and end users to raise concerns	3. Meeting changing customer expectations
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	3. Meeting changing customer expectations
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Non-material topic for our sector and company
ESRS G1 · Business Governance		
ESRS 2, GOV-1	The role of the administrative, supervisory and management bodies	1.2. ALVEST Corporate Governance
ESRS 2, IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	6.2. Ethics and compliance
G1-1	Business conduct policies and corporate culture	6.2. Ethics and compliance
G1-2	Management of relationships with suppliers	6.2. Ethics and compliance 4.5. Suppliers: an important part in the ALVEST value creation chain
G1-3	Prevention and detection of corruption and bribery	6.2.2. ethical practices - anti-corruption
G1-4	Confirmed incidents of corruption and bribery	6.2.2. ethical practices - anti-corruption
G1-5	Political influence and lobbying activities	Not applicable
G1-6	Payment practices	7.1. ALVEST tax organizational structure and policy

Appendix III: Task Force on Climate-Related Financial Disclosures Framework (TCFD)

The following table provides the correspondence between the TCFD recommendations and the content of this 2024 ESG Report

Thematic	TCFD recommendations	Relevant sections of this document	Completion level
Governance («G») Disclose the organization's governance around climate- related risks and opportunities.	Ga. Describe the board's oversight of climate-related risks and opportunities.	Our commitment 1.3. ALVEST ESG Governance	Full
	Gb. Describe management's role in assessing and managing climate-related risks and opportunities.	1.2. ALVEST Corporate Governance 1.3. ALVEST ESG Governance	Full
Strategy («S») Disclose the actual and potential impacts of climate- related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.	Sa. Describe the climate-related risks and opportunities the organization has identified over the short-, medium- and long-term.	Our commitment 1.3. ALVEST ESG Governance 2.1. Carbon impact of our Product	Full
	Sb. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	Our commitment 1.3. ALVEST ESG Governance 2. Bringing a tangible impact on climate change	Full
	Sc. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2.1.8. Forward-looking vision and targets 2.2.15. Forward-looking vision and targets	Full
Risk management («R») Disclose how the organization identifies, assesses and manages climate-related risks.	Ra. Describe the organization's processes for identifying and assessing climate-related risks.	1.3. ALVEST ESG Governance 2.2.7. Environmental compliance and climate risk management	Full
	Rb. Describe the organization's processes for managing climate- related risks.	1.3. ALVEST ESG Governance 2.2.7. Environmental compliance and climate risk management	Full
	Rc. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	1.2. ALVEST Corporate Governance 1.3. ALVEST ESG Governance 2.2.7. Environmental compliance and climate risk management	Full
Metrics and targets («M») Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Ma. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2. Bringing a tangible impact on climate change	Full
	Mb. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.	2.1.5. CO_2 performance of equipment sold and Scope 3 emissions 2.2.10. Greenhouse gas emissions	Full
	Mc. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2.1.8. Forward-looking vision and targets 2.2.15. Forward-looking vision and targets	Full

Appendix IV: GRI Content Index

The following table provides the correspondence between the Global Reporting Initiative (GRI) Standards disclosures to the information disclosed in this 2024 ESG Report

Statement of use	ALVEST has reported the information cited in this GRI content index for the period 01/01/2024 to 31/12/2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	1.1. ALVEST Overview
	2-2 Entities included in the organization's sustainability reporting	1.1. ALVEST Overview
	2-3 Reporting period, frequency and contact point	«General Information» This annual ESG Report covers calendar year 2024. Publication date: September 1rt, 2025 Contact: communication@ALVEST.fr
	2-4 Restatements of information	«General Information» 1.2. ALVEST Corporate Governance
	2-5 External assurance	"General Information" 1.2. ALVEST Corporate Governance
	2-6 Activities, value chain and other business relationships	Sector: Ground Support Equipment (GSE) «Our commitment» 1.1. ALVEST Overview 1.4. ALVEST double materiality assessment
	2-7 Employees	5. Human Capital
	2-8 Workers who are not employees	Information not available
	2-9 Governance structure and composition	1.2. ALVEST Corporate Governance 1.3. ALVEST ESG Governance
	2-10 Nomination and selection of the highest governance body	1.2. ALVEST Corporate Governance 1.3.3. ALVEST ESG Governance
	2-11 Chair of the highest governance body	1.1.3. Corporate structure and shareholding
	2-12 Role of the highest governance body in overseeing the management of impacts	1.2. ALVEST Corporate Governance
	2-13 Delegation of responsibility for managing impacts	1.2. ALVEST Corporate Governance 1.3. ALVEST ESG Governance
	2-14 Role of the highest governance body in sustainability reporting	1.3. ALVEST ESG Governance
	2-15 Conflicts of interest	"Confidentiality and conflict of interests"

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Total number and nature of critical concerns communicated are considered confidential.
	2-17 Collective knowledge of the highest governance body	"Our commitment"
	2-18 Evaluation of the performance of the highest governance body	1.2. ALVEST Corporate Governance
	2-19 Remuneration policies	5.5.5. Compensation policy
	2-20 Process to determine remuneration	5.5.5. Compensation policy
	2-21 Annual total compensation ratio	5.5.5. Compensation policy
	2-22 Statement on sustainable development strategy	«Our commitment» 1.3.1. Our commitment ALVEST Environmental, Social Governance Statement
	2-23 Policy commitments	«Our commitment» «Contribution to SDGs» 1.3.2. Environmental and Social responsibility: an integral part of our strategy
	2-24 Embedding policy commitments	Code of Ethics and Business Conduct, (link page 10) 1.3.2.Environmental and Social responsibility: an integral part of our strategy
	2-25 Processes to remediate negative impacts	1.2.1. The executive management of ALVEST
	2-26 Mechanisms for seeking advice and raising concerns	1.2.1. The executive management of ALVEST 6.2.5. Whistleblowing Policy
	2-27 Compliance with laws and regulations	1.2.4. ALVEST Group Ethics Committee
	2-28 Membership associations	5.4.2. Human rights
	2-29 Approach to stakeholder engagement	1.4.1. Stakeholders and their relevance to the business 1.4.2 Stakeholder integration to the double materiality analysis
	2-30 Collective bargaining agreements	5.4.1. Co-construction with social partners
GRI 3: Material Topics 2021	3-1 Process to determine material topics	1.4. ALVEST double materiality assessment
	3-2 List of material topics	1.4. ALVEST double materiality assessment «Double Materiality Matrix»
	3-3 Management of material topics	1.4. ALVEST double materiality assessment All the metrics are spread throughout the report in each chapter.
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Included in the financial report, not in the sustainability report as of today.
	201-2 Financial implications and other risks and opportunities due to climate change	Included in the financial report, not in the sustainability report as of today.
	201-3 Defined benefit plan obligations and other retirement plans	Included in the financial report, not in the sustainability report as of today.
	201-4 Financial assistance received from government	Included in the financial report, not in the sustainability report as of today.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	5.5.5. Compensation policy 5.7. Diversity and equal opportunity
	202-2 Proportion of senior management hired from the local community	Information not available
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	7. Supporting a balanced economic development of territories 4. Meeting changing customer expectation
	203-2 Significant indirect economic impacts	7. Supporting a balanced economic development of territories 4. Meeting changing customer expectation
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	4.5. Suppliers: an important part in the ALVEST value creation chain
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	6.2. Ethics and compliance 6.2.3. Risks Mapping
	205-2 Communication and training about anti-corruption policies and procedures	6.2.6. Training
	205-3 Confirmed incidents of corruption and actions taken	This information is considered confidential
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	«Confidentiality and conflict of interests» 6.2.2 Ethical practices - anti-corruption
GRI 207: Tax 2019	207-1 Approach to tax	7.1. ALVEST tax organizational structure and policy
	207-2 Tax governance, control, and risk management	7.1. ALVEST tax organizational structure and policy
	207-3 Stakeholder engagement and management of concerns related to tax	7.1. ALVEST tax organizational structure and policy
	207-4 Country-by-country reporting	Country-level details are considered confidential.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	We monitor materials used and recycled materials per model. However, we are not able to report the total materials used, as the model series mix is confidential
	301-2 Recycled input materials used	
	301-3 Reclaimed products and their packaging materials	This information is considered confidential
GRI 302: Energy 2016	302-1 Energy consumption within the organization	2.2.8. Energy performance
	302-2 Energy consumption outside of the organization	2.1.5. CO_2 performance of equipment sold and Scope 3 emissions
	302-3 Energy intensity	2.2.9. Energy performance
	302-4 Reduction of energy consumption	2.2.8. Energy performance
	302-5 Reductions in energy requirements of products and services	2.1.5. CO_2 performance of equipment sold and Scope 3 emissions 2.1.6. Avoided CO_2 emissions
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	2.2.13. Water cycle on facilities
	303-2 Management of water discharge-related impacts	2.2.5. Measures taken for the prevention of environmental risk, pollution or effluents at sites 2.2.11. Industrial discharges and pollutants
	303-3 Water withdrawal	Non-material topic for our sector and company
	303-4 Water discharge	Non-material topic for our sector and company
	303-5 Water consumption	2.2.12. Water cycle on facilities

GRI STANDARD	DISCLOSURE	LOCATION
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	2.2.8. Biodiversity
	304-2 Significant impacts of activities, products and services on biodiversity	Non-material topic for our sector and company
	304-3 Habitats protected or restored	Non-material topic for our sector and company
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Non-material topic for our sector and company
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	2.2.10. Greenhouse gas emissions
	305-2 Energy indirect (Scope 2) GHG emissions	2.2.9. Greenhouse gas emissions
	305-3 Other indirect (Scope 3) GHG emissions	2.1.5. CO_2 performance of equipment sold and Scope 3 emissions
	305-4 GHG emissions intensity	2.1.5. CO_2 performance of equipment sold and Scope 3 emissions
	305-5 Reduction of GHG emissions	2.1.5. CO_2 performance of equipment sold and Scope 3 emissions 2.1.8. Forward-looking vision and targets 2.2.15. Forward-looking vision and targets
	305-6 Emissions of ozone-depleting substances (ODS)	Non-material topic for our sector and company
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	2.2.10. Industrial discharges and pollutants
GRI 306: Effluents and Waste 2016	306-3 Significant spills	2.2.10. Industrial discharges and pollutants
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	2.2.12. Waste
	306-2 Management of significant waste-related impacts	4.2. Materials cycle
	306-3 Waste generated	2.2.12. Waste
	306-4 Waste diverted from disposal	2.2.12. Waste 4.2. Materials cycle
	306-5 Waste directed to disposal	2.2.12. Waste
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	4.5.4. EcoVadis Program
	308-2 Negative environmental impacts in the supply chain and actions taken	Information not readily available
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	5.3.2. Recruitment
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	No distinction is made between permanent and fixed-term employees. Temporary employees, however, do not receive the same financial benefits (e.g. profit sharing) but are otherwise treated equally
	401-3 Parental leave	"Parenthood and Equality: A Balanced Approach"
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	The Minimum notice required by law are duly applied
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	5.6. Well-being, health and safety at work
	403-2 Hazard identification, risk assessment, and incident investigation	5.6. Well-being, health and safety at work
	403-3 Occupational health services	5.6. Well-being, health and safety at work

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	"The Group Works Council"
	403-5 Worker training on occupational health and safety	5.6. Well-being, health and safety at work
	403-6 Promotion of worker health	5.6. Well-being, health and safety at work
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	5.6. Well-being, health and safety at work 5.6.1. Quality of life at work
	403-8 Workers covered by an occupational health and safety management system	5.6. Well-being, health and safety at work
	403-9 Work-related injuries	5.6. Well-being, health and safety at work
	403-10 Work-related ill health	5.6. Well-being, health and safety at work
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	5.5.4. Professional training
	404-2 Programs for upgrading employee skills and transition assistance programs	5.5.4. Professional training
	404-3 Percentage of employees receiving regular performance and career development reviews	5.5.1. Career and Talent Evolution
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	5.3.1. Workforce 1.2.1. The executive management of ALVEST
	405-2 Ratio of basic salary and remuneration of women to men	5.7. Diversity and equal opportunity
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	5.8. Anti-discrimination policy and promotion of diversity
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	5..4.1. Co-construction with social partners 5.4.2. Human rights Supplier Code of conduct (link page 47)
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	5.4.2. Human rights 4.5.4. EcoVadis Program Supplier Code of conduct (link page 47)
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	5.4.2. Human rights 4.5.4. EcoVadis Program Supplier Code of conduct (link page 47)
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	5.4.2. Human rights 4.5.4. EcoVadis Program Supplier Code of conduct (link page 47) 6.2.6. Training
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Non-material topic for our sector and company
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	7.2. Actions to promote local communities' development
	413-2 Operations with significant actual and potential negative impacts on local communities	7.2. Actions to promote local communities' development 1.4 ALVEST double materiality assessment

GRI STANDARD	DISCLOSURE	LOCATION
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supplier Code of conduct (link page 47) 4.5.4. EcoVadis Program
	414-2 Negative social impacts in the supply chain and actions taken	Supplier Code of conduct (link page 47) 4.5. Supplier: an important part in the ALVEST value creation chain 4.5.4. EcoVadis Program
GRI 415: Public Policy 2016	415-1 Political contributions	Non-material topic for our sector and company
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	3.4. Customer safety and protection
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	This information is considered confidential
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	2.1.7. Our label with Solar Impulse foundation 3. Meeting changing customer expectations
	417-2 Incidents of non-compliance concerning product and service information and labeling	This information is considered confidential
	417-3 Incidents of non-compliance concerning marketing communications	This information is considered confidential
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	This information is considered confidential

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