

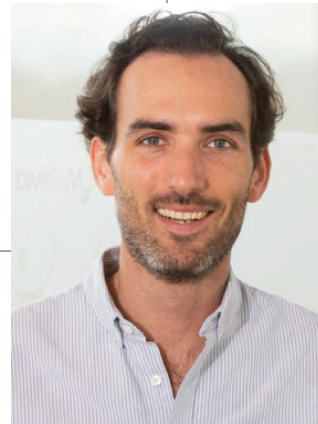
NON-FINANCIAL PERFORMANCE STATEMENT

2025





Romain Sartorius
Chairman and CEO



For tens of millions of Europeans, the automobile, so inextricably linked to access to employment, education, healthcare and social ties, is undergoing its most profound transformation in a century.

Alongside the many benefits it brings to humanity, the need to reduce its negative externalities is unquestionably one of the major challenges of our time.

In this respect, while attention is now naturally focused on vehicle production and the electrification of new vehicles, another battle just as crucial to reconciling environmental protection and purchasing power is being fought in our stores and workshops. This is because vehicle servicing and repair are more than ever concrete and immediate levers for simultaneously ensuring motorists' safety, preserving their purchasing power and supporting the durability of their vehicles.

In response to these essential needs, the Mobivia companies reaffirm in 2025 the fundamentals that have united them for over 50 years:

- **Making vehicle servicing and repairs ever more accessible**, both economically and geographically, so that every motorist, whatever their budget, vehicle or location, has the means to avoid excessive consumption and premature wear of their vehicle.
- **Contributing to human development**, by welcoming employees from a variety of backgrounds, offering them meaningful career paths and involving them in the results of their company.
- **Reducing the environmental impact of the automobile**, while preserving the essential benefits it brings to citizens.

The figures set out in this 2024/25 Non-Financial Performance Statement reflect the progress made. Our approach is rooted in the long term, driven by commitment and continuous improvement, in line with our founding values.

While the 2024/25 financial year was marked by a return to economic and financial performance for our companies, it also saw significant non-financial achievements:

- **From a social and societal perspective**, the financial year saw record levels of employee satisfaction and engagement, as well as continuous improvement in customer satisfaction. Actions taken to improve working environment, induction and training resulted in an improved employee retention and a further reduction in staff turnover. Efforts to improve safety are also beginning to deliver tangible results.
- **With regard to our environmental challenges**, the main issue lies at the very heart of our businesses: working towards a lower-carbon, less polluting and more resource-efficient vehicle fleet. This is the purpose of the development and deployment in 2025 of internal CA+ Ecoscore framework, designed to accelerate from 2026 onwards the expansion of product and service offerings that contribute to reducing our environmental impact and that of our customers.

We approach 2025/26 with confidence and a strong sense of responsibility, fully aware of the challenges that lie ahead. Our ambition is clear: to pursue a path of sustainable growth that is useful to our customers, creates value for our employees and helps reduce the impact of the automobile on our planet.

As a family business, this responsibility carries even greater weight for us.



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1. General information

1.1. Overview of Mobivia

Mobivia is an independent, family-owned group based in northern France, a European leader in automotive equipment, maintenance and repair, founded in 1970 with the creation of Norauto by Eric Derville. Mobivia supports more than 30 million unique motoring customers, both private individuals and professionals, offering them products and services that contribute to a safer, more accessible and sustainable motoring environment.

The group relies on a portfolio of strong brands dedicated to vehicle maintenance, repair and equipment (Norauto, Auto5, ATU, Midas, CARTERCASH); the distribution of tyres, technical and comfort parts; services dedicated to professionals (Synchro Diffusion, Exadis, Vroomly and Dentmaster); online sales of vehicle parts and accessories combined with a network of pop-up tyre changing stations (Bythjul, Skruvat, Däckskiftarna); and the circular economy (iWip and Black-Star).

Mobivia also supports the development of innovative autotech solutions via its Via ID investment fund and start-up accelerator.

In 2025, Mobivia operated around 2,000 automotive workshops and service centers across 16 countries, through company-owned locations, franchises and master franchises, primarily in Europe. The Group generated annual revenue of €4 billion (including franchises and master franchises). With 23,200 employees, Mobivia is built on deeply rooted humanist values and a bold commitment to social and environmental responsibility.

OUR CORE VALUES



**Entrepreneurial
spirit**



**Sustainable
performance**



Sharing



Empathy

Creation

of the concept of auto centers and international expansion

Development

of automotive maintenance services in BtoC and BtoB

Diversification

of our new mobility solution and online activities

Refocusing

on our position as European leader in automotive after-sales

1970



Start of the entrepreneurial human adventure

Eric Derville, founder of Norauto

2000



APPROXIMATELY

2000

AUTO CENTERS & STORES

2010



APPROXIMATELY

30

MILLION UNIQUE CUSTOMERS PER YEAR

since 2024



16

COUNTRIES OF OPERATION

4

BILLION € IN REVENUE, EXCLUDING VAT, including franchises and master franchises

23,200

EMPLOYEES

14

BRANDS

Figures as of 30 September 2025



1. General information

1.2. Background and trends

Our businesses in an uncertain environment

The year 2025 is part of a major phase of transformation for the European automotive industry. At the heart of economic, social and societal dynamics, the sector is evolving in a complex environment. The market is notably shaped by persistent economic tensions, increasing regulatory requirements, the environmental transition and intensifying international competition, particularly from Asia.

From a technological perspective, the progressive electrification of the vehicle fleet has now become a structuring driver of this transformation.

On the regulatory front, there is still uncertainty about forthcoming decisions by European authorities. They must decide on a number of key legislative texts, whose effects will be felt directly across the industry as a whole, particularly in vehicle servicing and maintenance activities.

At the same time, societal and environmental issues continue to play a central role in European policy priorities, which seek to reconcile economic performance, job preservation, and compliance with climate objectives. From the consumer's point of view, caution remains the order of the day against a backdrop of budgetary pressures and political instability. While environmental awareness remains high, purchasing behaviour is shifting towards economically sustainable solutions, even as the overall cost of mobility continues to rise.

Against this backdrop, the automotive aftermarket is undergoing profound change. Mobivia and its brands must support these changes by combining innovation, adaptation to new patterns of use and the management of an increasingly polarised vehicle fleet. The fleet is becoming both older and progressively more electrified. This ability to adapt represents an essential lever for strengthening the resilience and long-term sustainability of our activities.



A sluggish automotive market increasingly polarised between ageing and electrification

In 2025, the European car market is facing stagnating demand and remained persistently below its pre-Covid level. Sales of new vehicles fell by 18% in Europe between 2019 and 2024. This was mainly due to the increase in the price of new vehicles. In France, for example, the average list price jumped by 24% between 2020 and 2024, from €28,500 to over €35,000. This situation is driving consumers towards social leasing schemes, second-hand cars or more affordable vehicles, notably from Asia.

Faced with these pressures, motorists are keeping their vehicles for longer in order to preserve their day-to-day mobility. The age of the vehicle fleet continues to rise in all European countries and now stands at an average of 12.5 years.

Against this backdrop of a strained market, growth in sales of fully electric vehicles is slowing, with their market share stagnating at around 16-20%. Highly dependent on public subsidies, the segment fell by 25% in Germany after the end of subsidies, before recovering thanks to the tax incentives reintroduced in 2025 for businesses.

By contrast, demand for hybrid powertrains has been growing steadily for the past two years. In the third quarter of 2025, hybrids accounted for almost 35% of the European market, while internal combustion engines were in sharp decline. This dual trend is accelerating the polarisation of the fleet between increasingly older vehicles and the expansion of electrification driven by the momentum of hybrid vehicles.



Electrification and technological change: training challenges for the aftermarket

The shift of the automotive aftermarket towards electrification is forcing a profound change in skills: the maintenance of electrified vehicles, high-voltage battery management and onboard electronics are becoming major challenges for networks and independent operators. Today, a growing proportion of vehicles entering our workshops require expertise in electronic diagnostics and new powertrains. According to a GiPA study, over 50% of repairers in France cite new engines as one of their top training priorities, and 30% are specifically interested in electronic diagnostics.

At the same time, the profession is struggling to recruit: among the main challenges identified by repairers are the shortage of skilled labour and the increasing complexity of repairs. In response to these pressures, making the profession more attractive and investing heavily in training are becoming essential to ensure the long-term future of companies in the sector.

Reconciling purchasing power and environmental solutions

The growth of product sales offers and platforms for reconditioned, second-hand or recycled products reflects a profound transformation of the market, driven by digitalisation and environmental challenges. These environmental solutions meet the growing expectations of consumers who are keen to maintain and extend the lifespan of their vehicle while preserving their budget.

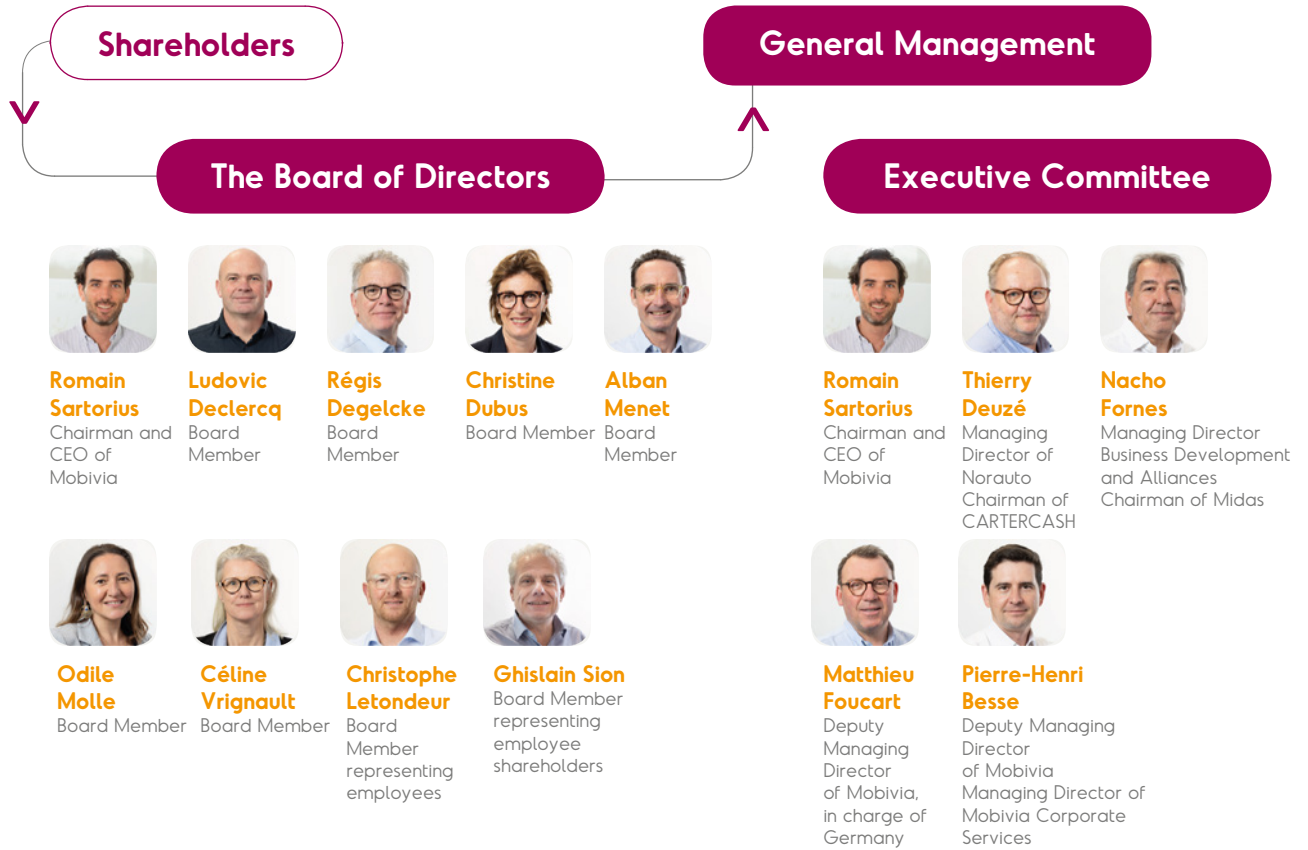
Repairability, for its part, represents the first step towards truly circular mobility. It must be fully integrated from the vehicle design stage, particularly for electric vehicle batteries, which can account for up to 40% of a vehicle's value.

Repairability requires full, effective and non-discriminatory access to technical information, spare parts and tools for independent repairers, as well as workshops that are properly equipped and trained.

1. General information

1.3. Governance and strategy 2025

1.3.1. A governance model focused on our businesses



The Board of Directors appoints the Chairman of each Committee from among the board members.

Specialist committees of the Board

Finance Audit & Risk Committee

Human Resources Committee

Sustainable Development Committee

(regulatory skills, insight and support for operational staff)

Mature companies



Companies in development



Companies develop their ESG action plans and associated monitoring

Mobivia Corporate Services (MCS)

(support governance, expertise and facilitation)

ESG governance

Mobivia's ESG governance (Environment, Social, Societal and Governance) reflects the group's desire to integrate the principles of sustainability, ethics and responsibility into all its activities. It is based on a clear and structured organisation, enabling each Group company to contribute, according to its role and level of maturity, to the creation of a lasting positive impact. This governance framework involves the Board of Directors, its specialist committees, the Executive Committee and the support functions of Mobivia Corporate Services (MCS), in order to ensure that our ESG commitments are implemented consistently, rigorously and effectively.

The Board of Directors

The Board of Directors is responsible for validating Mobivia's strategy in line with its corporate purpose, allocating resources across the Group and ensuring compliance with governance principles and effective risk management.

The Executive Committee

Mobivia's Executive Committee (CODIR), established in 2024, defines the Group's strategy, allocates resources, and takes strategic decisions impacting Mobivia, with approval from the Board where necessary. This committee is made up of key operational managers and representatives of corporate functions. Together, they address strategic and regulatory issues, taking into account the perspectives of each company. The Executive Committee brings together leaders responsible for the Group's main priorities, core functions, major companies and Business Units. This group ensures the strategic alignment and development of the shared vision that unites Mobivia around its missions and "raison d'être".

Board Committees

In carrying out its duties, the Board of Directors is supported by three permanent specialist committees that it has set up. It defines its composition, powers and operation:

- **The Sustainable Development Committee**
- **The People Committee**
- **The Finance, Audit and Risk Committee**

Roles of the Committees

Each Committee carries out its mission in three main areas.

1. Statutory role:

- Ensuring that legal obligations and compliance requirements are met.
- Verifying the existence and soundness of control and management systems.
- Ensuring that the policies and strategies implemented by Group companies are consistent.

2. Advisory role to the Board of Directors:

- Providing deeper analysis of strategic or sensitive matters.
- Providing the Board with analyses, opinions and recommendations.

3. Support role for operational teams:

- Providing ad hoc support, at the joint request of the relevant operational manager and the Chair of the Committee.

Operational governance of ESG issues

The operational governance of ESG issues is centred on the Group's companies, supported by the support and statutory functions of Mobivia Corporate Services (MCS).

It is based on the capacity of Mobivia Group companies and their business units, to deploy concrete initiatives with a positive impact.

Each company benefits from support tailored to its level of maturity. They all share a common mission and purpose and fully adhere to the Group's ESG values.

Mobivia Corporate Services (MCS)

MCS is the expertise collective that brings together Mobivia's support and corporate functions.

Its role is threefold.

- **Shared and statutory foundation:** MCS safeguards the Group's interests by ensuring its security, compliance and collective performance, either directly through the teams in charge, or through the definition of a common framework.
- **Coordination:** MCS engages and brings together the business communities from the Group's companies and business units
- **Support:** MCS provides support and shared services for companies and business units that do not have dedicated resources, through outsourcing or temporary back-up.

1. General information

1.3.2. Sustainable Development Strategy

The automobile is more than ever at the centre of public debate, regulatory developments and the concerns of many citizens, as it is essential or even indispensable depending on the region. At the same time, it is also the subject of questions and concerns in light of its environmental impact, technological evolution and rapidly rising cost.

These challenges have been at the very heart of the mission of the companies in the Mobivia group since they were founded: to support motorists by contributing to a cleaner, safer and more accessible motoring environment.

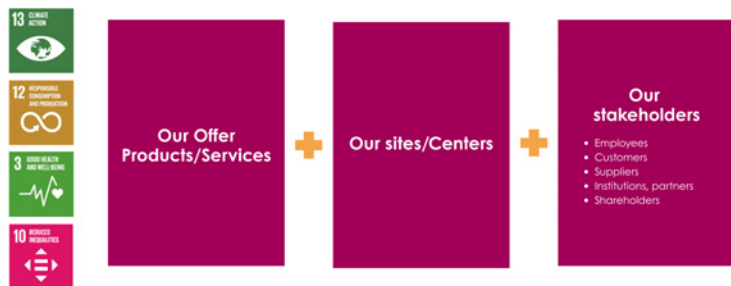
In 2025, we reaffirmed what brings us together, which is our shared foundation of commitments and our common ambitions in terms of sustainable development, beyond the specificities of each of our companies and their own strategies.

Our strategic foundation is structured around four priority challenges and SDGs, three major levers for action, and a shared dual ambition collectively embraced and carried forward with all our stakeholders: to contribute to carbon neutrality and to accelerate the development of product and service offerings that contribute to all four challenges.

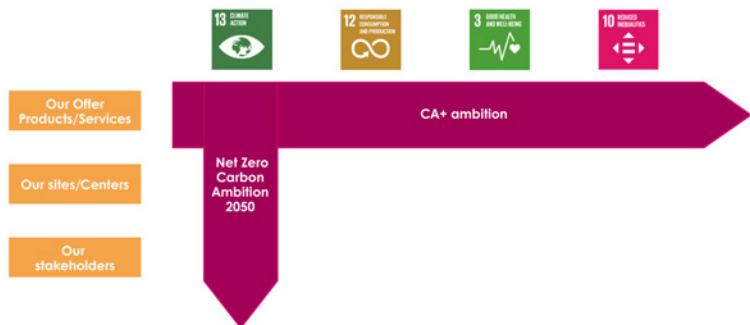
Priority issues at the core of our Utility and Sustainable Performance



Levers serving our Utility and Sustainable Performance



Ambitions-Totems serving our Utility and Sustainable Performance



1.3.3. Human Resources Strategy

Mobivia is celebrating its 55th anniversary this year. For 55 years we have been working alongside motorists promote a cleaner, safer and more accessible automobile. In our business, economic performance is the result of the strong commitment of each and every one of us, serving every customer, every week, in every service center, workshop or store.

People are therefore at the heart of our corporate project. People, through our 30 million unique customers and our 23,200 employees, spread across our various businesses and geographies.

In 2025, we have reaffirmed what brings us together, namely our shared foundation of commitments and our common ambitions in relation to the human dimension. At Mobivia, our purpose is to welcome and integrate everyone, whatever their age, gender, geographical origin or nationality, and to create the conditions that enable them to understand and embrace the meaning of their company's project, acquire the skills and knowledge required to act, engage with it, and thrive.

Sharing purpose, knowledge, skills, and the ability to act is therefore an essential condition for creating value and subsequently sharing it. This is part of our roots, and fully reflected in our four values of sharing, empathy, entrepreneurial spirit and sustainable performance.

Year after year, the Group's companies take action to bring this human project to life, on a daily basis, in the field—in service centers, workshops, stores and support teams. They build on this shared foundation to develop strategies and action plans that are tailored to their specific characteristics, level of maturity and their own human challenges. And they work every day, each in their own way, to address the four major shared social challenges:

- Taking action for health, safety and well-being
- Enhancing the attractiveness of our companies and retaining teams
- Developing skills and sharing knowledge
- Promoting diversity and inclusion



1. General information

1.4. Our business model

Resources

ENVIRONMENT

Sustained commitment to the climate

- Optimising our energy consumption
- A climate policy to reduce CO₂ emissions

Circular economy/ Preserving resources

- 3 industrial sites
- 24 recycling streams
- Tyval, a producer responsibility organisation
- 3 BUs dedicated to the circular economy: Iwip, ESTADO and Black-Star

SOCIAL

EMPLOYEES

Attracting jobs and developing talent

- 86% of employees in direct contact with customers
- A balanced age pyramid:
 - Under 30 (41%)
 - 30-50 (39%)
 - Over 50 (20%)

A school for electrotechnicians and mechatronics technicians training teams

- A Mobivia University supporting leaders.

A rich and diverse corporate culture

- 23,200 employees, including 17% women
- 25% women members of management committees
- 3.5% of employees with disabilities
- Over 130 nationalities represented

CUSTOMERS

Unwavering commitment to our customers

- A dense economic network with around 2,000 centers in 16 countries

5 decades of experience and know-how enabling the maintenance of the rolling stock and the extension of vehicle lifespans

- Commitment to nearly 30 million unique customers per year
- Concepts recognised by our 885 franchised centers

GOVERNANCE

Trust and transparency in all our dealings

An ecosystem of stakeholders supporting sustainable mobility:

- 27 start-ups accelerated by the Moove Lab at Station F
- Nearly 1,200 suppliers*, with 56% of purchasing covered by ICS or Ecovadis Gold Silver or Bronze

Responsible and sustainable management of financial resources

Stable financial structure with low exposure to risk:

- Exclusively family-owned since 1970, complemented by a value-sharing policy with employees (2.3% of capital held by our employee shareholders)
- Equity at 142% of borrowings from financial partners, with an SFA loan incorporating CSR criteria

* Purchases made by MGTS

> Entrepreneurial spirit

> Sharing

Value creation

- +9% renewable energy in our energy consumption
- - 1.5% reduction in Scope 1 greenhouse gas emissions
- Maintaining and developing industrial jobs in France
- 10.4% of revenue with a positive impact
- 273,200 reconditioned tyres produced (Béthune + St Pierre)

EMPLOYEES

- 86% of employees say they feel well at work
- 81% of employees felt supported in their desire to develop their skills
- 29% of work-study students joined the teams on permanent contracts

- 1,450 employees trained in electronics this year
- Nearly 150 people employed at the Béthune site since its takeover in 2021

Steady progress in diversity and inclusion:

- + 15% women service-center directors
- + 2.3 pts proportion of women members of executive committees
- +18% employees with disabilities

CUSTOMERS

Brands with complementary location criteria: in urban areas, retail parks and peripheral areas

- +1 pt Norauto customer NPS vs 2024
- + 4 pts Midas customer NPS vs 2024
- + 2 pts ATU customer NPS vs 2024
- 5% coverage of the European vehicle fleet

- € 210 million raised by Moove Lab startups since 2017
- 66% of purchases are from suppliers with over 20 years tenure

- € 3.4bn Mobivia consolidated revenue 2024/25
- 18% of revenue generated through digital channels
- € 154 million in recurring operating income (IFRS)
- € 235 million in free cash flow (IFRS)
- 50% of operating cash flow reinvested in CAPEX

Value sharing

REVENUE
€ 4 billion

STATE AND PUBLIC ADMINISTRATIONS:

€ 40.3 million
Taxes and similar charges

LOCAL AREAS:

€ 65 million
Investments in stores and workshops

EMPLOYEES:

€ 951 million
Salaries and staff costs

SUPPLIERS AND PARTNERS :

€ 1.6 billion
Purchasing

FRANCHISEE REVENUE:

€600 million
Revenue

1. General information

1.5. Our value chain

1.5.1. Overview of the value chain

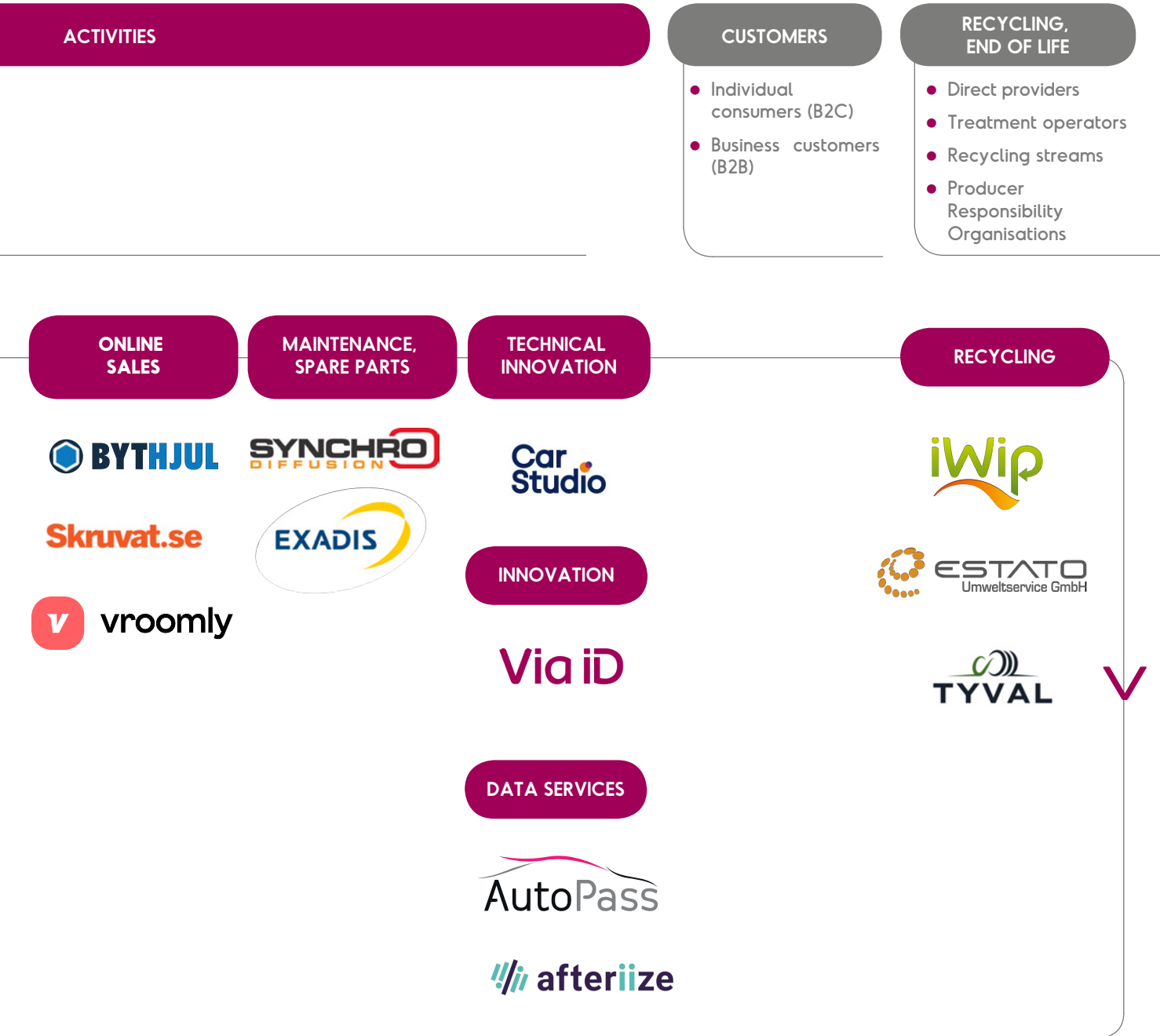
The Mobivia Group relies on a dynamic, efficient and diversified ecosystem, bringing together complementary expertise to support drivers' mobility in a sustainable, responsible and accessible manner. By harnessing the synergies between its various businesses, the group is developing comprehensive solutions that include vehicle maintenance and repair, as well as retail. This coherent organisation enables it to respond effectively to the expectations of each customer.



UPSTREAM

MOBIVIA

DOWNSTREAM



ACTIVITIES

CUSTOMERS

RECYCLING, END OF LIFE

- Individual consumers (B2C)
- Business customers (B2B)

- Direct providers
- Treatment operators
- Recycling streams
- Producer Responsibility Organisations

ONLINE SALES

MAINTENANCE, SPARE PARTS

TECHNICAL INNOVATION

RECYCLING



1. General information

1.5.2. Location of our auto centers and stores

Northern Europe

BYTHJUL **Skruvat.se**

Däckskiftarna
dackskiftarna.se

Norway, Sweden
Finland, Denmark
83 pop-up stations

Middle East

mīDAS

Turkey: 4

Africa

mīDAS

Ivory Coast: 8
Morocco: 5
Tunisia: 5
Senegal: 5
Kenya: 4



Europe

Norauto **CARTERCASH**

France: 413 (including 142 franchises)
Spain: 92
Italy: 40
Portugal: 30

France: 95
Spain: 12
Italy: 4

mīDAS **Auto 5**

France: 375
Spain: 203
Italy: 50
Belgium: 46
Portugal: 31

Belgium: 58

ATU

Germany: 525

DENTMASTER
vroomly **SYNCHRO** **EXADIS** **Black-Star** **iWip**

Overseas territories

mīDAS

French Guiana: 2
Martinique: 5
Guadeloupe: 5
Mayotte: 1
Réunion: 14
New Caledonia: 2

Norauto

French Guiana: 1
Martinique: 1
Guadeloupe: 2
Réunion: 2

1.5.3. Description of our activities

In 2024/25, Mobivia consists of:

- companies specialising in automotive maintenance and repair, as well as retail and the sale of automotive accessories.
- and 14 brands: Norauto, Auto5, CARTERCASH, Midas, ATU, Dentmaster, Vroomly, Synchro Diffusion, Exadis, Bythjul, Däkskiftarna, Skruvat, Black-Star, iWip

The production of Mobivia's private-label and branded products, including its flagship items such as tyres, oils, and spare parts, is made possible through close collaboration with 1,200 partner suppliers. To strengthen and coordinate these commercial relationships, the Group's purchasing hub, MGTS, operates through three strategic offices in France, Switzerland, and China.

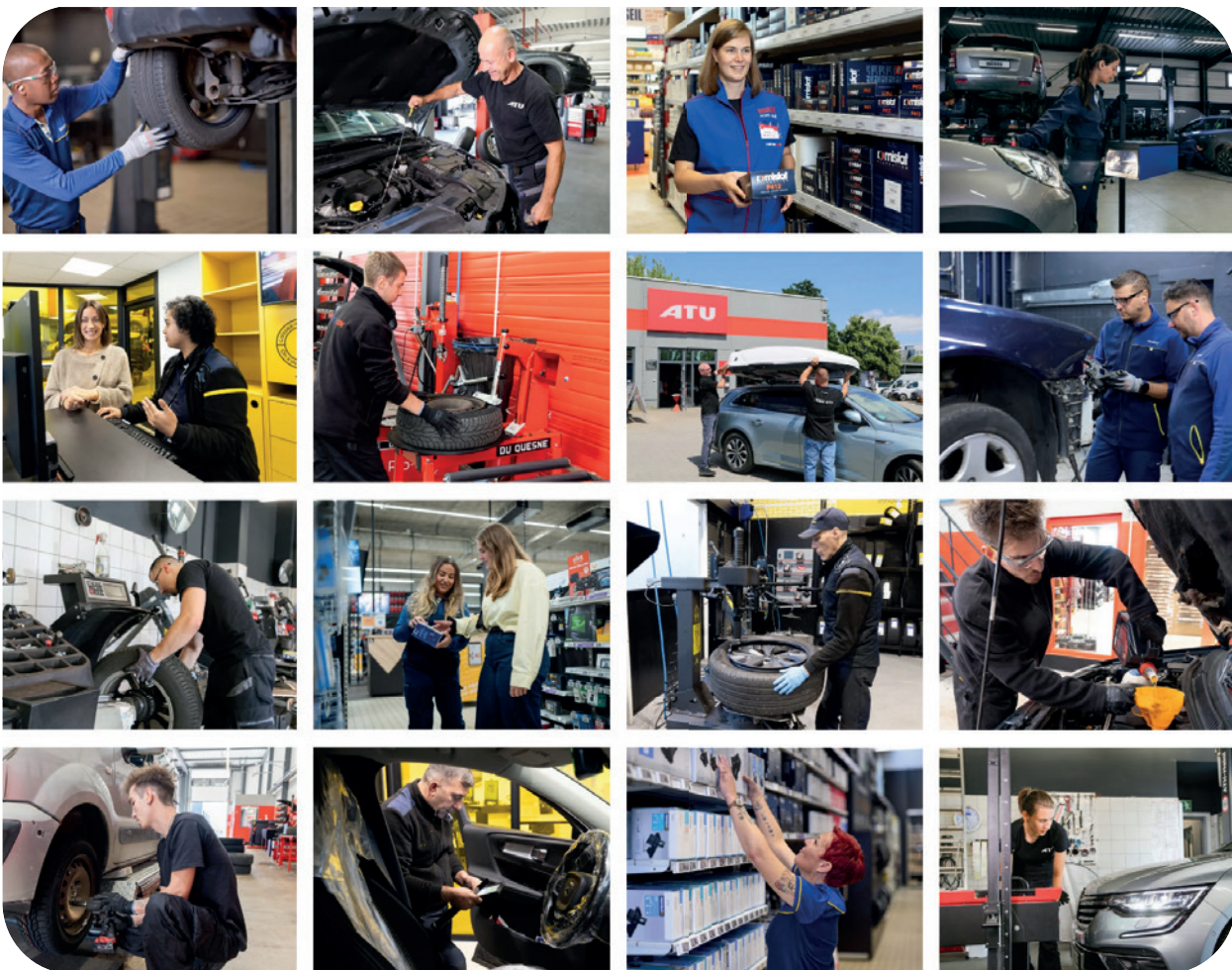
The transportation of goods—both upstream and downstream—is managed by dedicated business units, MGTS and M2S. These entities oversee the logistics flow from suppliers to Mobivia's six warehouses, located in France, Spain, Italy, Germany, and Sweden. From these logistics hubs, products are distributed to auto centers and stores, where they are made available to customers.

Mobivia also includes activities focused on waste management and recovery:

- iWip, a BU specialising in waste management
- Black-Star and ESTATO, companies dedicated to automotive waste recovery, operating across three industrial sites in Europe.

Additionally, CarStudio and Via-ID represent our innovation, investment, and development activities.

Through its various businesses, Mobivia serves nearly 30 million customers, including private individuals (B2C) and professionals (B2B), covering a wide range of profiles and expectations.



1. General information

1.5.4. Our stakeholders

FINANCIAL PARTNERS	Our financial partners—whether banks, insurers, or shareholders—play a crucial role in financing Mobivia operations. Their expectations regarding ESG issues are increasingly integrated into our approach, as demonstrated by the implementation of a sustainability-linked credit line.
SUPPLY CHAIN PARTNERS	For several years now, Mobivia has included its suppliers in its sustainability strategy. The Group encourages them to develop more sustainable offerings, notably by obtaining labels or certifications, or by undergoing audits. At the same time, it works closely with its partners to improve the environmental impact of its offering. Our supply chain partners are also involved in our sustainability strategy, in particular through initiatives such as the Fret 21 programme.
EMPLOYEES AND FRANCHISEES	Our employees and franchisees are key pillars of our value chain and play a crucial role in our success. Throughout the year, various awareness-raising and training initiatives focused on ESG issues are offered to them.
START-UPS	Thanks to Via ID, the Group has created and developed a dynamic and innovative ecosystem of start-ups.
WASTE COLLECTION AND TREATMENT OPERATORS	Mobivia has long been committed to developing recycling streams for automotive waste. Our companies and BUs, including iWip, work closely with specialist waste collection and management operators to ensure efficient treatment. A portion of these materials is reintegrated into circular economy initiatives, helping to enhance environmental performance and minimise the impact of end-of-life products.
B2B AND B2C CUSTOMERS	Our customers are at the heart of Mobivia's operations and are key stakeholders of our business. Each company supports them as their mobility needs evolve, offering tailored solutions built around their feedback and expectations. The Group is committed to guaranteeing the quality and safety of its products through approaches implemented across its companies. In addition, initiatives to reduce the environmental impact of the product and service offering are implemented through eco-design and eco-selection actions.
INSTITUTIONAL PARTNERS	Our institutional partners, including public authorities, professional organisations, associations, and other entities, play a key role in fostering external synergies for mobility and sustainability issues. Their collaboration facilitates the sharing of knowledge and resources, enabling us to enhance our collective impact and act in the interest of the common good.



Acts and Facts is a company that supports executives and leaders in accelerating their ecological transition. It was founded as part of an association of distribution companies in northern France, which Mobivia joined at its inception.



ADEME, "Agency for Ecological Transition" is a French public industrial and commercial establishment created in 1991. Mobivia regularly collaborates with ADEME teams on various initiatives and projects.



Mobivia joined **AVERE**, an association of electromobility stakeholders, over 12 years ago and has been a member of its Board of Directors for the past 10 years.



BEUC represents the interests of consumers in Europe. Mobivia regularly discusses issues of direct interest to motorists, such as the reparability index, roadworthiness tests and access to vehicle data.



CLEPA represents equipment manufacturers in the automotive sector—around 3,000 companies—with whom Mobivia regularly engages in dialogue.



The Club de la Durabilité is a network of companies driving change towards more sustainable goods and services. Its ambition is to create a dynamic ecosystem of stakeholders to accelerate the ecological transition and multiply solutions for sustainable goods and services.



The Collectif Génération Responsable aims to promote the improvement of the environmental and social quality of retail brands and distribution networks. Norauto France has held "Responsible Retailer" certification since 2018 and Midas France since 2022.



The **Collège des directeurs développement durable** is an association of committed sustainable development directors. Mobivia has been a member for nearly 15 years and has sat on the Board of Directors since June 2025.



Mobivia is a member of the **Conseil national de l'économie circulaire**, the government's advisory body on waste issues. The Board maintains regular dialogue with its main stakeholders through working groups.



The Fédération des Associations **CRÉSUS** is recognised as a public-interest organisation for its role in supporting people in financial difficulty, and for its mission to prevent over-indebtedness. The Fédération CRÉSUS is now made up of 30 independent associations that are committed to tackling and preventing over-indebtedness.



EC2027 is a collective whose aim is to place the circular economy at the heart of policy-makers' concerns. It brings together more than 250 experts, from academia, business, the public sector and the non-profit sector. Mobivia has been a member of the Board of Directors since September 2022.



The **Éco-Entretien** organisation, co-founded by Mobivia, promotes the development of eco-servicing within the automotive industry. It is now chaired by Francis Bartholomé, Chairman of Mobilians. Mobivia is Vice-Chair.



Les **Éco-Maires** is an association federating elected officials committed to sustainable development. Mobivia has been a partner for more than 15 years, supporting high-value environmental and social initiatives in local areas.



Created in 2007, **EcoVadis** is a CSR assessment platform (more than 100,000 international companies assessed). Its mission is to provide reliable and recognised sustainability assessments, enabling all companies to reduce risks and improve their positive impact on our society and our planet.



The **Fédération Internationale de l'Automobile** represents European automobile clubs to EU institutions.



FIGIEFA represents those involved in the distribution of automotive parts to repairers. Mobivia regularly collaborates on topics of common interest, such as access to data and battery reparability.

1. General information

 <p>FONDATION POUR LA NATURE ET L'HOMME</p>	<p>Mobivia cooperates with the Fondation pour la Nature et pour l'Homme on projects promoting more sustainable and responsible mobility.</p>
	<p>France Digitale is an association representing over 1,500 entrepreneurs and investors from the French digital sector, which Mobivia joined 5 years ago.</p>
 <p>France Travail</p>	<p>France Travail is a French public administrative establishment responsible for employment in France. Created in 2008, it is the result of the merger between two French employment agencies, the Agence nationale pour l'emploi and the Association pour l'emploi dans l'industrie et le commerce.</p>
 <p>LES GARAGES ÉCOLES</p>	<p>Created by Motul and Norauto in collaboration with the Fédération Nationale de Ecoles de Production, Garages Écoles (Learning Garages) aims to develop production colleges that specialise in the automotive and mobility sectors.</p>
 <p>HOP Halte à l'Obsolescence Programmée</p>	<p>Since 2015, HOP - Halte à l'Obsolescence Programmée (Stop Planned Obsolescence) - has been advocating for more sustainable products and the circular economy, to protect both consumers and the environment.</p>
 <p>ics</p>	<p>The Initiative for Compliance and Sustainability ICS is a multi-sector initiative dedicated to improving working conditions and promoting environmental responsibility in global supply chains. ICS enables member companies to work together using shared tools and to pool audits.</p>
 <p>INSTITUT MOBILITÉS EN TRANSITION</p>	<p>Mobivia is a member of the IMT platform (Institut Mobilités en Transition, founded by IDDRI), which brings together a diversity of stakeholders and players in mobility, with a view to producing analyses and recommendations to contribute to the public debate and political decision-makers' understanding of transition issues.</p>
 <p>MOBI LIANS Les entreprises de la mobilité</p>	<p>Mobilians, formerly the CNPA, Conseil National des Professions de l'Automobile, within which Mobivia co-founded the multi-brand Automotive After-Sales Service department in 2015, is now chaired by Matthieu Foucart, Deputy Chief Executive Officer of Mobivia. Taking the lead on sustainable development issues, Bénédicte Barbry, Director of Public Affairs and Sustainable Development at Mobivia, chairs Mobilians' Sustainable Development Commission.</p>
 <p>NET ZERO INITIATIVE</p>	<p>NZI was created by Carbone 4 in 2018 in collaboration with around twenty pioneering companies and a panel of French and international experts. The Net Zero Initiative (NZI) is working to define an ambitious climate action plan for companies wishing to commit to net zero.</p>
 <p>ORSE Observatoire de la responsabilité sociale des entreprises</p>	<p>Orse, the Observatoire de la Responsabilité sociale des Entreprises (Observatory of Corporate Social Responsibility), has had Mobivia as a member for over ten years.</p>
 <p>UN GLOBAL COMPACT</p>	<p>The Global Compact is a United Nations initiative which was launched in 2000 with the aim of encouraging companies around the world to adopt a socially responsible attitude by committing to incorporate and promote several principles relating to human rights, international labour standards, the environment and anti-corruption measures. Mobivia has been a signatory member since 2007.</p>
 <p>Transport & Environment</p>	<p>T&E is a European NGO that advocates for clean transport and energy through legislative action, investigations and advocacy. Mobivia regularly exchanges information and takes part in their events.</p>
 <p>ulco UNIVERSITÉ DU LITTORAL CÔTE D'OPALE</p>	<p>The Université du Littoral Côte d'Opale is home to around 10,000 students. It has almost 530 teaching and research staff, distributed across 14 research units. It develops research teams working on three research areas: Sea & Coastline, Technological & Environmental Changes, Integrated Regions & Populations. ULCO has been a partner of Mobivia in the biofilter project for 5 years.</p>
 <p>wimoov</p>	<p>Wimoov is a leading association for inclusive mobility, with which Mobivia cooperates to develop local pilot projects aimed at making mobility more accessible to vulnerable populations.</p>

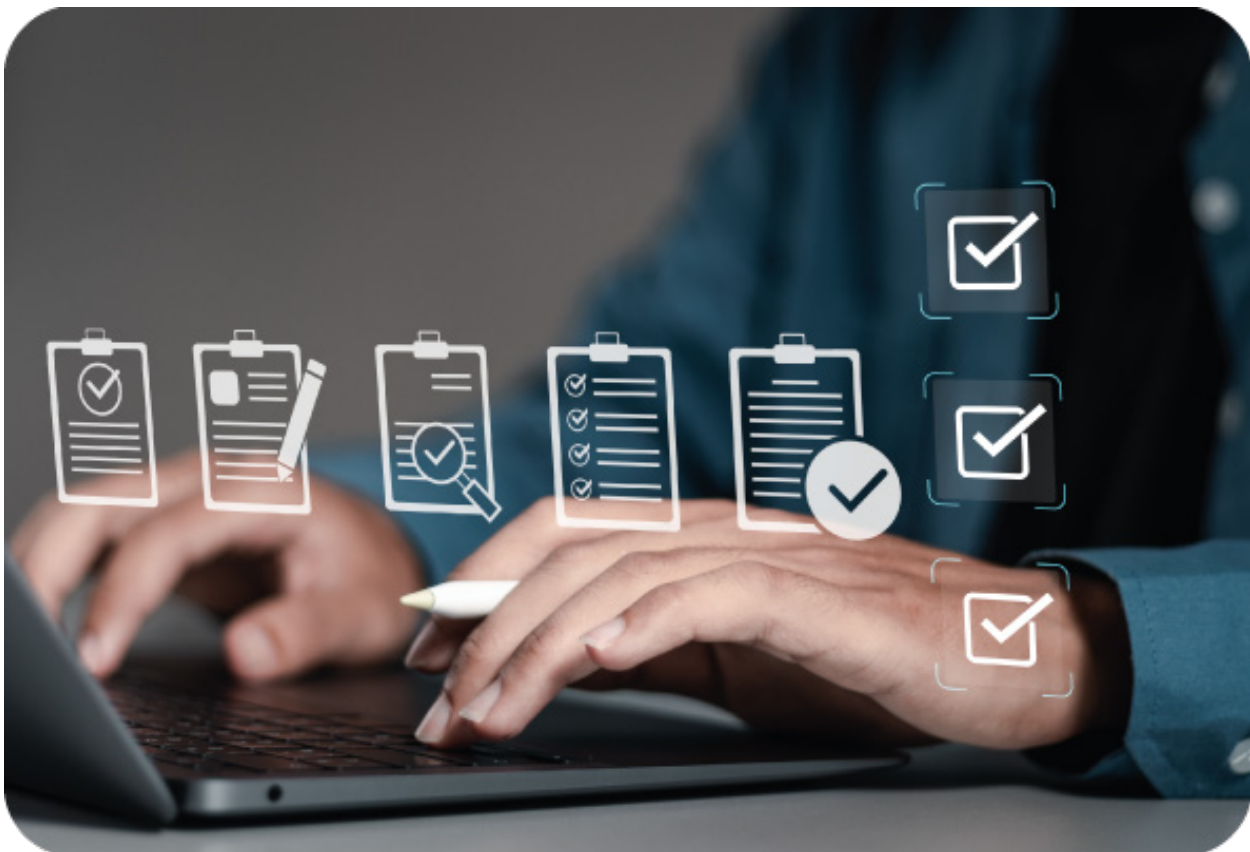
1.6. Our double materiality matrix: methodology and results

A double materiality assessment matrix, updated to align with the CSRD framework

The double materiality analysis has been updated, with an in-depth assessment of the IROs and the new materiality thresholds, compared with the previous financial year.

General principles

- The identification of sustainability issues has been assessed across the upstream and downstream value chain, taking into account the Group's different activities and geographies. In some cases, we have also identified sector-specific issues.
 - Materiality analysis consists of two steps:
 - Step 1: assessing the materiality of each issue based on its impacts, risks, and opportunities (IROs).
 - Step 2: identifying and qualifying the available information related to the material issues.
 - Double materiality includes two dimensions: materiality from an impact point of view and materiality from a financial point of view.
- A sustainability issue is considered important with regard to impact when it concerns the effects, positive or negative, real or potential, that a company may have on the population or the environment, in the short, medium or long term.
- Financial materiality applies when a sustainability issue has significant financial consequences for the company, or when such consequences can be reasonably expected.
- The time horizons considered are:
 - short-term: < 1 year;
 - medium-term: 1-5 years;
 - long-term: > 5 years.
 - The analysis is based on the Group's existing methodologies and risk mapping (duty of vigilance, Sapin II, impact studies, etc.). The risk thresholds and definitions used in the analysis are therefore consistent with these pre-existing frameworks.
 - The analysis is conducted on 'gross' sustainability issues before taking into account the actions implemented by the company to address these issues.



1. General information

Identification of the list of potential ESG issues

We drew up our guidelines based on the list of issues defined by ESRS 1 and article 16 of the CSRD. To this, we added issues specific to Mobivia, taking into account all relevant data from the contextual analysis. This process enabled us to establish a list of potential ESG issues (detailed below), which then served as the foundation for identifying material issues.

Governance	Rights of individuals	Social policy	Environment
1. Transparency about our actions and results	6. Representation of diversity	9. Quality of life at work	15. Carbon footprint reduction
2. Strategic CSR	7. Respect for human rights	10. Employee health and safety	16. Climate change adaptation
3. Regulations	8. The right to mobility	11. Employability of employees	17. Pollution
4. Dialogue with stakeholders		12. Constructive dialogue	18. Natural resources
5. Fair sharing of the value created		13. Fair remuneration system	19. Impact on biodiversity
		14. Job appeal	20. Water
			21. Marine resources
			22. Circular economy
Business ethics	Sustainable Mobility	Local development	Value-chain workers
23. Long-term supplier relationships	26. Product quality and safety	30. Economic development	34. Representation of diversity
24. CSR criteria for choosing suppliers	27. Sustainable mobility solutions	31. Local jobs and inclusion	35. Quality of life at work
25. Ethical business conduct	28. Transparent and educational communication	32. Relations with local authorities	36. Health and Safety
	29. Quality of customer experience	33. Engagement with stakeholders	37. Fair remuneration system

Selecting material issues

Collaborative workshops

To assess the materiality of issues, we organised surveys, interviews and workshops, bringing together internal and external experts from key departments, such as environment, human resources, procurement, finance, legal, risk management and customer relations. These working sessions enabled us to identify the potential impacts, risks and opportunities associated with each issue, as well as their sub-topics and sub-sub-topics.

Impact materiality, financial materiality

The materiality assessment was structured around multiple criteria. Firstly, we examined the materiality of the impact of the company's activity on its environment. This analysis was based on the scale, extent and irremediable nature of the negative impacts, as well as their probability of occurrence. For negative impacts related to human rights, their severity was considered more significant than their probability. Probability is not considered for real

impacts. Additionally, the financial materiality of risks and opportunities was assessed based on the scale of their impact and their probability of occurrence.

Defining materiality thresholds

We then defined materiality thresholds in line with existing Group practices. For Mobivia, these thresholds have been set at strictly greater than 2 out of 4 for impact materiality and financial materiality. An impact, risk or opportunity is therefore considered material if its value exceeds 2. These thresholds, aligned with market standards, ensure that significant issues are not overlooked.

Materiality of issues and IROs

Based on this analysis, a double materiality matrix was developed. Issues are considered material when at least one of their IROs is deemed material, whether in terms of impact materiality, financial materiality or both. Consequently, all issues classified as high or critical in this matrix are recognised as material for Mobivia.

IRO analysis and risk mapping, and gap analysis

Once IROs and material issues had been identified, we proceeded to assess each data point defined by the CSRD to determine its relevance. This was followed by a gap analysis, allowing us to prioritise and structure the content to be developed.

Lastly, the risks identified as part of the IRO analysis were forwarded to the relevant risk management teams for inclusion in the Group's risk mapping, as well as within the mechanisms linked to the Sapin II Law and the duty of vigilance. This information will be used to implement corrective actions and cross-functional mitigation measures to better control the issues identified.

Regulatory framework

The topics listed in Article R.225-102-II of the French Commercial Code and the categories of information mentioned in Article L.225-102-1-III were also reviewed. All identified risks were assessed using the double materiality analysis presented. Certain topics included in the French transposition of the European Directive on

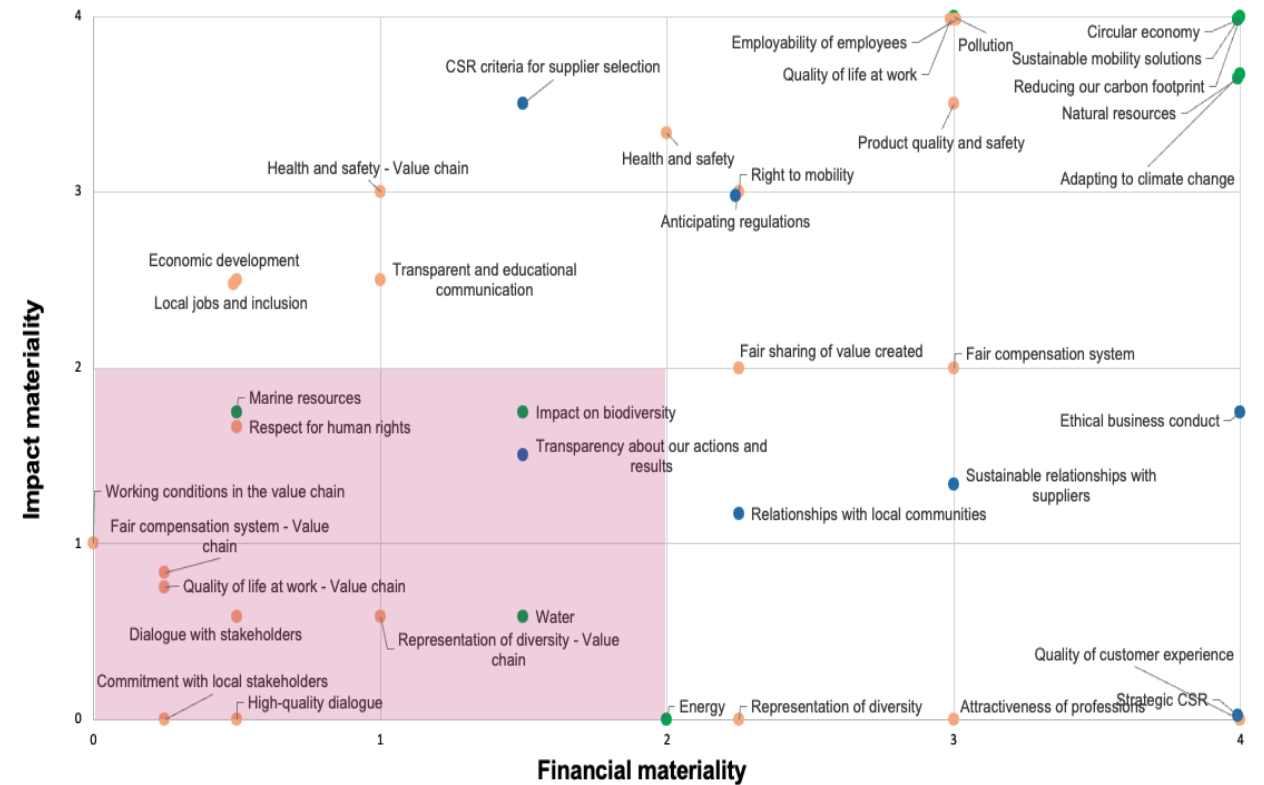
non-financial reporting were not deemed relevant to the analysis of double materiality and risks. The following topics will therefore not be developed in this report: the fight against food insecurity and food waste, measures taken to promote responsible, fair and sustainable food consumption, initiatives encouraging physical activity and sport, animal welfare, and the promotion of the Nation-Army bond.

Validation process and governance

The detailed analysis of identified and rated IROs was reviewed throughout the process by the project team and the Group Sustainability & Impact Director. This detailed analysis of impacts, risks and opportunities (IROs) is presented in the appendix to the Non-Financial Performance Statement (NFPS).

In addition, all processes and results were presented to our various committees (Sustainable Development Committee, CFAR) as well as to the Mobivia Executive Committee ensuring their integration into the strategy and final validation for inclusion in the sustainability report.

ESG materiality matrix



- Social issues
- Environmental issues
- Governance issues

1. General information

1.7. Our brands

Norauto > European leader in vehicle maintenance

Founded over 55 years ago in northern France, Norauto has become the leading car servicing and equipment chain in Europe, thanks to a unique concept that brings together a repair workshop and a store. As Eric Derville wished, this growth has always been built on a profound respect for mankind and the planet, for example by pioneering the development of its own waste recycling processes.

To support its customers, Norauto has chosen to guide them in their environmental, digital, societal, technological and energy transition.

The company is constantly innovating, adapting to developments in engines and to changes in the sector. Norauto's teams are making concrete commitments to support the transition to a low-carbon vehicle fleet by repairing vehicles, extending their lifespan, integrating products from the circular economy and designing more responsible product ranges. One of the company's initiatives is the creation of specific solutions to help reduce fine-particle pollution, making it a benchmark in the field. In addition, our "CA+" continues to grow thanks to all our collective efforts. The new 'eco score' reference system should accelerate the transformation of our offering.

Norauto is also continuing to invest in people by capitalising on the skills development of its employees, particularly in the electronics and electrical professions, by making inclusion a tool for collective pride and by working on the health, well-being and safety of its teams. The record-breaking eNPS results encourage us to continue along the path we are already on.

The climate adaptation strategy has also been launched, with concrete achievements in on-site self-consumption through photovoltaic panels, improved energy efficiency, and enhanced working conditions.

Norauto has been recognised in several regions, voted "Favourite Brand of the French" and awarded the "Responsible Brand" label in France, acknowledging our long-term work on these responsibility topics and symbolising motorists' recognition. With our economic indicators on track and our customer NPS on the rise, our actions and progress are being hailed, proving that we can combine performance and sustainability.



At Norauto, we believe in the impact of every action and above all in the power of the collective. The exercise we have just completed is a perfect illustration of this mindset. Together, we've succeeded in combining performance, responsibility and innovation. We're proud of the progress we've made: increased customer and employee satisfaction, higher turnover and concrete actions that make sense.

Thierry Deuzé,
Managing Director of Norauto



Norauto

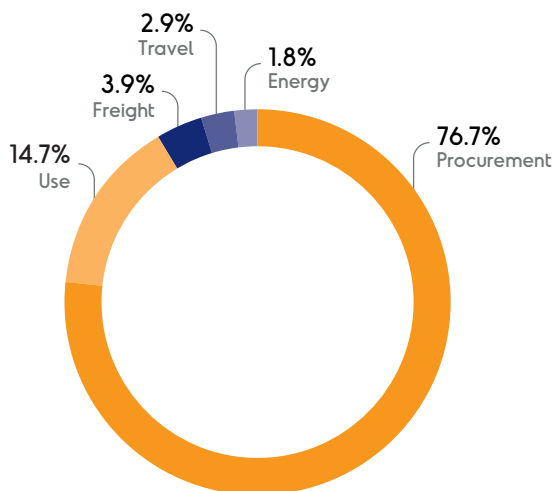
Norauto in a few figures

- 11,500 employees
- 631 centers worldwide, including 141 franchised.

Typical profile of a center

- 1,000 m² total surface area
- 20 employees on average per site
- 8 bays on average in the workshop

Breakdown of GHG emissions



Our key performance indicators

Work-related accident rate with sick leave



Customer NPS

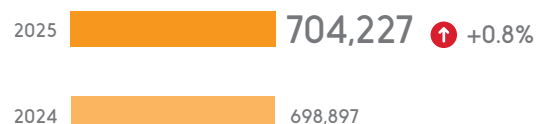


Percentage of alerts handled by case managers



Total GHG emissions

(in tons of CO₂ eq)



1. General information

Midas > A pioneering international brand

Founded over 50 years ago, Midas is a leading name in car servicing and maintenance.

A service offering in line with changes in the vehicle fleet

Midas operates in a buoyant market where demand for maintenance and repairs remains strong as the number of cars on the road ages. But the market is changing, driven by on-board electronics and the electrification of the vehicle fleet. To meet new expectations, Midas is modernising its offering. More than 70% of its centers are already trained and qualified to service electric and hybrid vehicles.

Midas remains a helpful brand that enables everyone to remain mobile, whatever their vehicle.

A franchise model based on shared success

The Midas network is based on a tried and tested franchise model, combining entrepreneurial independence with ongoing support. Franchisees benefit from:

- a brand with a strong reputation,
- comprehensive support (training, communication, management, HR, digital tools),

- a digital customer experience,
- a high-level technical support thanks to HubTech, a remote diagnostics service.

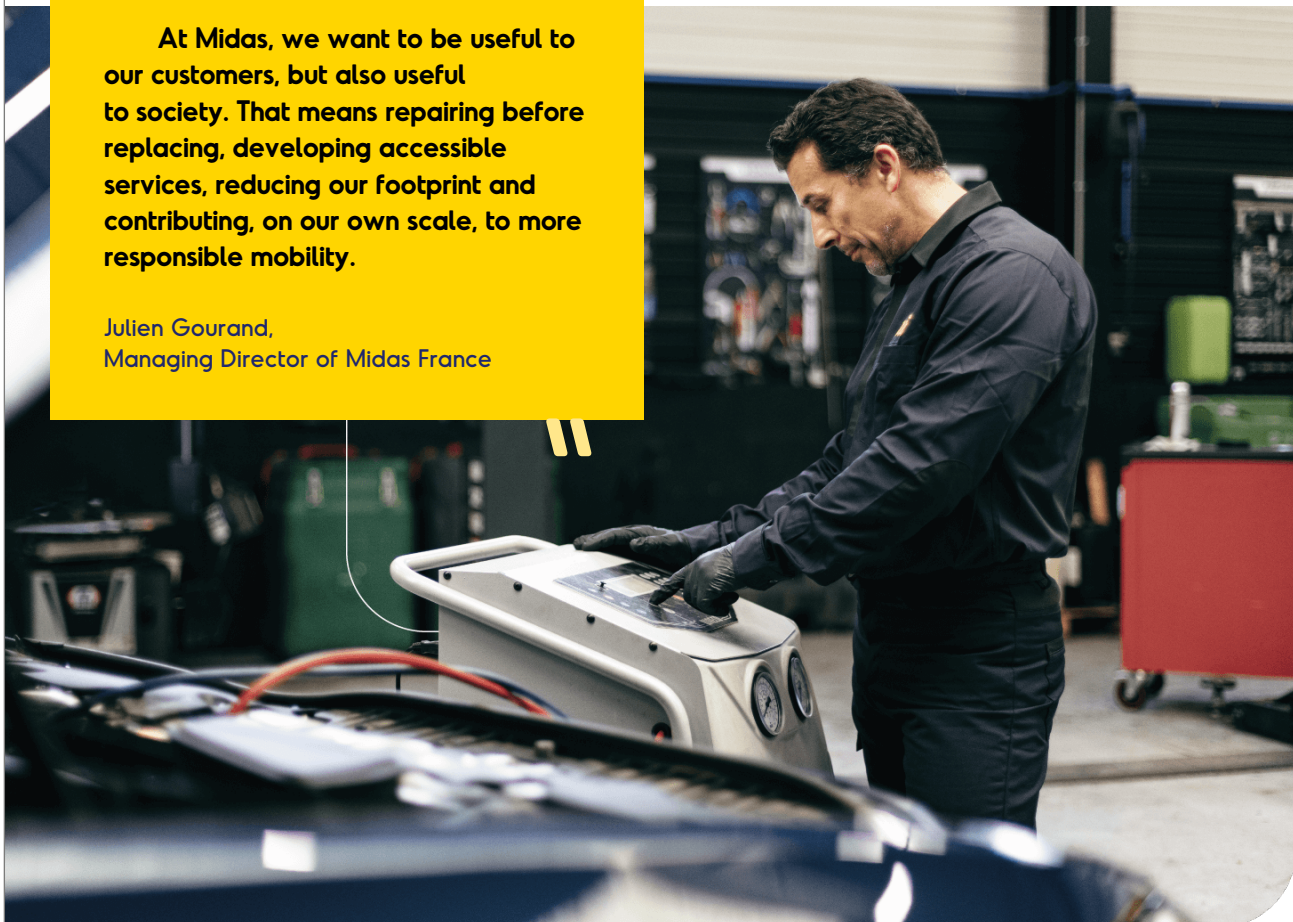
A human, innovative and responsible brand

The brand is committed to being close to its customers, to ongoing training for its teams and to promoting gender diversity in business, by actively supporting women in the automotive sector.

With a view to significantly reducing its carbon footprint, it is taking action on waste recycling, transport methods, communication materials and energy consumption. The brand offers its customers increasingly environmentally friendly solutions, such as parts from the circular economy and engine depollution technologies.

At Midas, we want to be useful to our customers, but also useful to society. That means repairing before replacing, developing accessible services, reducing our footprint and contributing, on our own scale, to more responsible mobility.

Julien Gourand,
Managing Director of Midas France





Midas

in a few figures

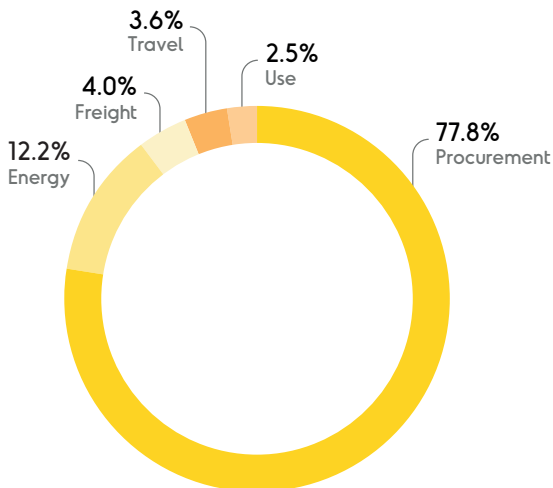
- 325 employees
- 737 franchised centers in 20 countries

Typical profile

of a center

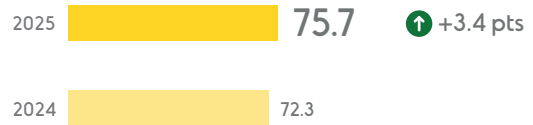
- 170 to 600 m² total surface area
- 5 to 10 employees on average per site
- 4 bays on average in the workshop

Breakdown of GHG emissions



Our key performance indicators

Customer NPS



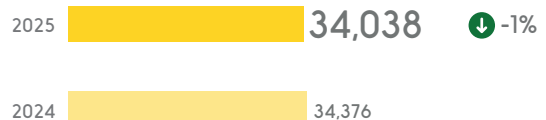
Average number of hours of learning per employee



Percentage of alerts handled by case managers



Total GHG emissions (in tons of CO₂ eq)



1. General information

CARTERCASH > A model based on accessibility, sustainability and simplicity

Founded in 2002, CARTERCASH is the only car discounter to offer tyres, parts, accessories and essential maintenance services at low prices.

With a network of 112 stores in France, Spain and Italy, the brand's mission is to enable its motoring customers to drive at lower cost, safely and freely, whatever their means.

Since its founding, CARTERCASH has relied on a model built on proximity, accessibility and efficiency, and centres its promise on three core commitments:

Drive for less

The brand's aim is to make car servicing accessible to as many people as possible by offering new, used or reconditioned parts and affordable services to suit all budgets.

Drive longer

CARTERCASH is committed to a sustainable model, working to extend the life of vehicles and limit the environmental footprint of cars.

To this end, the brand tests and offers products and services to reduce the use of raw materials, such as tool-lending services, the sale of used engines, and particle-filter cleaning.

Drive with confidence

CARTERCASH places simplicity and trust at the heart of its customer relations, promoting the automotive industry in a spirit of honesty and service. This approach is reflected in practical and useful initiatives, such as free puncture repairs, to support motorists' purchasing power.

The CARTERCASH teams work every day to help motorists drive more cheaply and for longer. People development is a key priority. The company focuses above all on recruitment based on interpersonal skills, in-house training in business skills, identifying and developing talent, and internal promotion.

CARTERCASH's objective is to continue its dynamic development while remaining true to our strengths: strong human values, real proximity to our teams and a constant desire to provide the best possible response to our customers. I'm convinced that it's by keeping this authenticity, which has made CARTERCASH a success for 23 years, that we'll grow the brand and continue to work for the purchasing power of our customers while contributing to the decarbonisation of the automotive sector.

Hélène Dewynter,
Managing Director
of CARTERCASH International



CARTERCASH

CARTERCASH

in a few figures

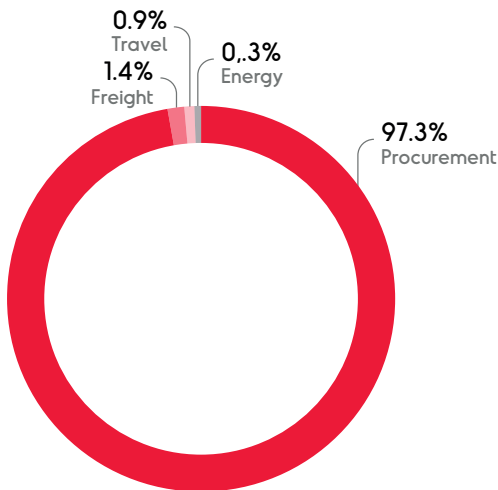
- 1,620 employees
- 111 stores in France, Spain and Italy

Typical profile

of a store

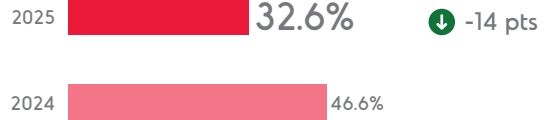
- 1,000 m² total surface area
- 12 employees on average per site
- 6 bays on average in the workshop

Breakdown of GHG emissions

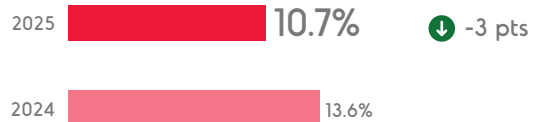


Our key performance indicators

Staff turnover



Work-related accident rate with sick leave

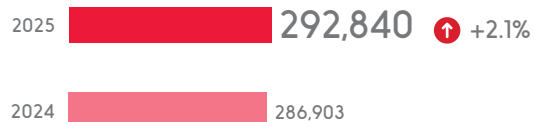


Percentage of alerts handled by case managers



Total GHG emissions

(in tons of CO₂ eq)



1. General information

ATU > Germany's leading vehicle service center

ATU, Germany's leading car center brand, joined Mobivia almost 10 years ago. Since its founding, ATU has made sustainable development and environmental protection a key and distinctive driver of its business model. As a result, fully integrated waste recycling is a benchmark in the sector.

During the 2025 financial year, ATU undertook a decisive repositioning - organisational, strategic and cultural. A change of management initiated a far-reaching transformation of its strategy, refocusing the company on its traditional strengths: fast, reliable service. The aim is clear: to provide customers with safe, durable vehicles and thus contribute to more sustainable individual mobility.

Similarly, the new motto, "Every center counts. Every week counts. You count.", underlines the central role of employees and their importance to the success of the company.

This refocusing is also reflected in ATU's environmental actions. In 2025, the focus was on constantly reducing emissions in all relevant areas:

from scopes 1 and 2 (energy consumption) to scope 3, which is particularly influenced by the product range. At the same time, ATU is continuing to develop its CA+, a key performance indicator (KPI) that reflects the proportion of products classified as sustainable in total sales, thus ensuring transparency about the ecological contribution of its offering.


Within the human resources department, ATU promotes the personal and professional development and well-being of its employees. A less hierarchical and more participative organisation reinforces individual responsibility and co-decision: the head office becomes a service center, enabling the centers to offer the best possible service to customers. Through these initiatives, ATU is committed to responsible, forward-looking business development.



Sustainability is becoming increasingly important not only for our customers, but also for investors and banks. By refocusing on our core business, we're helping our customers to maintain their mobility responsibly. Our mission is to make cars safer, more economical and more environmentally friendly.

Sebastian Jarantowski
Managing Director of ATU





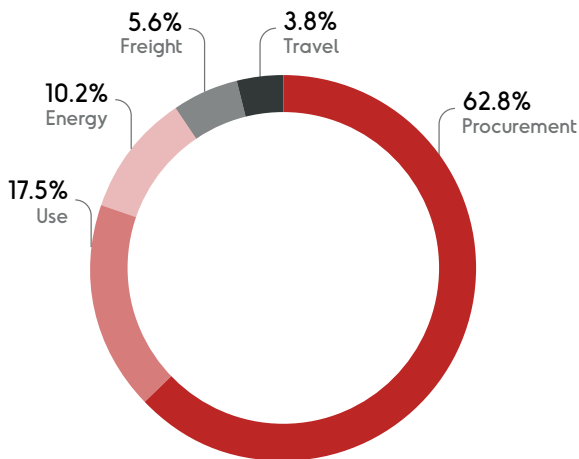
ATU
in a few figures

- 8,703 employees
- 525 centers in Germany

Typical profile
of a center

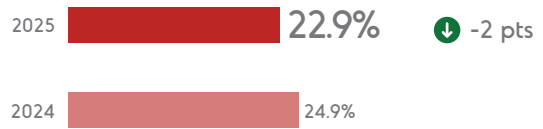
- 1,350 m² total surface area
- 11 employees on average per site
- 8 bays on average in the workshop

Breakdown of GHG emissions

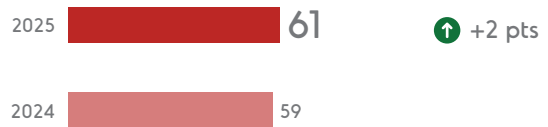


Our key performance indicators

Staff turnover



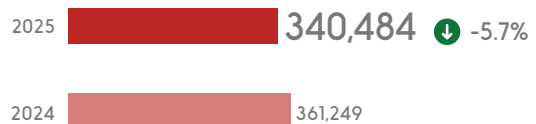
Customer NPS



Percentage of alerts handled by case managers



Total GHG emissions
(in tons of CO₂ eq)







2

Environment

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Key aspects

3 questions for



Bénédicte BARBRY

Director of Public Affairs
and Sustainable Development at Mobivia

What were the highlights of the 2024/2025 financial year in terms of environmental developments at Mobivia?

The 2024/25 financial year was initially marked, at Mobivia as in many other companies, by a period of uncertainty and doubt amid a political and regulatory pullback on non-financial and particularly environmental issues. Although the Mobivia Group had always been a pioneer and proactive in its environmental commitment, often anticipating new regulations, there was nevertheless a temptation to scale back its core ambitions. But this was quickly followed by a reaffirmation of our environmental ambitions, with the launch of a new dynamic based on the very nature of our businesses and the specific characteristics of each of our companies.

What are the priority environmental issues for Mobivia companies?

Each company in the Mobivia Group has its own specific characteristics and has defined the issues most relevant to it, depending on its locations, offering, business model and customer profile. However, based on what unites them, the same DNA, similar businesses and a shared purpose of promoting a cleaner, safer and more accessible automobile, we have structured a set of common priority issues that engage all the Group's companies. This common foundation is built around four SDG-based core commitments: climate, resource scarcity, pollution, and access to mobility for all. It calls for the mobilisation of our companies around three key areas of impact, namely our offering, our sites and, lastly, support for our stakeholders. The aim is twofold: to drastically reduce the negative externalities of our offer and to contribute to the decarbonisation of mobility.

What will be the key success factors identified to achieve the objectives you have set for 2025/26?

Personally, I see three key factors for success: the first is our ability to respond to both environmental and purchasing power issues, without ever setting them against each other. The second is our ability to work with our suppliers to accelerate the transformation of our offering. The third involves mobilising and training our teams and supporting our customers.

Summary

Reading convention for all indicators presented in the "Environment" chapter: historical data have been recalculated to reflect changes in scope (details in the Non-Financial Performance Statement scope appendix).

MATERIAL ISSUES

KEY INDICATORS

Climate

Total GHG emissions (in tons of CO₂ eq)

2025	1,664,076	+1.8% vs. 2024
2024	1,633,938	+7.3% vs. 2022*
2022*	1,550,184	

2026 TARGET
(vs the 2022 reference year)
-10.4%
(i.e. -16.5% vs 2025)

The Group's overall GHG emissions rose slightly compared with 2024, reflecting increased activity among Mobivia companies.

Pollution

Share of centers with an environmental management system

2025	78%	-0.5 pt
2024	78.5%	

2026 TARGET
80%

The commitment of centers to environmental management systems remains solid, with a stable adoption rate comparable to that of the previous year.

Circular economy

Percentage of revenue from reconditioned products

2025	1.2%	+0.2 pt
2024	1%	

2026 TARGET
2.1%

The circular economy continues to evolve in our business model. In 2024-2025, revenue from reconditioned products increased by 25%, reaching nearly €17 million, more than 90% of which came from Léonard and Black-Star tyres.

* Reference year

2. Environment

2.1. Climate change (ESRS E1)

2.1.1. Risks, policy and resources

RISKS & CHALLENGES

The transport sector, responsible for almost 15% of global CO₂ emissions (source IPCC), is one of the world's biggest emitters of greenhouse gases (GHGs), and is facing increasing regulatory pressure. Restrictions on internal combustion vehicles are on the increase, accompanied by measures to promote sustainable mobility solutions. Given the nature of its activities, Mobivia generates GHG emissions across its entire value chain, making it crucial to reduce them to avoid significant non-financial risks (such as failing to adapt to climate change) as well as financial risks (stricter environmental taxation, loss of asset value, etc.). The transition to a low-carbon vehicle fleet, with the rapid rise of electric mobility, is profoundly transforming Mobivia's core market. This shift requires an adaptation of business activities and models to mitigate its impact. Mobivia therefore faces a dual challenge: reducing the carbon footprint of its operations and, at the same time, adapting its businesses, products and solutions to meet customers' changing needs when it comes to low-carbon mobility.

POLICIES & COMMITMENTS

For the past five years, Mobivia and its companies have made reducing their carbon footprint a central pillar of their sustainable development strategy. After several years dedicated to diagnostic reviews, employee awareness, and structuring a Group-wide carbon strategy, the 2024/25 financial year focused on deepening and implementing the ambitions set out in the previous phase. The year was marked by a significant increase in team skills relating to carbon issues, by strengthened carbon expertise, supported by more consolidated governance and concrete actions aligned with the Paris Agreements. A number of key projects have been launched, including the deployment of the Ecoscore, numerous eco-design and eco-selection initiatives, and closer cooperation with our stakeholders on carbon issues. Furthermore, by signing its first Sustainability-Linked Loan (SLL), whose financial conditions are indexed to CO₂ emission reductions (Scope 1 & 2), Mobivia has shown its commitment to promoting climate action and to responding to stakeholder expectations.



RESOURCES

- Carbon assessments of BUs
- Supply chain
- Norauto Value Chain teams
- Sustainable development teams
- Sustainable development community

2.1.2. Climate policy

The climate issue is one of the two main areas of Mobivia's sustainable development strategy. This approach is in line with the Planetary Boundaries and the objectives of the Paris Agreements. Through its sustainable development strategy, detailed in the "General information" section of this document, the Group seeks to help mitigate climate change while adapting to its present and future consequences. For the past six years, this has been reflected in the steering of a low-carbon trajectory, as well as the deployment of a climate policy designed to contribute to the decarbonisation of mobility.

Since 2019, Mobivia has been measuring its GHG emissions and is committed to reducing them by following a trajectory aligned with France's National Low-Carbon Strategy (SNBC). The Group has set ambitious emission reduction targets for 2030, using 2022 as the reference year. For 2025/26, Mobivia plans to have its targets certified under the Science Based Targets (SBT) methodology, adopting a "1.5°C-aligned" trajectory for Scopes 1 and 2, and a "well below 2°C" trajectory for Scope 3, in line with the commitments of the Paris Agreement. Furthermore, Mobivia is actively investing in the transition to low-carbon mobility, developing solutions that generate avoided emissions for its customers, following the Net Zero Initiative (NZI) framework.

Mobivia's sustainable development department is responsible for framing and steering the company's climate policy, and reports regularly to the Sustainable Development Committee (which reports to the Board of Directors). The climate policy is then adapted into specific roadmaps within each of Mobivia's companies. The sustainable development coordinators in each Group company act as key operational relays for the policy, supported by employees with dedicated sustainable development roles, particularly in product and logistics functions.

Mobivia's climate policy covers all the Group's activities and integrates its entire value chain. It includes the continuous improvement of the environmental performance of products, in partnership with suppliers, and support for customers in their transition to more sustainable mobility.

In concrete terms, Mobivia's climate policy is structured around three major areas:

Area 1: Reducing the carbon footprint of our businesses and those of our customers

With a view to reducing its overall carbon footprint, Mobivia is implementing specific actions to analyse the impacts, risks and opportunities and to reduce its GHG emissions. When it comes to emissions management, Mobivia accounts for emissions across all scopes and its entire operational perimeter, based on the Greenhouse Gas Protocol (GHGP) methodology and using Toovalu, a climate tool that strengthens reporting reliability. Every year, the company assesses its carbon footprint across all business activities, with results presented to the Board of Directors. At the same time, an audit is carried out as part of the non-financial performance statement, by an independent third-party organisation commissioned by the company. Avoided emissions are calculated annually using the NZI method. As part of the analysis and management of climate-related IROs, Mobivia integrates the opinions of its stakeholders through a double materiality analysis. Climate-related IROs focus primarily on reducing carbon footprints and adapting to climate change. To ensure effective management of climate risks, they are now included in the Group's overall risk mapping and forecasting exercises.

Area 2: accelerating our energy transition

When it comes to energy efficiency and renewable energy, Mobivia aims to reduce its energy consumption, while promoting the use of renewable energy sources. Precise site-by-site monitoring of our consumption is improving every year, with enhanced technical resources.

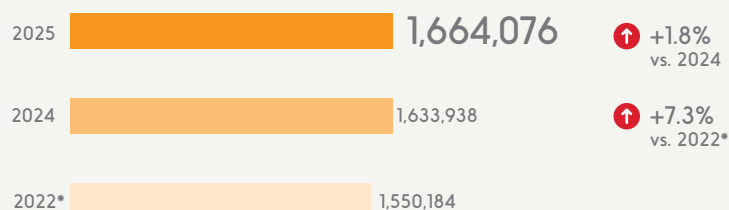
Area 3: Adapting our businesses to the consequences of climate change

At the same time, adapting to the consequences of climate change is crucial to the future of our businesses. In 2024, the Group launched an awareness-raising campaign among its employees to prepare them for the challenges of adaptation. As a pilot company for adaptation, Norauto completed a vulnerability analysis in 2025 with the aim of formalising an adaptation plan, which would then be rolled out on a larger scale.

2. Environment

2.1.3. Global indicators

Total GHG emissions (in tons of CO₂ eq)



2026 TARGET
(vs the 2022 reference year)

-10.4 %
(i.e. -16.5% vs 2025)

Total GHG emissions have risen slightly compared with 2024 and have deviated from the trajectory set since the 2022 reference year. This increase, observed over the last two years, is due in particular to the growth in air conditioning services, which have a strong impact on GHG emissions, and to the monetary ratio (quantity of greenhouse gases emitted by an organisation per unit of money generated), which has changed under the influence of inflation.

GHG emissions - by company and by scope (1, 2, 3 and total)

In tons of CO ₂ eq	2022 (reference year)	2023	2024	2025	Evolution 2025 vs 2024	Evolution 2025 vs 2022
Norauto	693,445	670,093	698,897	704,227	0.8%	1.6%
ATU	393,171	330,572	361,249	340,484	-5.7%	-13.4%
CARTERCASH	218,880	237,149	286,903	292,840	2.1%	33.8%
Business Development	138,672	139,336	150,672	168,045	11.5%	21.2%
Group function	70,799	115,038	101,842	124,443	22.2%	75.8%
Midas	35,216	36,885	34,376	34,038	-1.0%	-3.3%
Total	1,550,184	1,529,074	1,633,938	1,664,076	1.8%	7.3%

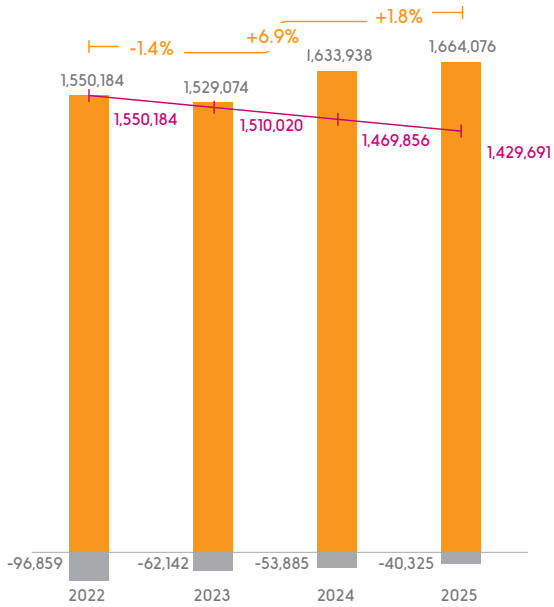
In tons of CO ₂ eq	2022 (reference year)	2023	2024	2025	Evolution 2025 vs 2024	Evolution 2025 vs 2022
Scope 1	22,676	18,542	18,220	17,952	-1.5%	-20.8%
Scope 2	33,715	27,953	26,677	27,028	1.3%	-19.8%
Scope 3	1,493,794	1,482,579	1,589,042	1,619,096	1.9%	8.4%
Total	1,550,184	1,529,074	1,633,938	1,664,076	1.8%	7.3%

The Group's GHG emissions are largely generated by the products and services it offers. Scope 3 (mainly the product offering) accounts for 97.3% of total emissions, while Scope 1 (direct emissions from fuel oil, natural gas and fleet fuel) accounts for only 1.1% and Scope 2 (indirect emissions from electricity) for 1.6%.

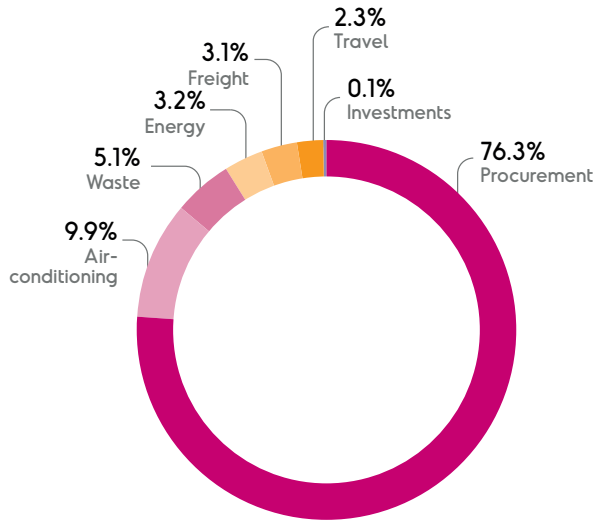
This year we have seen an increase in CO₂ emissions, particularly in scope 3, linked to several factors: the growth in the overall volume of activity with a particular increase in the sale of new tyres and the increase in energy recovery from used tyres compared with other treatment methods (such as material recovery or reuse). Scope 1 continues to fall, mainly as a result of the reduction in the use of fossil fuels in the fleet. Finally, Scope 2 showed a very slight increase on the previous year.

* Reference year

Summary of overall emissions (Pillar A) and avoided emissions (Pillar B)
(in tons of CO₂ eq)

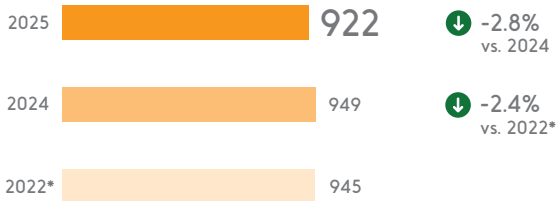


Breakdown of total emissions by category (2025)

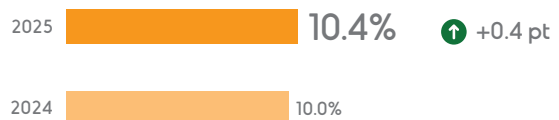


● Scopes 1, 2 and 3 emissions ● Avoided emissions — Trajectory

Carbon intensity of net margin
(in tons CO₂ eq / K€)



Share of impact revenue (CA+)



So-called "CA+" revenue (generated by products and services rated A and B under the CA+ framework) recorded an increase this year, driven in particular by the positive momentum of impact private-label tyres and batteries, as well as by other families of products and services with a positive impact. However, this trend has been partially held back by the fall in sales of solutions that generate avoided emissions (2-wheelers, scooters and ethanol boxes), which has had a downward impact on the CA+ indicator.

* Reference year

2. Environment

2.1.4. Actions taken to reduce Scopes 1 and 2 emissions

Mobivia is committed to reducing its Scope 1 and 2 emissions by 5% per year, compared to the 2022 reference year, with the aim of limiting both direct emissions from the use of fossil fuels and indirect emissions from electricity consumption and heating networks. To achieve this objective, our decarbonisation efforts are now focused on two main areas: the transition to low-emission vehicle fleets and the optimisation of energy efficiency at our sites, combined with the deployment of renewable energies across the Group.

Decarbonising and reducing employee travel

As part of the greening of its fleet, Mobivia is offering its companies in France a catalogue of company vehicles comprising 100% electric models. This year, 80 charging points were installed at the Move Factory, Mobivia's headquarters, to facilitate the adoption of these vehicles. This initiative aims to promote more sustainable mobility for employees and is accompanied by concrete measures to facilitate the adoption of these vehicles.

At the same time, a mobility credit scheme is proposed to encourage eligible employees to give up some or all of their company car. Through these actions, Mobivia is adopting a proactive approach that goes beyond regulatory obligations, confirming its commitment to responsible mobility that is more respectful of the environment.



Encouraging energy savings and the deployment of renewable energy sources

Mobivia companies are continuing their efforts to reduce energy consumption and accelerate the deployment of renewable energies. These initiatives take the form of various measures, including better energy consumption monitoring for infrastructure, improved energy efficiency, investment in renewable energies, increased employee awareness of best practices, and environmental certification for sites. These measures are deployed in collaboration with lessors for leased sites, and directly by companies and their partners for their own sites. In 2024/25, a number of significant actions were undertaken, including:

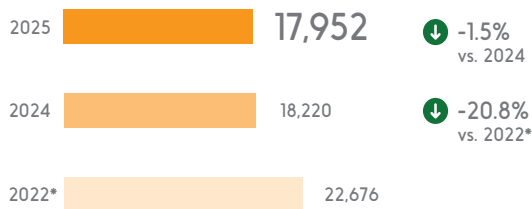
- **ATU** strengthened its energy performance through a number of initiatives. The implementation of Ecoplanet's Energy Cockpit, which complies with the ISO 50001 standard, now enables real-time monitoring of the centers' consumption, the identification of savings opportunities and the centralisation of data. At the same time, the brand launched the roll-out of 100% LED lighting at all its sites. Finally, the installation of photovoltaic panels at several of our centers added to our renewable energy production.
- **Norauto France** deployed a Building Management System (BMS) at more than 70 sites to supervise, control and optimise the energy consumption of its facilities in real time. Weekly reporting on identified waste and a monthly energy performance indicator ensure the monitoring and effectiveness of all implemented initiatives.
- Lastly, **CARTERCASH** equipped all its stores with LED lighting and ran internal awareness campaigns via screens installed in staff areas. The chain also invested in more energy-efficient workshop equipment, reinforcing its drive to reduce energy consumption in stores.

2.1.5. Scopes 1 and 2 indicators

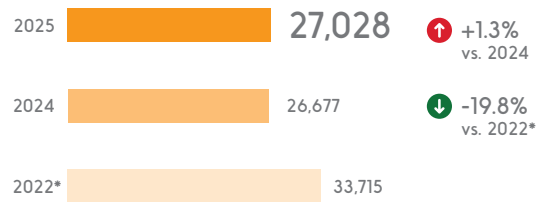
Mobivia is committed to reducing its Scopes 1 and 2 emissions by 5% per year compared with the 2022 reference year. The aim is to limit both direct emissions from the use of fossil fuels and indirect emissions from electricity consumption and heating networks. To achieve this objective, our

decarbonisation efforts are focused on two main areas: the transition to low-emission vehicle fleets and the optimisation of energy efficiency at our sites, combined with the deployment of renewable energy.

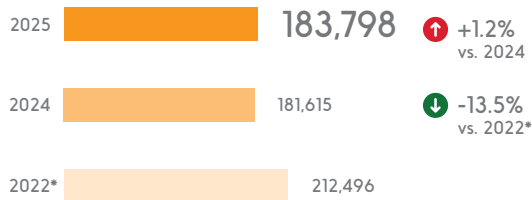
Absolute value of Scope 1 GHGs (in tons of CO₂ eq)



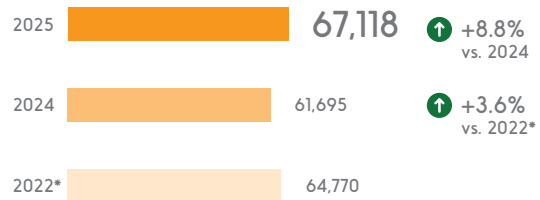
Absolute value of Scope 2 GHGs (in tons of CO₂ eq)



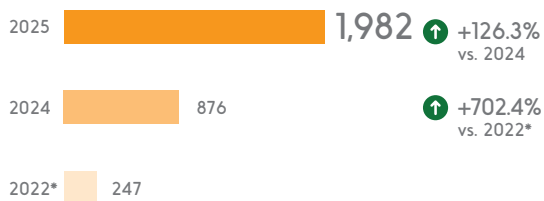
Total energy consumption linked to own operations (MWh)**



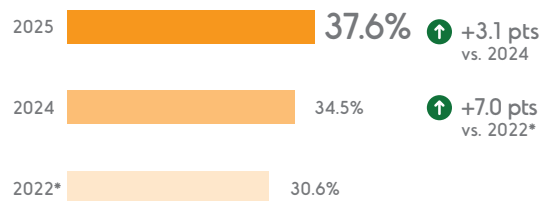
Consumption of electricity, heat, steam and cooling purchased or acquired from renewable sources (MWh)**



Consumption of self-generated renewable energy without fuel (MWh)**



Share of renewable sources in total energy consumption**

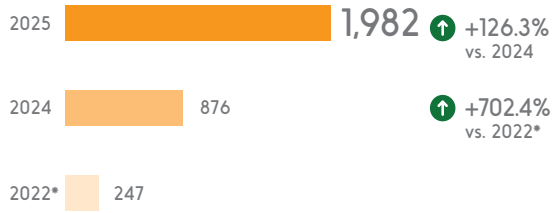


* reference year

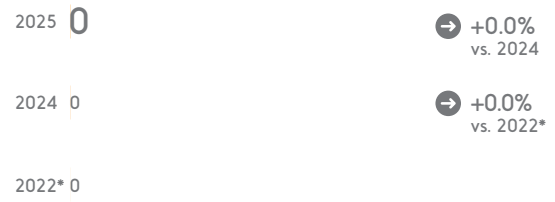
** 2024 has been reviewed

2. Environment

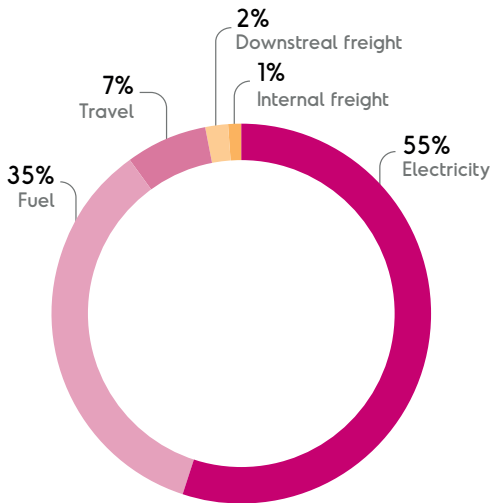
Renewable energy production (MWh)



Non-renewable energy production (MWh)

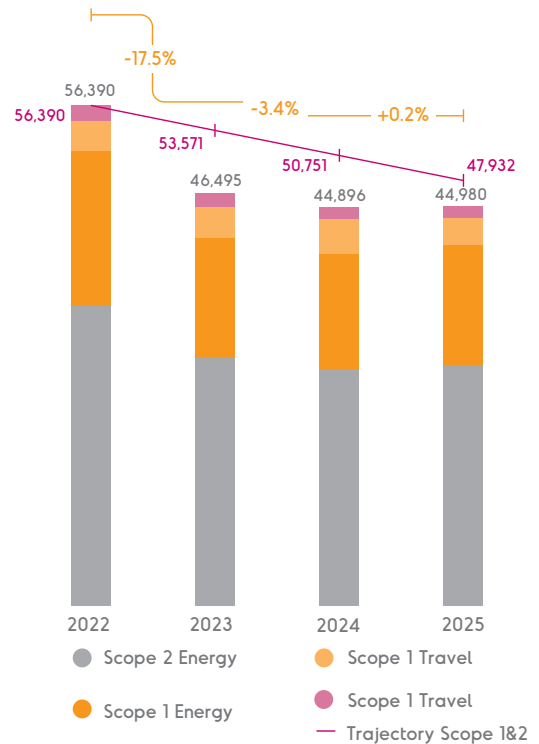


Breakdown by scope 1 & 2 emissions category



Scope 1 & 2 evolution

(in tons of CO₂ eq)



Combined emissions from Scopes 1 and 2 show a slight upward trend. The reduction in the impact of the fleet does not offset the increase in energy consumption. Nevertheless, the 1.5°C target for Scopes 1 and 2 is still being met.

2.1.6. Actions taken to reduce Scope 3 emissions

Mobivia is committed to reducing its Scope 3 emissions by 2.5% per year, compared with the 2022 reference year. This is an ambitious target for one of the most significant components of its decarbonisation strategy, accounting for 97% of its total carbon footprint. These emissions are generated at all the key stages in the value chain and are highly dependent on sales performance. With this in mind, the challenge of decoupling growth from the carbon impact of the offering is a priority.

Developing a range of sustainable products and services

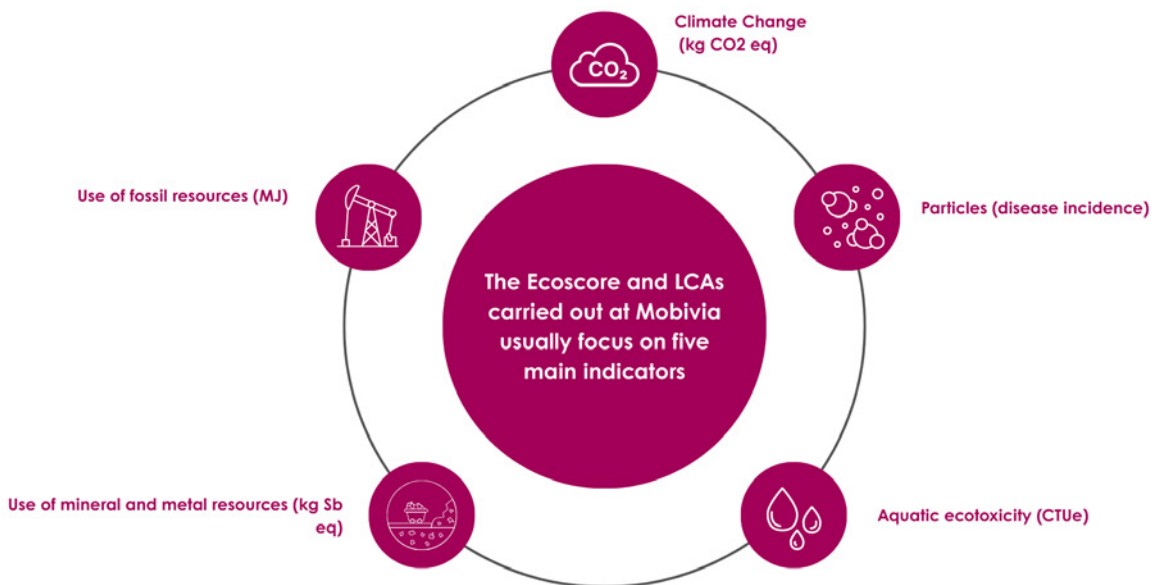
Since 2021, Mobivia has been rolling out ambitious projects to transform its offering. Representing 92% of the Group's overall carbon footprint, the product offering is a major strategic lever for taking effective action to reduce Mobivia's environmental footprint.

Tools to better understand the environmental impact of the offering

To better assess and control the environmental impact of its offering, Mobivia created the Impact Sales (CA+) benchmark in 2021, developed in partnership with the consultancy firms NéoEco and Espère. This benchmark makes it possible to analyse the contribution of products and services to the 5 priority SDGs for the company.

In 2025, Mobivia strengthened this approach by launching the Ecoscore, a more comprehensive, transparent and precise internal tool designed as an environmental compass. This indicator gives each product a grade from A to E, reflecting its overall environmental impact. The Ecoscore incorporates a detailed analysis of the various stages in the product's life cycle, supplemented by qualitative criteria such as environmental labels and certifications, as well as the social and environmental practices of suppliers.

Mobivia asked Bureau Veritas to assess the benchmark in order to ensure its rigour and transparency. The Ecoscore complements Life Cycle Assessment (LCA), which remains the scientific benchmark for accurately measuring environmental impacts at every stage of a product's life. While the LCA provides an in-depth technical and quantitative basis, the Ecoscore also integrates qualitative and strategic dimensions, facilitating decision-making and communication with stakeholders.



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With the deployment of the Ecoscore and the LCA, the teams now have a powerful tool and a comprehensive methodology for accurately assessing and selecting products that include the CA+, and for targeting the most effective actions to sustainably reduce their environmental impact.

Eco-design and eco-selection, key levers for reducing impact



Mobivia is backing up this initiative with enhanced skills training for its employees and targeted deployment among the teams in charge of the offering, in order to strengthen the company's environmental culture and encourage increasingly responsible product choices.

The aim is to fully integrate the benchmark into the day-to-day processes of the product teams, enabling them to better manage environmental impact from the design and selection phases onwards. This approach encourages the concrete identification of eco-action and eco-selection levers, ensuring that environmental issues are systematically taken into account. With this in mind, new environmental criteria have, for example, been incorporated into the specifications for invitations to tender, reinforcing the requirements placed on suppliers.

Eco-design initiatives have also been launched for Norauto brand products, with the aim of assessing and reducing certain environmental impacts throughout their life cycle. This year, significant work was carried out on a flagship product for customers during the summer months: the cool box.

This structured approach contributes to the gradual decarbonisation of the offering by mobilising all the stakeholders involved in a collective and coherent dynamic.

Helping employees to decarbonise their travel

As part of its low-carbon strategy, Mobivia and its subsidiaries are working alongside their employees to reduce the carbon footprint of their travel and commutes. This support aims to reconcile the ecological transition with preserving employees' purchasing power.

Norauto's Sustainable Mobility Pass

Norauto France has been working for several years to reduce the environmental impact of employee mobility, supporting commuting through various initiatives, including the Sustainable Mobility Pass. Launched at the end of 2022, this programme offers a comprehensive range of incentives, including subsidies for installing bioethanol conversion kits, financial support for reinforced charging sockets for EVs, and assistance for purchasing e-bikes. It also finances part of the cost of public transport season tickets and car-pooling, and offers kilometre-based bicycle allowances. At the same time, Norauto is supplementing these measures with training modules, in particular e-learning, to raise staff awareness of the use of bicycles and eco-driving.

The "Job Bike" at ATU

In 2024, **ATU** launched the Job Bike scheme, providing employees with a bicycle for their daily travel, whether for personal or professional use. The scheme is based on a leasing agreement between ATU and a service provider, followed by an agreement with the employee, who benefits from a salary deduction covering the bike rental cost for the duration of use. At the end of the contract, the employee has the option to purchase the bike at a discounted rate or return it and lease a new one. Some plans also include insurance and bike maintenance, ensuring comprehensive support. At present, ATU enables 596 employees to benefit from this service at a lower cost than when it was launched.





Decarbonising logistics and freight transport

In 2025, Mobivia has renewed its commitment to the FRET21 programme, with the aim of reducing transport-related CO₂ emissions by 15% over three years. This plan, validated by ADEME, covers all logistics flows, from warehouses to BtoB networks and BtoC customers in France, Italy and the Iberian Peninsula, as well as return flows.

Since its first commitment to this programme in 2021, Mobivia has managed to cut its CO₂ emissions by 10%, representing more than 1,500 tons avoided.

This success is based on the joint mobilisation of several levers:

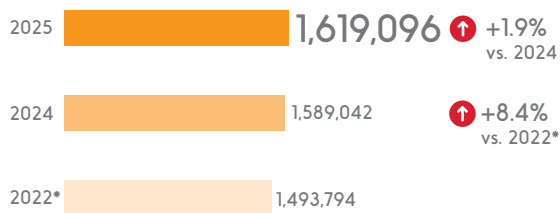
- **The use of biofuels** in France and Italy, accounting for almost half of the gains in emissions.
- **Optimising packaging** in Spain, increasing vehicle loading rates by 8%.
- **The introduction of direct deliveries** from warehouses in France, reducing intermediate stages and distances travelled.
- **Collaboration** with over 90% of carriers committed to decarbonisation initiatives, guaranteeing alignment with environmental objectives.

2. Environment

2.1.7. Scope 3 indicators

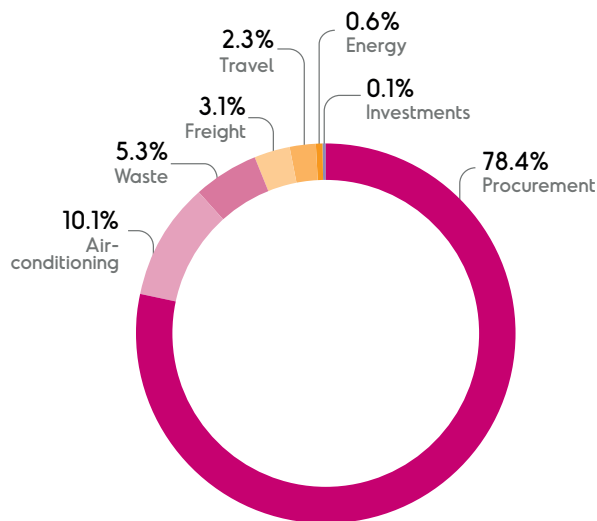
The Group has set itself the target of achieving a Well Below 2°C level of emissions, corresponding to an annual reduction of -2.5%. The increase in Scope 3 did not meet the target, and was mainly due to growth in several product families: tyres, oils, batteries and AdBlue. These segments are major sources of emissions and contribute significantly to the observed increase. This level currently places the Group 16.4% above the target trajectory.

Absolute value of Scope 3 GHGs (in tons of CO₂ eq)

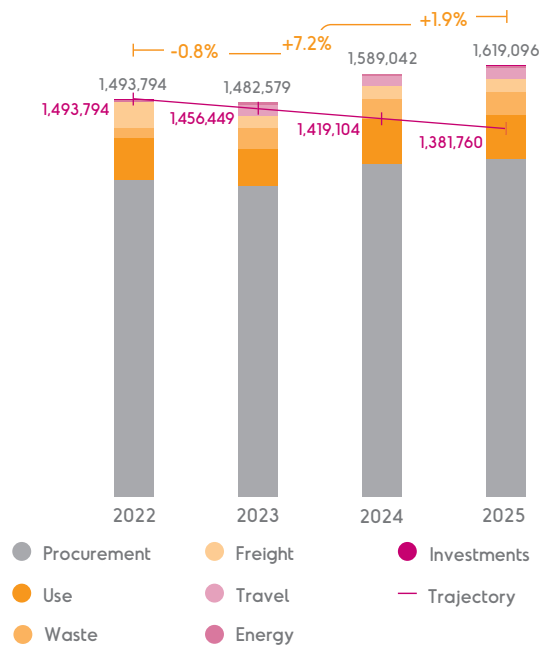


The rise in Scope 3 and the failure to achieve the Well Below 2°C objective is explained by the increase in general activity, particularly in the following families: tyres, oils, batteries and Ad Blue. These families all represent major sources of emissions.

Breakdown by Scope 3 emissions categories

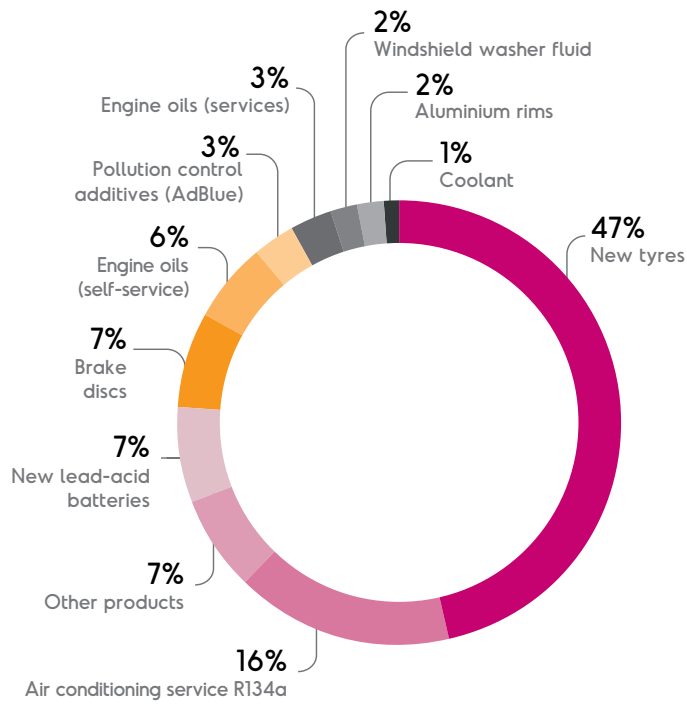


Scope 3 evolution (in tons of CO₂ eq)



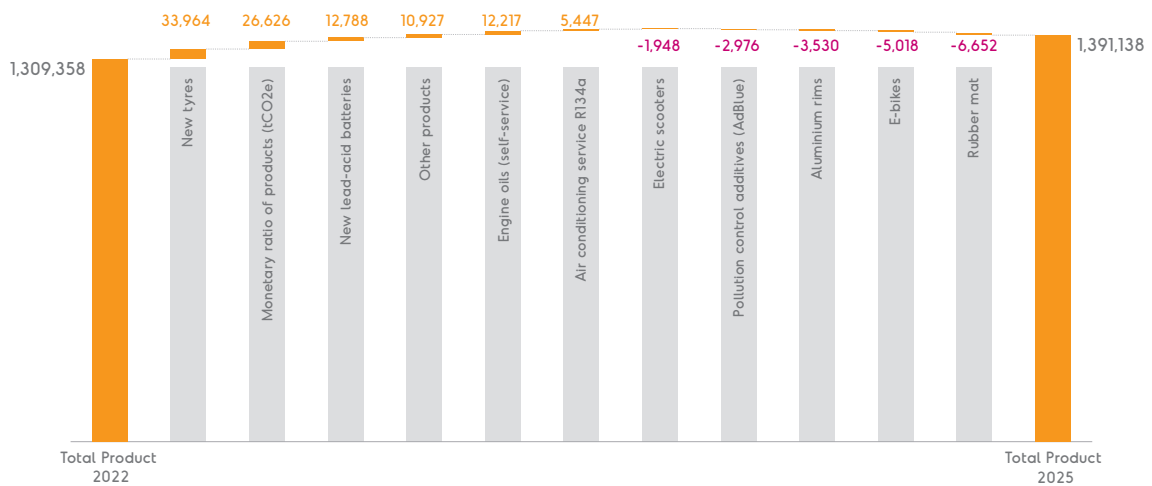
* Reference year

Breakdown of product emissions (excluding monetary ratio)



2

Carbon impact by product family 2025 vs 2022
(in tons of CO2 eq)



2. Environment

2.1.8. Actions taken to avoid emissions

Mobivia and its companies contribute to decarbonisation by leveraging avoided emissions, a metric developed and assessed in-house using the NZI methodology designed by the Carbone 4 consultancy.

Offering customers solutions to reduce the carbon impact of their mobility

Despite a decline in results, avoided emissions remain a key lever for the group, which continues its commitment to providing customers with more responsible solutions that help reduce the environmental impact of their consumption and mobility. To maximise this impact, Mobivia companies are actively developing several decarbonisation solutions, including:

- **Circular economy initiatives** which help generate avoided CO₂ emissions by limiting the need for new resources and extending product lifespans, thereby reducing the carbon footprint associated with manufacturing and waste management. Several of the Group's companies have therefore been offering a range of products aligned with this approach for several years. These include second-hand parts, regenerated batteries and remanufactured tyres [see the section on resource management and the circular economy];
- **Low rolling resistance tyres (RRA tyre)** represent an important lever in efforts to reduce customer emissions. While this category currently represents

only around 5% of the total market, its growth is promising. Rolling Resistance A-class tyres can save between 15 and 20 litres of fuel over the tyre's lifetime compared to C-class (RRC) tyres, by reducing the energy required for the vehicle to roll. Mobivia is also planning a customer awareness campaign to highlight the environmental and economic benefits of these tyres, showing how they contribute to carbon footprint reduction while offering long-term financial savings;

- **Anti-pollution services** which restore environmental performance close to original levels, optimising fuel consumption and reducing pollutant emissions. These maintenance services consist of analysing the vehicle's pollutant emissions and removing engine deposits using specialist techniques such as injecting cleaning agents to eliminate carbon build-up from combustion. According to the French Institute of Science and Technology for Transport, Development, and Networks (IFSTTAR), studies on standardised driving cycles show that eco-maintenance can decrease fuel consumption by 4% to 8%.

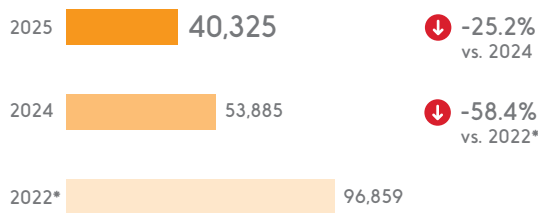


2.1.9. Avoided emissions indicators

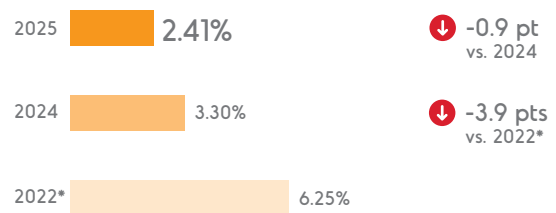
For the past four years, Mobivia has been assessing the performance of its carbon trajectory by calculating avoided emissions using the NZI methodology developed by Carbone 4. In 2025, Pillar B will continue its downward trend, mainly due to the refocusing of the Group's activities and the discontinuation of soft

mobility offers. The low consumption (Rolling Resistance A) and retreaded tyre segments have continued to show steady growth over the past three years, although not enough to offset the contraction seen in other markets.

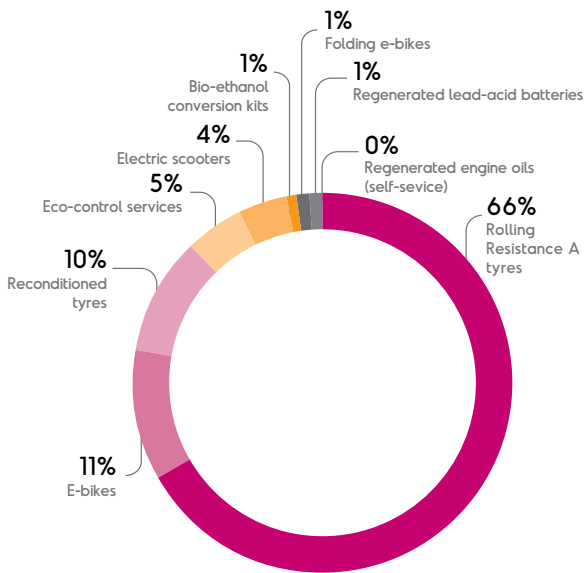
Absolute emissions avoided
(in tons of CO₂ eq)



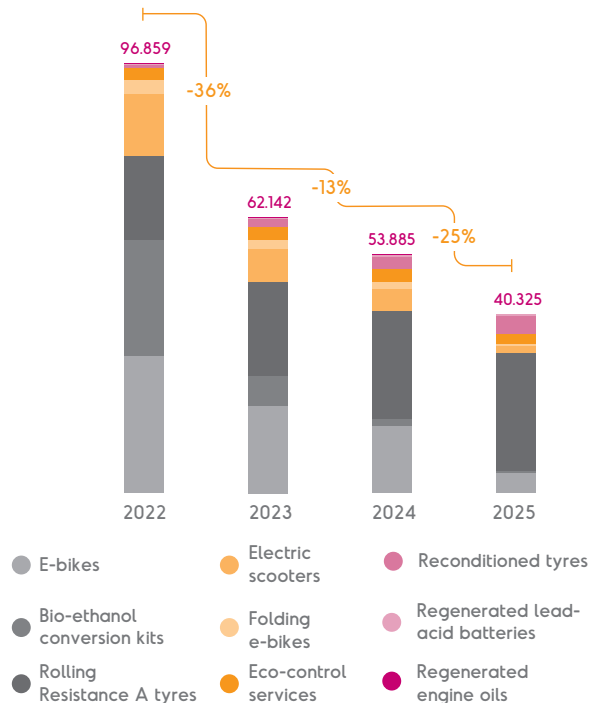
Pillar B ratio (avoided emissions) / Pillar A
(Scope 1, 2 and 3 emissions)



Breakdown by Pillar B emissions category



Pillar B evolution
(in tons of CO₂ eq)



* Reference year

2.2. Pollution (ESRS E2)

2.2.1. Risks, policy and resources

RISKS & CHALLENGES

Because of Mobivia's presence across multiple regions and its service activities related to vehicle maintenance, equipment and repair, it is exposed to local pollution risks, including soil, water and air pollution, as well as noise pollution.

As a forerunner in environmental commitment since 1995, Mobivia has always strived to anticipate and stay a step ahead of environmental regulations, with the aim of becoming a group of companies with a positive impact on people and the planet. This ambition is reflected in the exemplary commitment to pollution prevention, with ongoing efforts to limit the risks of negative impacts associated with its activities.

Moreover, the vehicles entering our workshops are themselves a source of pollution, emitting atmospheric pollutants such as carbon dioxide.

Mobivia recognises the urgent need to act in favour of a cleaner, low-carbon vehicle fleet. By helping their customers to adopt more responsible mobility practices, Mobivia companies are actively committed to reducing the environmental impact of their vehicles.

POLICIES & COMMITMENTS

Our commitment to combating all forms of pollution is reflected in the coordinated efforts of our teams throughout the value chain. Thus, companies are actively involved in developing and consolidating environmental management systems, incorporating processes for preventing and managing pollution risks. This structured approach enhances vigilance and the ability to respond to potential incidents, contributing to a proactive approach to environmental protection. In the workshop, employees put their knowledge and skills to work to help reduce vehicle emissions through targeted interventions that improve performance and lower pollution levels. At the same time, dedicated teams are actively researching new depollution solutions, exploring innovative processes to minimise the environmental impact of services and products.



RESOURCES

- Norauto Value Chain teams
- Sustainable development teams
- Works teams
- CarStudio teams
- Workshop offering teams
- Intrapreneurship programme

2.2.2. Actions taken

Cars, their maintenance and related products generate a wide range of pollution. These come in particular from vehicle emissions, such as fine particles and polluting gases, but also from certain products essential to its operation, as well as the waste they generate.

The Group's companies are taking action to limit this impact by helping customers to maintain their vehicles more efficiently, while training their staff in good practice. This global, preventive approach mobilises the expertise of our teams to reduce risks and protect both people and the planet.

Ensuring compliance and rigorous environmental management at our centers

Since the early 2000s, a number of initiatives have been deployed to anticipate and prevent the risks associated with potential pollution arising from the Group's activities. To this end, our automotive centers implement rigorous environmental management protocols to ensure that all work is carried out in an environmentally friendly manner.



Preventive measures integrated into all processes

To anticipate risks, **Norauto France** actively raises awareness among its employees and provides them with practical guides and pollution clean-up kits, enabling them to act quickly and effectively in the event of an incident. This vigilance is based on preventive measures integrated into waste management and vehicle servicing processes. For example, the workshops have specialised equipment

and facilities that comply with current environmental and safety standards, and waste management is governed by strict protocols. The aim of this system is to ensure compliance with regulations, reinforce prevention and guarantee optimum responsiveness to incidents.

An R&D programme to decontaminate workshop wastewater

Norauto France is also investing in technologies and products with a lower impact on the environment. This is reflected in an intrapreneurship project led by a doctor in biotechnology. The aim of this project is to design and develop innovative solutions capable of effectively treating and depolluting water from workshops that is loaded with hydrocarbon residues. Combining scientific expertise with a spirit of innovation, this initiative is paving the way for new practices to further improve environmental management in centers.

Norauto and ISO 14001-certified environmental management

Finally, **Norauto France** and **Norauto Spain** are committed to ISO 14001, an international standard setting strict requirements for environmental management systems. This certification guarantees rigorous and responsible management of pollution and the environmental impact of our activities. ISO 14001 certification requires each centre to identify, control and reduce sources of pollution through clearly defined processes, thus ensuring more sustainable, environmentally friendly operations.



2. Environment



Managing waste and hazardous substances in a way that respects people and the planet

Rigorous management of waste and products, particularly those containing potentially hazardous substances, is a priority in order to protect our employees, our customers and the environment. This approach takes account of impacts on human health and ecosystems, and also combines prevention and safety as part of effective waste management (see Resource management and the circular economy).

Ensure the sustainable and safe management of products and waste containing hazardous substances.

Waste management is a central pillar of environmental management and forms part of the circular economy strategy of Mobivia and its companies. They provide their employees with daily support to ensure the safe handling of waste and products containing hazardous substances. This commitment takes the form of training, awareness-raising and procedures to be followed. The processes cover all stages: sorting, storage, treatment

and traceability of waste, as well as the use of protective equipment during handling and the mobilisation of quality, works and HR teams. This organisation not only guarantees regulatory compliance, particularly with regard to ICPE regulations, but also strengthens risk prevention.

Helping franchisees manage hazardous waste

In 2025, **Midas** strengthened its commitment to waste management by developing a comprehensive manual for its entire franchise network. This document sets out the procedures, good practices and points to be observed, paying particular attention to the management of hazardous waste, which is likely to have an impact on human health and the environment. It specifies the methods for prevention, safe handling, temporary storage and transport to the appropriate treatment or recycling facilities. Through this initiative, Midas intends to harmonise practices within its network to ensure rigorous monitoring throughout the country in close collaboration with each center.

Reducing the environmental impact of the vehicle fleet through pollution control services

The Group's auto centers offer specialist services to reduce vehicle pollution levels. By combining additive-based treatments, cleaning of certain parts, preventive actions and raising customer awareness, they encourage the adoption of good maintenance practices. In 2025, as engines and driving styles evolve, it will be important to propose and develop vehicle maintenance solutions that combine the preservation of vehicle performance with the protection of the environment throughout their lifetime.

The Eco-Control service and Eco-treatment package at Norauto

For over ten years, **Norauto** has been innovating to reduce the environmental footprint of vehicles. A forerunner in 2013 with its pollution control, 5-gas analysis and preventive treatment services, the brand then launched the Eco-Contrôle overhaul and the EcoTraitement Pack, guaranteeing emissions that comply with roadworthiness standards. In 2023, engine descaling was added to the range, combining efficiency and accessibility.

Finally, in 2025, Norauto tested a new exhaust system analysis tool, to target even more effectively the most appropriate pollution control and maintenance measures. This system will be gradually rolled out to centers over the course of 2026.

Hydrogen descaling at Midas and ATU

Other brands, such as **Midas** and **ATU**, have also adopted pollution control techniques such as hydrogen descaling. Midas offers an eco-preventive hydrogen descaling treatment designed to thoroughly clean engines. This process allows motorists to benefit from cleaner, more efficient combustion. In addition, since 2023, ATU has offered a **carbon cleaning** service, a process that uses hydrogen to eliminate carbon deposits in the engine. This service, initially tested in 5 pilot centers, was a great success and was rapidly extended, with a network now equipped with over 200 machines.

Cleaning particulate filters

Cleaning particulate filters is essential to maintain vehicle performance while reducing pollutant emissions. By eliminating filter clogging, this process extends filter life, avoids costly replacement and limits the environmental impact of producing new parts. A number of brands, both in France and abroad, are now including this service in their range to meet the growing needs of motorists, particularly those who use their vehicles in urban areas or on short journeys that are prone to clogging. Among them, **CARTERCASH** relies on a partnership with Refap to offer an efficient and accessible cleaning service, contributing to sustainable and responsible vehicle maintenance.

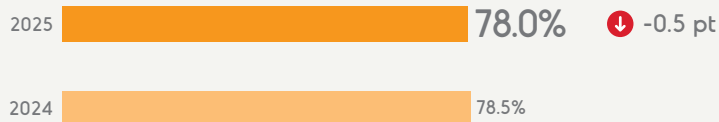
2



2. Environment

2.2.3. Pollution indicators

Share of centers with an environmental management system

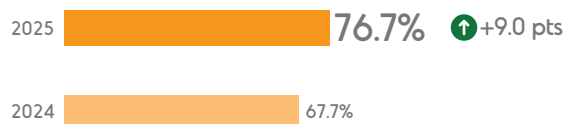


2026 TARGET

80%

The commitment of centers to environmental management systems remains solid, with a stable adoption rate comparable to that of the previous year. These environmental management systems primarily follow internationally recognised standards, such as ISO 14001 and ISO 50001, depending on the country concerned. Supporting new centers helps to maintain this momentum and boost the adoption of these systems.

Percentage of inland transport in modal shift



Costs related to pollution incidents (K€)



The increase in the number of containers transported over the year did not prevent the modal shift rate from rising, reaching 76.7% of containers delivered by rail. However, the floods in Spain in October 2024 meant that more trucks had to be used at the end of 2024 in Valencia, but this delay was made up.

2.3. Use of resources and circular economy (ESRS E5)

2.3.1. Risks, policies and resources

RISKS & CHALLENGES

Growing tensions on the raw materials market, combined with the scarcity of resources, are likely to increasingly affect the ability to source, produce and offer products to customers at affordable prices. The automotive industry is particularly hard hit by these pressures, which impact the entire value chain. At the same time, climate challenges are leading to a gradual rise in carbon taxes, likely to significantly increase the price of new products put on the market. Against this backdrop, regulatory requirements are multiplying and becoming stricter in terms of recycling and reparability, while sectors subject to Extended Producer Responsibility (EPR) are expanding, driven by public authorities' determination to accelerate the transition towards more circular models. In France, the AGEC law illustrates this new dynamic by introducing EPR schemes for oils from 2022 and for tyres from 2024. Faced with these challenges – resource scarcity, pressure on household purchasing power and the climate emergency – Mobivia and its companies have a responsibility to step up the transformation of their business models.

POLICIES & COMMITMENTS

For nearly 30 years, independently of any regulations, Mobivia has been working to set up recycling streams for every used product resulting from its service or distribution activities. Today, Mobivia manages 24 operational streams for the collection, treatment and recovery of its waste, as well as an eco-organisation dedicated to the recovery of used tyres. In a situation of resource scarcity, waste from our activities could potentially be turned into a resource that contributes to the production of new products. With this in mind, Mobivia is stepping up its commitment to the circular economy, with an integrated and ambitious approach structured around eco-design, collaboration with manufacturers, repair and optimisation of use, and the recovery of end-of-life products from its operations. The Group is investing in solutions for the future by adopting more circular and less carbon-intensive models, supported by the 4R approach: reduce, reuse, repair and recycle.



RESOURCES

- Teams from Iwip, Estado, BlackStar
- Sustainable development teams
- Offering teams

2. Environment

2.3.2. Actions taken

With over 50 years of expertise developed in its auto centers, Mobivia has made repairs a central pillar of its business. This approach aims to extend the life of vehicles and limit the need for premature replacement, in line with the fundamental principles of the circular economy.

With this in mind, the actions taken by companies are based on the four key levers of the circular economy: reducing the consumption of resources, reusing parts and materials, recycling end-of-life components, and repairing to maintain vehicle functionality.

This strategy goes hand in hand with the gradual evolution of our offering towards more circular models, while incorporating rigorous management of waste from maintenance operations. It also helps promote more resource-efficient and sustainable practices aligned with the environmental challenges of the automotive sector.

Optimising waste management by integrating appropriate recovery solutions

Since 1995, Mobivia has been actively engaged with stakeholders and public authorities in developing recycling streams for used products from automotive repair, reflecting its ongoing commitment to sustainability and environmental responsibility.

ESTATO and iWip, drivers of optimised circular management

From 2016, Mobivia's commitment intensified with the integration of **ESTATO**, a subsidiary specialising in the production and recycling of rubber aggregates, which handles all **ATU** automotive waste in Germany. The following year, the creation of **iWip** gave concrete expression to the desire of the group and its brands to go further in the sustainable recovery of waste. Thanks to optimised collection across the network and a circular economy approach, iWip is now deploying 24 operational recycling streams. This business unit offers the Group's brands and partners practical solutions for reintroducing used materials and parts into new production cycles, thereby promoting responsible management of end-of-life products.

Regulatory compliance and the transition to collective waste management

In an ever-changing regulatory context, driven in particular by the AGEC law and the strengthening of obligations linked to EPR (Extended Producer Responsibility) streams, Mobivia is reaffirming its commitment to compliance and to rigorous, structured and shared waste management, fully aligned with environmental challenges. This commitment has resulted in the official approval of the eco-organisation **Tyval** in 2023 for the collection and recycling of tyres, followed by membership of **Batribox** in France and the eco-organisations in each country where the BUs are based in 2025 for the battery sector. These initiatives mark a significant transition towards a collective, open approach in line with the requirements of a circular economy model.



Reducing the environmental impact of our offer by rethinking products and services

Responsible for more than 85% of the Group's greenhouse gas emissions (GHG), Mobivia's offering represents a key driver for action. Aware of this challenge, the Group's companies are committed to radically transforming their products and services to reduce their ecological footprint. The aim of this approach is to respond to the major environmental challenges, while at the same time meeting customers' growing expectations in terms of responsible consumption. One of the key priorities of this transformation is to make eco-design and eco-selection key drivers of change. The aim is to design products that can be repaired and recycled, using lower-impact materials that deliver the same level of performance from the development stage onwards. This approach is based on robust methodological tools such as Life Cycle Assessment (LCA) and Ecoscore, which enable us to evaluate and guide technical and commercial choices in a way that is consistent with the Group's environmental objectives [see Climate section].

Ensuring vehicle-fleet reparability

For over 50 years, car repair and maintenance have been at the heart of the group's expertise. Aware of the growing challenges linked to the durability of vehicles, Mobivia is committed to developing innovative services in line with technological developments. Faced with the boom in connected and electric vehicles, our companies are designing repair solutions tailored to the different vehicles and the needs of their customers.

Favour component repair to reduce environmental impact

In 2025, **Norauto** and **Midas** strengthened their partnership with **Cotrolia**, a French specialist in automotive electronic repair. This partnership is part of a drive to reduce waste and conserve resources. At a time when vehicles are becoming increasingly complex and connected, it allows faulty electronic parts to be repaired rather than systematically replaced. The components are then sent to **Cotrolia** to be reconditioned and then reinstalled on the vehicles. In the same vein, Norauto is testing the repair of battery packs, helping to extend their lifespan and limit the need for new parts and the associated cost to the customer.

Developing multi-brand expertise in electronics and electrical engineering

To support these technical developments, the two brands are relying on their own teams and on the experts at **CarStudio**, Mobivia's autotech accelerator, who are with them every step of the way: building skills, obtaining authorisations and setting up supply chains to work on electric vehicles of all makes. In addition, through its **Hubtech**, **CarStudio**, has set up a dedicated team of hotliners—experts in automotive electronics—who provide remote assistance to our workshop staff for diagnostics, troubleshooting, electronic repairs and software updates. This system, combined with the training of our electrotechnicians and mechatronics specialists, strengthens Mobivia's multi-brand expertise in electronic and electric vehicle repairs, while ensuring consistent quality across the network.

Offering customers products from the circular economy

Mobivia attaches great importance to the second life of its products. The reconditioning, remanufacturing and sale of second-hand equipment helps to extend the equipment's useful life, limit the extraction of natural resources and reduce its overall environmental impact. The Group's BUs draw on their expertise to structure and develop these sectors, taking care to reconcile environmental performance, product quality and consumer safety.

Second-hand products: an accessible and responsible offering with CARTERCASH

For a number of years now, **CARTERCASH** has been developing an offering dedicated to second-hand products and introduced a direct buy-back scheme from private individuals for certain parts. In 2025, the brand extended this approach by launching the sale of used engines in four of its outlets. Each product is checked for safety and conformity before being released for sale. This approach enables **CARTERCASH** to meet environmental challenges while offering its customers a cost-effective and responsible solution.

Refurbished batteries: a sustainable alternative with BringBack

Mobivia is building on a partnership with **BringBack** to regenerate vehicle batteries. Used batteries are collected, sorted and sent to **BringBack** for regeneration and reconditioning. These batteries are then distributed under the **Regain** brand in our auto centers and stores. This approach offers a sustainable alternative to new batteries, promoting the re-use of materials and limiting the production of waste.



2. Environment

Remanufactured tyres: responsible innovation with the Léonard tyre

In 2021, **Black-Star**, a remanufactured tyre specialist, teamed up with Mobivia. This partnership has given rise to the Léonard tyre, designed to offer performance comparable to that of a new tyre. Manufactured in France, these tyres recover 100% of the materials from selected carcasses. In 2024-2025, sales of Léonard tyres rose steadily across Mobivia's brands.

Promoting functionality for responsible, pragmatic consumption

Norauto and **CARTERCASH** promote a model focused on use rather than ownership, developing rental and loan services. Inspired by the principles of the functional economy, this model makes it possible to meet customers' occasional needs while reducing the production of new goods. Leasing is therefore emerging as a practical alternative for limiting the environmental impact of automotive equipment.

Meet occasional needs by hiring equipment

Norauto offers an equipment-hire service designed to support customers on seasonal trips or for occasional needs. The brand provides trailers, roof boxes and snow chains. As the holidays approach, targeted communication campaigns are being rolled out to promote rental as a responsible alternative to buying. What's more, this equipment, which is regularly checked and maintained, guarantees reliability, safety and compatibility with a wide variety of vehicles.

Encouraging sober consumption by lending equipment

For its part, **CARTERCASH** supports customers who enjoy DIY by providing them with tools on loan. This offering currently covers nine services. For example, with every battery purchase, customers can now borrow a tool kit free of charge, enabling them to carry out the replacement themselves, safely and independently. The aim of this service is to encourage responsible consumption, empower customers and provide a tailored response to their needs.



2.3.3. Resource use and circular economy indicators

Percentage of revenue from reconditioned products

2026 TARGET
2.1%

2025		1.2%	↑ +0.2 pt
2024		1%	

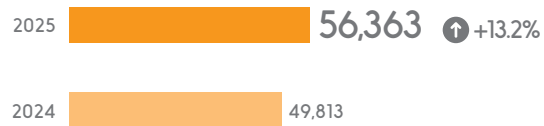
The circular economy continues to evolve in our business model. In 2024-2025, revenue from reconditioned products increased by 25%, reaching nearly €17 million, more than 90% of which came from Léonard and Black-Star tyres. While the proportion of reconditioned tyres remains limited in relation to the overall offer, the difficulties encountered by Black-Star in identifying the source of used tyres have had an impact on growth. There is also potential for regenerated batteries and oils, which are still underdeveloped within the Group, as illustrated by the example of CARTERCASH.



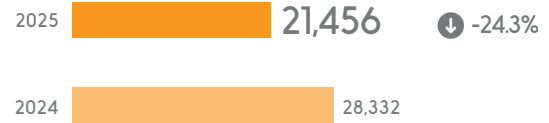
<p>Total quantity of waste produced (Tons)</p> <table border="0"> <tr> <td>2025</td> <td></td> <td>133,622</td> <td>↑ +6.1%</td> </tr> <tr> <td>2024</td> <td></td> <td>126,002</td> <td></td> </tr> </table>	2025		133,622	↑ +6.1%	2024		126,002		<p>Rate of re-use of collected waste</p> <table border="0"> <tr> <td>2025</td> <td></td> <td>13.4%</td> <td>↑ +3.6 pts</td> </tr> <tr> <td>2024</td> <td></td> <td>9.8%</td> <td></td> </tr> </table>	2025		13.4%	↑ +3.6 pts	2024		9.8%	
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<p>Quantity of waste from non-hazardous streams (Tons)</p> <table border="0"> <tr> <td>2025</td> <td></td> <td>96,780</td> <td>↑ +5.7%</td> </tr> <tr> <td>2024</td> <td></td> <td>91,549</td> <td></td> </tr> </table>	2025		96,780	↑ +5.7%	2024		91,549		<p>Quantity of waste from hazardous streams (Tons)</p> <table border="0"> <tr> <td>2025</td> <td></td> <td>36,841</td> <td>↑ +6.9%</td> </tr> <tr> <td>2024</td> <td></td> <td>34,453</td> <td></td> </tr> </table>	2025		36,841	↑ +6.9%	2024		34,453	
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2. Environment

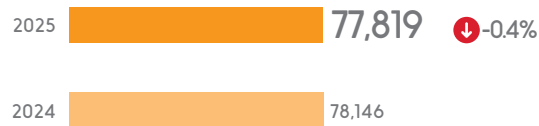
Quantity of non-hazardous waste for recycling (Tons)



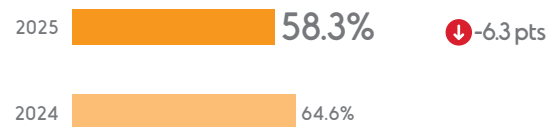
Quantity of hazardous waste for recycling (Tons)



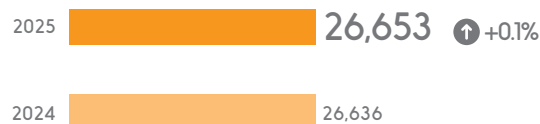
Material recovery from collected waste (Tons)



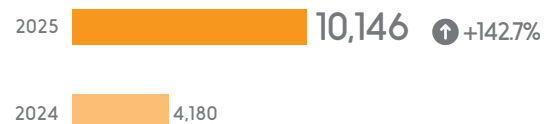
Rate of material recovery from collected waste



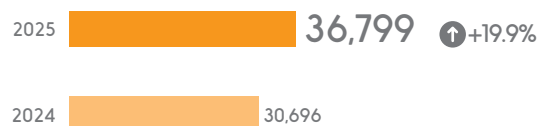
Quantity of non-hazardous waste for energy recovery (Tons)



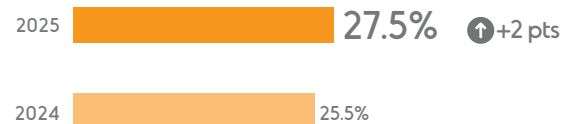
Quantity of hazardous waste for energy recovery (Tons)



Energy recovery from collected waste (Tons)



Rate of energy recovery from collected waste



Total quantity of non-recycled waste (Tons)



Percentage of non-recycled waste



This year, 24 recycling streams collected 134.000 tons of used products. Growth was mainly driven by lead batteries (+16%), while tyres remained stable and oils fell slightly, together accounting for 81% of volumes collected. The reuse rate reached 13.4%, driven by oils and tyres, and material recovery stood at 58%, down slightly owing to lower tyre recovery levels. In terms of non-recycled waste, the increase is linked to more reliable monitoring of DIND (non-hazardous industrial waste), although this rate remains very low (0.8% of waste collected).





3

Social

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3.1.4	Promoting diversity and inclusion	25
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Key aspects

3 questions for



Evelyne Théry

Director of Human Resources at Mobivia

What are your key takeaways from the 2024/25 financial year?

The 2024/25 financial year marked a record year for employee satisfaction and engagement, with a satisfaction level of 81% and an eNPS score reaching 41 at mid-year.

Actions taken in relation to the working environment, the integration of new hires, training, development and communication have also had a positive impact on employee retention, with the turnover rate continuing to decline this year.

We also made safety a priority. Our commitments in this area are visible and are beginning to have a positive impact in several companies and business units.

What is the outlook for 2025-26?

For the next financial year, we want to continue the momentum of progress, with the same commitment and determination.

We have set ourselves four priorities:

- sustainably improve our health and safety standards;
- maintain the momentum of team engagement and retention;
- strengthen our development programmes, particularly for managers;
- bring our sharing policies to life in the broadest sense.

As HR Director for the Mobivia Group, what do you think are the key success factors?

In a group like Mobivia, which employs more than 23,000 people in 16 countries, this plays out at three levels.

The first step is to share the main HR guidelines as a common foundation for all companies. Then it is a matter of mobilising and engaging the wider HR & Communications community, so that each leader can adapt these priorities to their own issues and realities. To share, to co-build, and to foster synergies and group-wide collaboration. Finally, we provide more specific support to businesses, offering expertise on demand to help them meet their challenges.

Three key success factors that correspond to the three roles we, as members of Mobivia Corporate Services, have taken on to support and secure Mobivia's success through our collective expertise.

Summary

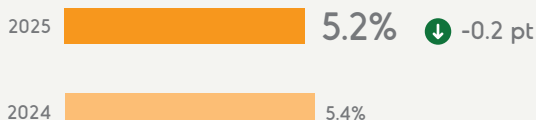
Reading convention for all indicators presented in the "Social" chapter: historical data have been recalculated to reflect changes in scope (details in the NFPS scope appendix).

MATERIAL ISSUES

KEY INDICATORS

Safety

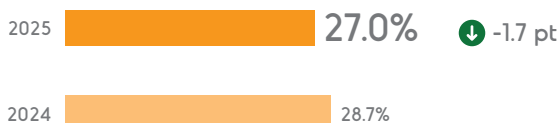
Work-related accident rate with sick leave



The number of work-related accidents with sick leave fell this year. From next year, the frequency rate will be used as the main benchmark for monitoring occupational safety performance.

Attractiveness

Staff turnover among permanent employees



2026 TARGET
25 %

The reduction in staff turnover is a concrete illustration of the impact of the measures taken this year to improve the employee experience and build long-term loyalty among our teams.

Employability

Average number of learning hours per employee (hours)



2026 TARGET
24 hrs

This year, Mobivia recorded an average of more than 22 hours per employee dedicated to learning, continuing its steady progress in this area and its determination to place skills development and knowledge sharing at the heart of its HR strategy.

3. Social

Summary

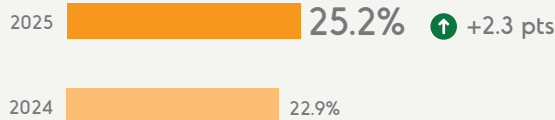
Reading convention for all indicators presented in the "Social" chapter: historical data have been recalculated to reflect changes in scope (details in the NFPS scope appendix).

MATERIAL ISSUES

Diversity

KEY INDICATORS

Percentage of women on Executive Committees



2026 TARGET
30 %

The proportion of women on Mobivia's Executive Committees is increasing year on year, illustrating the company's commitment to gender equality at all levels.

Customers

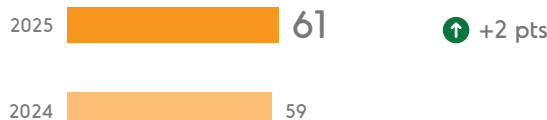
Customer satisfaction (Net Promoter Score) (Index)

Norauto customer NPS

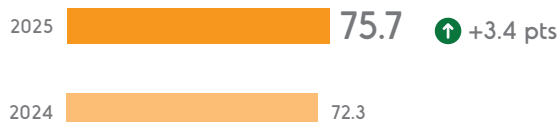


2026 TARGET
Norauto 51.4
ATU 62
Midas 76

ATU customer NPS



Midas customer NPS



The Net Promoter Score for the three brands has risen significantly compared with 2024.

3.1. Our employees

The teams

At 30 September 2025, Mobivia had a total of 23,189 employees within its direct scope, across 11 countries, made up of 83% men and 17% women.

Country	Headcount at 30 September 2025
Germany	8,703
Belgium	604
China	31
Spain	2,636
France	9,624
Italy	832
Luxembourg	14
Portugal	675
Sweden	40
Switzerland	30
Mobivia	23,189

Sharing policies

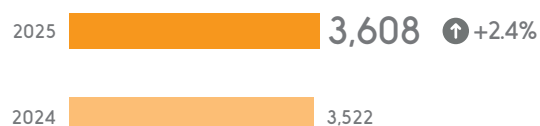
In a business where economic performance stems from the strong commitment of every individual to every customer, Mobivia considers that sharing meaning, knowledge, skills and the power to act is essential to creating and then sharing value.

In terms of sharing the value created, Mobivia aims to have strong value-sharing policies for each of its companies. Value-sharing can therefore take different forms, and the choice of mechanisms depends on the local contexts and legal frameworks in which the companies operate.

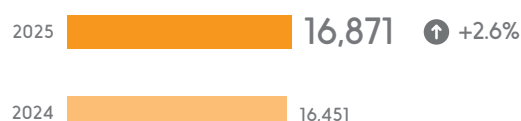
The Group's reference framework comprises three pillars:

- sharing progress and performance, for example through incentive schemes
- sharing profits, for example through profit-sharing agreements
- sharing Mobivia's value creation, for example through employee share ownership schemes

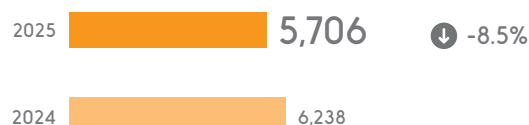
Number of permanent female employees



Number of permanent male employees



Number of new permanent contracts during the financial year



Social relations

Labour relations between management and employee representatives are governed by legislation and take many forms at different levels within the group and individual companies.

In addition to the information, consultation and negotiation meetings that may be held within individual companies, social dialogue at inter-company level takes place via the Group Works Council and the European Works Council. These two bodies provide an opportunity for regular discussions with employee representatives on the economic, social and organisational issues facing the companies they represent.

3. Social

3.1.1. Taking action for health, safety and well-being

RISKS & CHALLENGES

In the automotive repair and maintenance sector, teams may have to work in environments exposed to risks. It is therefore essential to respect and ensure respect for the rules and principles relating to quality, health and safety. This constant vigilance in every aspect of our work means that the risk of accidents in the workplace is reduced as much as possible.

Ensuring the health, safety, and well-being of employees is an absolute priority. As an employer, this responsibility is not just about maintaining business continuity and performance over the long term. Above all, it's about ensuring that teams work in an environment where their health, safety and well-being are taken care of.

POLICIES & COMMITMENTS

Mobivia is fully committed to taking action to promote the health, safety and well-being of its employees. This commitment is reflected in the strengthening of safety teams, the roll-out of prevention and awareness campaigns, the enhancement of training programmes, the modernisation of work equipment and ongoing vigilance.

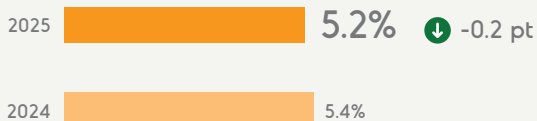
The aim is to continuously improve working conditions and the physical and psychological safety culture, in order to safeguard the health, safety and well-being of teams across the Group.



RESOURCES

- HR departments
- Health, Safety and Security teams
- Managers
- Employees
- Learning and Training teams

Work-related accident rate with sick leave

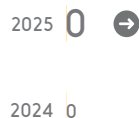


The number of sick leave accidents fell this year, reflecting the constant efforts made by Mobivia companies to strengthen the safety culture in the field – in workshops, centers, stores and support functions. From next year, the frequency rate will be used as the main benchmark for monitoring occupational safety performance.

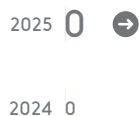
Accident frequency rate (per million hours worked)



Number of employee fatalities following work-related accidents



Number of employee fatalities due to occupational illnesses



Percentage of employees entitled to family leave



Percentage of female employees entitled to family leave



Mobivia is firmly committed to complying with all regulations in force in the countries where its teams operate. The Group ensures that all its employees benefit fully from their rights in this area.

3. Social

Assessing and improving working conditions through safety audits

In 2023-24, Mobivia initiated an internal audit of physical and psychological safety for companies based in France. This initiative has laid a solid foundation in terms of safety, while raising awareness and encouraging collective mobilisation. In line with this approach, the 2024-25 financial year will see the strengthening of actions aimed at rolling out a safety culture across all the Group's entities.

Creating and driving group synergy around safety

Since 2025, employee safety has been a strategic focus led at Group level by Camille Delesalle, Mobivia's Director of Social and Societal Commitment. In this way, Mobivia is firmly anchoring the safety culture at the heart of its organisation, so that it can be rolled out consistently across all its businesses. One of the first actions taken was to create a community of safety managers. The aim is to encourage synergies and the sharing of best practice, knowledge and skills to strengthen the collective ability to continuously improve working conditions in the Group's companies.

Deploying a safety policy at Norauto France

Already heavily involved in prevention and safety issues, **Norauto France** consolidated its approach in November 2024 by rolling out an ambitious safety policy. The aim is to protect employees from occupational hazards, promote their physical and mental well-being, and spread a safety culture with the common goal of zero accidents. This policy is based on five main pillars: training and raising awareness about safety, involving employees, promoting well-being and health in the workplace, preventing accidents and incidents, and ensuring continuous improvement. In addition, to ensure the effectiveness of this policy, a monitoring system has been put in place, supplemented by initiatives such as the centralisation of safety protocols and the development of a prevention plan.



Stepping up safety audits in the field

Several Group entities have stepped up their safety audits, including **Auto5**, **CARTERCASH** and **Midas**. A dedicated audit has been set up at Auto5, along with a formalisation and monitoring system to ensure its effectiveness. At CARTERCASH, a trainee now works alongside the health, safety and security manager, and control points have been incorporated into internal audits. Finally, a checklist has been created for Midas franchisees to identify areas for improvement during the two annual visits carried out by the sector managers.

Ensuring safety in our workshops and stores

Every year, Mobivia companies take concrete action to improve the physical safety of their teams. The aim of these initiatives is to create an ever safer working environment, adapted to the major changes taking place in the automotive after-sales sector. This translates into preventive action and constant vigilance, particularly in auto centers, assembly stations and stores, which are the most exposed.

Modernising equipment for greater safety and ergonomics



Companies are investing in increasingly innovative equipment to reduce the risks faced by their teams in the field. The aim of these investments is to refurbish the equipment, tools and infrastructure identified during the audits, and to offer more ergonomic and safer solutions for all employees. In 2024-25, a number of initiatives were put in place to this end. Auto5 equipped itself with electric pallet trucks and induction heaters to ensure the safe heating of metal parts required for certain services. **CARTERCASH** deployed new platforms for order pickers, protective devices for rack feet and machines to make tyre fitting easier.

Preventing chemical risks in auto centers

Network teams may be exposed to chemical risks linked to the use of certain products essential to vehicle maintenance or the handling of technical parts. To prevent these risks, the Health, Safety and Working Conditions team at **Norauto France** has supported the centers in implementing occupational chemical risk prevention programmes, in partnership with **Carsat**. The aim of this support is to enable teams to better identify the products and substances concerned and to adopt good handling and storage practices, in order to guarantee both the health of employees and the safety of the sites.

Preparing for climate change

At **Norauto France**, teams were mobilised to analyse the impact of climate change, such as droughts and floods, on safety and working conditions in auto centers. To anticipate these risks and better prepare for them, several adaptation workshops were organised. During these workshops, participants identified the potential consequences of such events on teams' daily work, as was the case in Valence during the floods of 2024.

Training and raising awareness among teams

Risk management depends above all on teams' ability to identify dangerous situations and adopt the right reflexes. The emphasis was therefore placed on developing safety skills through training and awareness programmes tailored to the business and the realities on the ground.

Establishing a sustainable safety culture at all levels

Throughout the year, companies carried out awareness-raising initiatives designed to strengthen risk prevention. These initiatives include the integration of safety points for teams in the field and the roll-out of e-learning modules and safety webinars. Depending on the subject, these programmes are aimed at workshop, assembly station and store teams, support teams, managers and all employees. This year, **Norauto France** has been particularly active in strengthening everyone's sense of responsibility, through the updating of delegations of authority, the roll-out of information sessions on civil and criminal liability, and individualised support for center managers. Training has also been organised for the network's human resources managers to enable them to become safety representatives.



3. Social

Promoting health all year round

In addition to physical risks, the Group's companies were actively involved in health-related issues. To this end, a number of events were organised to address psychosocial risks at themed cafés and webinars, including a presentation by a member of staff from **Norauto France** trained as an occupational first-aider in mental health. A number of companies also took part in the "Pink October" and/or "Movember" campaigns, offering prevention posters, workshops or challenges such as Act Rose. Promotional initiatives were also put in place to rally teams around the fight against breast cancer, while supporting partner associations.



Strengthening training programmes

Every year, companies adapt their training portfolio to meet team needs, which enables new initiatives to emerge. For example, **Norauto France** now offers modules dedicated to managing incivilities, while **CARTERCASH** is rolling out interactive training in the form of a "risk hunt" in Spain, France and Italy.

At the Move Factory, Mobivia's head office, which employs over 1,200 people, Safety Week provided an opportunity to organise training sessions for emergency teams and refresher courses for workplace first aiders, supplementing the regular training sessions held throughout the year.



Promoting the well-being of employees

Today, a growing number of companies recognise the importance of taking psychological health and quality of working life (QWL) issues into account in order to provide a fulfilling working environment. With this in mind, the Mobivia Group introduced a number of initiatives aimed at improving the health and well-being of its employees.

Adjusting working hours

The network's teams have demanding jobs, with sometimes restrictive working hours. This year, several of the Group's companies launched initiatives to rethink the organisation of work and test more flexible solutions to improve the day-to-day lives of their teams. At **CARTERCASH**, for example, working conditions are addressed through four priority areas, including work-life balance. This is reflected in the introduction of Saturday rest days and the trial of a four-and-a-half day working week, where activity and store configuration allow. These initiatives illustrate the Group's determination to reconcile operational performance with the well-being of its teams, by adapting and testing approaches that are as close as possible to the needs of its businesses and the realities on the ground.

Facilitating access to mental health services

At the same time, measures are being taken to give every employee easier access to the care, attention and support they may need. In France, this has resulted in the roll-out of the Health and Safety pack to all Group companies. This scheme brings together a selection of healthcare services available at preferential rates or free of charge. It includes a wide range of services such as medical teleconsultation, psychological assistance and parenting support. Similar systems are in place in other countries. In Portugal, for example, **Norauto** offers health insurance for all employees, giving them access to the private health system at a reduced cost and with faster cover, including cover for their families. Employees also benefit from a mental health support programme, enabling them to consult a psychologist as soon as they feel the need, and with no limit on the number of consultations.

Cultivating well-being on a daily basis

Well-being at work is first and foremost a collective process, which is driven and strengthened every day by team involvement. As part of this drive, a number of initiatives are helping to nurture a culture of well-being. In Italy, **Norauto** launched training and psychological education sessions to facilitate awareness and promote concrete tools for well-being, in both professional and personal life. **Norauto Portugal**, for its part, launched a partnership with the sports app Strava to engage and unite teams around sporting challenges.

Quality of Life at Work Week is also a key opportunity to address the issue of well-being in everyday life. At **Synchro Diffusion**, it is led by a network of QWL ambassadors and is part of a continuous drive, supported throughout the year by weekly HR drop-in sessions, participative workshops and convivial events that encourage dialogue and team cohesion.



3. Social

3.1.2. Developing business attractiveness, engaging and retaining teams

RISKS & CHALLENGES

In the current economic landscape, many sectors, particularly the automotive aftermarket industry, are struggling with labour shortages. Despite the diversity of professions and career paths on offer, the sector is still struggling to attract and retain staff.

In a sector where staff turnover remains a challenge, it is essential to take concrete action to ensure that employees feel proud to join a company, supported in their integration and development, and motivated to make a long-term commitment.

POLICIES & COMMITMENTS

In a group like Mobivia, where each company's uniqueness is paramount, team attractiveness, engagement and loyalty are shaped primarily at company level. It is here, closest to operations—in the centers, workshops, stores and support departments—that the sense of belonging to a collective develops.

Numerous initiatives are carried out at company level to ensure a strong local presence, adapted to each entity's identity and context. Whether through ambassadors promoting the employer brand, induction programmes for new hires, or events designed to share the vision, foster exchanges and unite people around common goals, these initiatives help engage teams at key stages of their careers.

And to enable everyone to progress, change roles and build rewarding career paths, Mobivia continues to make inter-company mobility a defining feature, a strong hallmark that perfectly reflects the Group's values of *entrepreneurial spirit, sharing, empathy* and *sustainable performance*.



RESOURCES

- HR departments
- Recruitment Teams
- Institutional and stakeholder relations
- Managers
- Network of ambassadors
- Employees

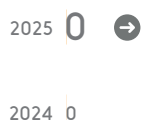
Staff turnover among permanent employees

2026 TARGET
25 %

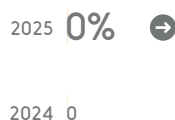


The reduction in staff turnover is a concrete illustration of the impact of the actions taken this year in terms of the working environment, integration of new arrivals, training and development, communication... to improve the employee experience and build long-term team loyalty.

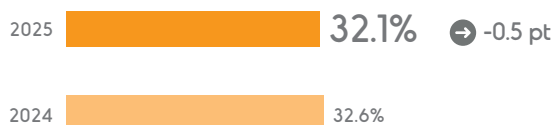
Number of employees paid below the applicable salary threshold



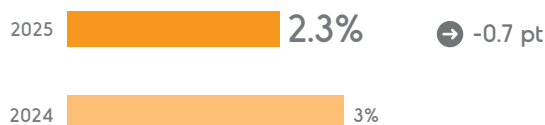
Percentage of employees paid below the applicable salary threshold



Percentage of eligible employees subscribed to Mobival



Percentage of capital owned by employee shareholders



The number of unitholders passed the 3,500 mark during the year, a slight increase on the previous year. However, the number of eligible employees increased, resulting in a slight 0.5% decrease in the proportion of eligible employees subscribed to Mobival. The proportion of capital held by employee shareholders is 2.3%.

Number of employees who had a performance review, a development appraisal or a career development review during the year



Percentage of employees who had a performance review, a development appraisal or a career development review during the year



3. Social

Employer branding to strengthen the attractiveness of businesses

In an automotive sector facing recruitment challenges, Mobivia companies are strengthening their appeal by highlighting their values, their career paths and the employee experience. Social networks, careers sites or the involvement of employees themselves in *Ambassador* programmes enable companies to maintain a high profile in the market.

Promoting the employer brand

In terms of employer branding, **Midas** is deploying an ambitious digital strategy that is being strengthened year on year. Social media campaigns illustrate this momentum, with over 2.2 million views on YouTube and 2.8 million on Meta. In July, Midas was ranked as the No. 1 employer on Indeed for the recruitment of mechanics and is one of the top employers on LinkedIn. This dynamic is in line with the brand's 3D vision—commercial, franchising and employer—underpinned by the new slogan "With Midas, you can always move forward".

For its part, **CARTERCASH** created a careers site and significantly expanded its LinkedIn presence this year, with plans to go further in the years ahead.

At **Auto5**, the introduction of a new recruitment tool is a key step in modernising the associated HR processes. The introduction of this new tool provides better visibility of vacancies and a more attractive, easier-to-access careers site, helping to improve the candidate experience while optimising the work of the recruitment teams. These initiatives are part of a clear commitment to attracting, training and retaining the talent that will make Auto5 a success now and in the future.

Making employees the first ambassadors

At **Norauto France**, the *Ambassadors* programme launched in 2021 now brings together 60 employees from all the regions in which the company operates. Represented by the vast majority of the network's teams (94%) and by the service team (6%), the ambassadors reflect the wide diversity of the brand's professions.

The employees involved in the programme are committed to promoting the company's values and sharing their experiences, thereby strengthening the sense of belonging to the Norauto France community. The *Ambassadors programme* also aims to raise the profile of the Norauto brand both internally and externally. The ambassadors help to promote the company's roles and values through their contributions on social media and in the media, and through their presence at forums and events. They embody pride in belonging to Norauto and, in this sense, are the first ambassadors of the employer brand. At the same time, the "*Sport en bleu et jaune*" scheme allows employees to represent the brand at sporting events, wearing the Norauto colours with pride.

Developing employee engagement from day one

The integration of new employees is a key driver for fostering their long-term engagement and success within the company. A well-designed onboarding programme enables new recruits to immerse themselves quickly in the company's culture, share its values, understand the purpose of the founding project and become part of it. This support is extended through regular monitoring, as a *sine qua non* condition for long-term commitment, development and loyalty.





Enriching onboarding programmes

In 2024-25, the Group's HR teams developed a new onboarding programme for new arrivals based at the **Move Factory**, in Villeneuve d'Ascq. Designed to speed up their integration, the programme includes induction sessions, a presentation of the Mobivia Group, awareness-raising on cyber security and on-site safety, and a tour of the premises. Store immersion days at **Norauto** also form part of this onboarding process. Lasting a minimum of three days, this on-the-job immersion gives employees a hands-on experience of what it's like to work in a car centre, for example by helping to stock shelves, cash in, manage deliveries or provide workshop services. This scheme is complemented by half-day discovery visits to the **Midas** and **CARTERCASH** brands, promoting an overall understanding of the Group's companies and businesses. In 2025, 42 Move Factory new arrivals benefited from this new onboarding programme.

Creating links through sponsorship

Since 2024, **Mobivia Corporate Services** has set up a sponsorship scheme: each new arrival is accompanied by a volunteer sponsor from another department. The creation of these pairings facilitates informal exchanges, encourages mutual support and offers an in-depth understanding of Mobivia Corporate Services' purpose and business activities, while promoting integration within the Group. This scheme also helps to strengthen cohesion between the teams and create lasting connections, offering new recruits practical support and someone to talk to from the moment they arrive.

A long-term commitment

Several Mobivia Group companies conduct an internal "Smile" employee survey once or twice a year. The aim is to measure the level of satisfaction of the teams on around fifteen themes, including first and foremost well-being in the workplace. The survey, which was sent to almost 12,000 employees this year, is a highlight in the life of the companies taking part, whether they are based in France, Belgium, Portugal, Spain or Italy.

Midway through the 2024-2025 financial year, Mobivia achieved a record recommendation rate (eNPS), with a score of 41 and a satisfaction rate of 81%. In addition to this overall satisfaction, employees reported feeling good in their company, supported in their development and, for new arrivals, satisfied with how they had been integrated. They also highlighted relationships between colleagues and internal communication, supported in particular by the management routines strengthened this year.

As well as surveying their teams and sharing the results, the Smile approach commits companies to defining action plans to address the concerns raised and to continue the overall dynamic aimed at engaging teams over the long term.

3. Social

Promoting internal mobility

Internal mobility is an integral part of Mobivia's identity. Within the Group, the companies are committed to creating a working environment that allows employees to take on responsibility, change jobs and build their career paths.

Thanks to the diversity of its companies and business lines, Mobivia offers its employees tailor-made, unique and innovative career paths, contributing to their personal development and long-term commitment.

Defining a framework conducive to mobility

Last year, an inter-company mobility charter was co-written by the companies' HR departments and approved by Mobivia's Management Committee. This charter formalises the Group's commitments regarding internal mobility through five key principles: transparency and accountability for all those involved; priority given to internal recruitment to encourage development and promotion within the Group; active cooperation on career paths between the manager, the employee and the HR manager; the HR team acting as the guarantor of processes and a facilitator of mobility; and lastly, the introduction of proactive initiatives to anticipate and support mobility needs. The charter also defines the conditions for mobility, to ensure a structured framework and clear rules for implementing mobility.

Raising the profile of mobility opportunities

Last year, Mobivia introduced a tool to facilitate the management of internal mobility opportunities, open to all employees of the Group's companies.

The page dedicated to internal mobility on the intranet portal has been designed to be more intuitive, to improve the visibility of available positions and to make it easier to find opportunities. To increase the visibility of these offers and provide even greater transparency, inserts on internal mobility are now regularly included in Mobinews, Mobivia's inter-company communication newsletter.

During the 2024–25 financial year, dozens more vacancies were published on the Group's internal mobility website, helping to promote mobility, career development and the emergence of successful career paths.

Making zig-zag career paths a lever for motivation and retention

Mobivia continues to strengthen inter-company collaboration to enable employees to explore new professions, discover new brands and sometimes even new countries.

The 'zig-zag' career paths are undoubtedly one of the group's distinctive features. They are a source of motivation, commitment and pride in belonging. They enable employees to take on new responsibilities and projects, while developing a broader vision of the companies that make up the Group.

Making meaning a driving force for engagement

Since its creation, Mobivia has been committed to giving meaning to each person's role, in line with its founding values and its usefulness to customers, teams and the environment.

Group companies work hard every day to create a working environment where everyone can feel involved, motivated and part of a shared project.

Rallying teams around a common project

In September, at **ATU**, the new management team wanted to bring all the centre directors together around the company's project. Nearly 1,000 participants took part in the event, which offered more than 10 sessions a day, combining discussions, practical workshops and time for collective reflection. The event was also an opportunity to recognise the best-performing centers, both in financial and non-financial terms.

Conceived as a time for sharing and conviviality, this initiative was a highlight at the end of the year to share meaning, strengthen cohesion and unite teams around common objectives.



Bringing people together around shared values

In September 2025, the "Valeurs & Sens" seminar celebrated its 17th cohort. Since its launch in 2021, this event has become a highlight in the life of Mobivia, promoting sharing, cohesion and commitment among the teams. Session after session, the "Valeurs & Sens" seminar provides participants with an in-depth understanding of Mobivia and its 50-year history, and highlights the complementary nature of the brands and the people who run them. To date, almost 500 employees have taken part in this two-and-a-half-day experience, punctuated by interactive workshops, inspiring discussions and moments of sharing. These cohorts, led exclusively by in-house staff and made up of participants from different countries, embody the diversity and richness of the Group while strengthening the shared culture and adherence to the Group's values.

Enabling employees to get involved externally with non-profit organisations

In March 2023, Mobivia strengthened its social commitment by launching the **Mobivia Foundation**, endowment fund, which succeeded the Norauto Foundation after 18 years of community initiatives. The creation of this new structure reflects the Group's desire to give a central place to collective commitment, by enabling employees to get involved in community projects that promote integration through mobility and/or the transition to more sustainable mobility. In 2025, ten non-profit organisations were supported thanks to the involvement of eleven employees, several of whom worked in pairs on support missions. Three entities (Norauto France, Mobivia Corporate Services and Midas Afrique) were particularly active in supporting positive impact projects, spreading the values of solidarity, responsibility and sharing within their local areas. This dynamic fully illustrates the Mobivia Foundation's social commitment and broader community engagement.

Supporting teams amid a rising cost of living

In times of inflation, helping employees maintain their purchasing power has become a key priority. Several Mobivia companies have implemented targeted measures to help employees cope with the rising cost of living.



Pay rises at Norauto Portugal

In Portugal, where the minimum wage stood at €870 gross on 1 January 2025, **Norauto** chose to implement a salary revaluation policy to better recognise the commitment and work of its employees. This approach, shared by a number of companies across different sectors in the country, reflects a commitment to supporting teams' purchasing power in an economic context marked by an increase in the cost of living. By strengthening its remuneration policy, Norauto Portugal fosters employee commitment and loyalty while affirming its ambition to be a company that cares about its teams' well-being and quality of life.

Welfare plan at Norauto Italy

In Italy, **Norauto** has had a welfare plan for a number of years, enabling it to offer teams additional financial support. This programme includes a range of financial benefits for major life events, such as graduation, marriage and childbirth, which typically involve increased expenses. The plan also recognises employee loyalty, granting seniority-based bonuses every five years from ten years of service onwards, with progressive financial rewards based on years in the company. A bonus is also paid to retiring employees. The aim of this welfare initiative is to offer a range of benefits built around tailored financial solutions to support teams at key moments in their personal and professional lives.

3.1.3. Developing skills and sharing knowledge

RISKS & CHALLENGES

The automotive industry is undergoing profound changes, particularly in technical and technological fields. The rise of connected vehicles and the expansion of hybrid and electric powertrains are helping to transform the sector's traditional professions. In response to these changes, companies in the sector must not only develop increasingly specialised technical skills but also promote continuous learning and training. The aim is to ensure employees' employability and prepare them for the requirements of tomorrow. To be able to maintain these "new" vehicles and offer quality services, employees must constantly update their skills and train in new technologies. Learning - whether technical, functional or managerial - has therefore become a vital tool for performing in today's markets and preparing for future challenges. Acquiring new skills is not just a technical imperative. It is also an opportunity to enrich career paths and foster long-term engagement among teams.

POLICIES & COMMITMENTS

In a constantly changing environment, Mobivia is committed to strengthening and developing the key skills needed to anticipate changes in the market and developments in the automotive maintenance and repair sector. The Group places employee development at the heart of its approach, actively supporting staff in expanding and refining their expertise to enable continuous learning and growth. This commitment is reflected in a Group-wide effort to implement a holistic approach that addresses the key issues of employee training and development. In this dynamic, Mobivia is working to establish a lasting culture of *learning* that enables each and every person, whatever their company, whatever their profession, to acquire skills, develop them, pass them on and share them. The Group also supports the upskilling of its teams in cutting-edge technologies, particularly in electronics and hybrid and electric powertrains, which are key trends in the transformation of the sector. In order to train the next generation, special attention is also paid to work-study students to encourage their integration and support their development. Finally, Group companies are creating new training courses, for managers for example, and offering new formats in order to continually enrich and improve the learning experience for their teams.



RESOURCES

- HR departments
- Internal mobility and career management
- Training and Learning teams
- Training platform and pathways
- In-house trainers
- Certification and professional qualification
- Managers
- Employees

Average number of learning hours per employee (hours)

2026 TARGET
24 hrs

2025  **22.4**

This year, Mobivia recorded an average of more than 22 hours per employee dedicated to learning, continuing its steady progress in this area and its determination to place skills development and knowledge sharing at the heart of its HR strategy.

Average number of training hours per employee

2025  **17**

Number of employees with access to LMS (Learning Management System)

2025  **20,599**

Number of employees trained in electronics

2025  **1,454** ↑ +10.8%

2024  1,312

Number of state-recognised diplomas awarded to our employees during the year

2025  **1,014** ↑ +10.8%

2024  915

Number of work-study trainees hired as permanent staff

2025  **457** ↑ +1.3%

2024  451

Percentage of work-study trainees hired as permanent staff

2025  **29.4%** ↓ -2.1 pts

2024  31.5%

The evolution of the vehicle fleet, with the rise of connected, hybrid and electric vehicles, is profoundly transforming the industry. As well as encouraging continuous learning and training, Mobivia pays particular attention to developing the skills of its teams in the field of electronics. Over 1,450 employees received electronics training this year, an increase of more than 10% on the previous year. The number of state-recognised diplomas awarded to Group employees has also risen by more than 10%, passing the symbolic threshold of 1,000 diplomas awarded this year. These results fully illustrate Mobivia's determination to make skill acquisition and development not only a technical imperative, but also a lever for enriching career paths and fostering teams' long-term engagement.

3. Social

Developing a learning culture

For Mobivia, developing a culture of learning and development - known as the culture of *learning* - is key. It is key to enabling employees to learn and develop in their jobs. It is key to contributing to the sustainable performance of businesses, particularly through the transfer and sharing of knowledge. For Mobivia, *learning* goes far beyond traditional training. It encourages continuous, flexible and diversified learning, enabling employees to explore a variety of topics, both related to their own line of work and to other areas within the Group.

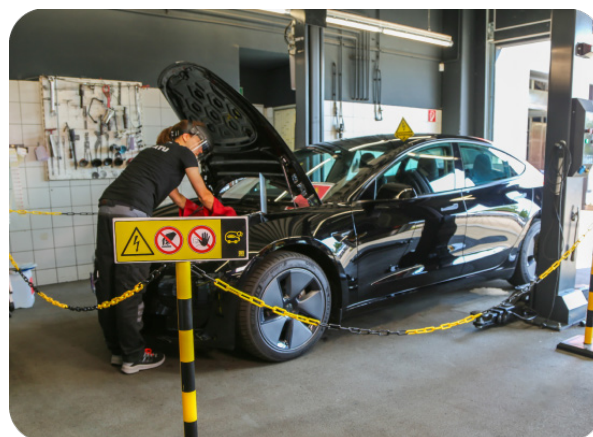
In this way, *learning* occupies a central place in the strategy for developing skills and engaging teams in the broadest sense. Mobivia encourages skills development in all its forms through a variety of methods, including classroom training, virtual classes, webinars, e-learning, mentoring, coaching, career paths and dedicated development programmes.

Each year, the *Learning Days* represent a key moment, symbolic of Mobivia's desire to develop skills and share knowledge across all the Group's companies. Organised around four main themes – Mobivia Group culture, the culture of each company, management and personal development – they encourage 'knowledge sharing' in the broadest sense by multiplying opportunities to learn and develop. Initially designed over a few days, the *Learning Days* were extended to several weeks from 2025, illustrating the Group's growing commitment to learning and development. Every year, the *Learning Days* mobilise a few more companies, reinforcing the shared culture and the culture of *learning* for everyone across the group.

At the end of the financial year, Mobivia had nearly 22.4 hours of *learning* completed on average per person, continuing its steady progress in this area and its desire to put skills development and knowledge sharing at the heart of its HR strategy.

Accelerating skills development in line with changes in the vehicle fleet

The rapid evolution of the vehicle fleet, with the rise of connected, hybrid and electric vehicles, is profoundly transforming the automotive sector. These technical and technological advances give rise to new skills and require companies in the sector to adapt continuously. Aware of this fundamental transformation, Mobivia has made training in new technologies a strategic priority. The Group helps its teams to develop the skills they need to meet today's requirements, and to prepare for the growing needs of tomorrow.



For several years now, companies have been developing training courses dedicated to new professions, such as electrotechnician and mechatronic technician. A range of training modules and learning programmes are offered to enable teams, in workshops as well as in stores, to meet customer needs, whatever the powertrain of their vehicles.

For example, as part of its transition to electric vehicles, **Norauto Portugal** has set up specific training programmes aimed at certifying staff, particularly reception staff, in products and services related to electric vehicles. At the same time, dedicated modules are run for managers to raise their awareness of the challenges and new trends in the market. At **CARTERCASH**, teams undergo HOB0 training to enable them to fit tyres for electric and hybrid vehicles. The aim of this training is to make teams aware of the risks inherent in electrical installations, to master HOB0 safety procedures, and to guarantee reliable work that complies with current standards, while optimising the quality of the service provided.

Promoting the development of work-study students through high-quality support

Every year, Mobivia Group companies offer a wide range of courses for work-study students. By supporting work-study students as they develop their skills, Mobivia offers career opportunities that are both engaging and rewarding, helping to attract, train and retain a new generation of professionals in its business sector.

Once again this year, the Group's companies continued their drive to continuously improve the programmes dedicated to work-study students, from the moment they join the Group. In 2025, this was particularly the case for Norauto, which has placed the sharing and transfer of knowledge at the heart of its identity for over 50 years. In France, the company now relies on a network of more than 500 specially trained tutors to support new generations in the automotive trades. Tutors play an essential role in the success of work-study students, offering personalised learning that alternates theory and practice. As well as passing on technical knowledge and skills, tutors are keen to share their experience and pass on the company's values.

In 2025, more than 300 work-study students, split between the centers and head office, joined **Norauto France**, each benefiting from individualised monitoring and comprehensive training.

As a genuine gateway to employment, Norauto's work-linked training scheme is part of a human and educational approach that is fair and effective, encourages personal development and the transfer of skills and knowledge, while respecting the company's values of sharing, entrepreneurial spirit, responsibility and enthusiasm.

Enhancing and developing dedicated training courses

Year after year, companies at the Mobivia Group develop and enhance tailor-made career paths adapted to the specific needs of their employees. In this way, they continue training their teams for the roles they hold today and preparing them for those they may move into in the future.



Continuous improvement of training courses for field teams

This year, the courses dedicated to field teams working in centers, workshops or stores continued.

At **Norauto** in France, 142 Certificats de Qualification Professionnelle (CQP) have been awarded internally, based around four dedicated courses: the Sales Area Manager course (RSV), the Workshop Manager course (PCA), the Meca Maintenance Automobile course (MMA) and the course dedicated to Center Managers. In Italy, the company has focused on training managers, whether they work in sales or in the workshop, with the aim of achieving 100% trained managers by the end of the year.

At **CARTERCASH**, when an employee joins a store, they benefit from a structured induction programme including several training modules tailored to their role. The **Day 1 course** is an essential step, covering the fundamentals of safety and introducing the brand concept. Other modules complete the training: customer relations in the store, job-specific techniques and safety rules in the fitting bay, and knowledge of products and tools. There are also dedicated management courses for team leaders. In this way, the teams progress gradually and independently, while benefiting from personalised support. It should be noted that e-learning sessions are never carried out in isolation at CARTERCASH. They are always supervised so that participants can share experience and benefit from high-quality learning.

3. Social

Responding effectively to franchisees' training needs

As a committed franchisor, **Midas France** offers its franchisees training courses specially designed to meet their needs. For several years now, the company has been consolidating its training catalogue and revitalising its educational offering.

During the 2024-25 financial year, this momentum was underpinned by the renewal of Qualiopi certification and the strengthening of the teaching team. The team is now made up of six trainers dedicated to technical courses, sales training and support for new franchisees. A total of 93 sessions were delivered, covering all operational needs: electrical diagnostics, electric-vehicle approvals and renewals, regulatory training in air conditioning, and modules dedicated to sales and management roles.

The training offer is also evolving towards more personalised support, designed to assist employees throughout their career path and right up to their integration into the franchise. This scheme clearly illustrates the way expertise is passed on within the Midas network, which is often characterised by inter-generational transfers, sometimes from one generation to the next within the same family.



Identifying and training future centre managers

This year, **ATU** launched a pilot version of the *Leaders Licence* programme, designed to identify high-potential talent and prepare them for center management positions. Structured in five phases, this programme aims to develop the managerial and strategic skills that are essential for taking on new responsibilities.

The key stages of the programme include: identification of profiles, assessment of their strengths and areas for improvement, operational training in centre management, assuming the role, and setting up a mentoring programme.

This initiative reflects ATU's commitment to preparing the next generation of managers, supporting them as they take up their new roles and strengthening the leadership culture in the field, within its network.



Creating cross-disciplinary career paths for Mobivia companies

In addition to the career paths set up within the Group's companies, Mobivia wants to create cross-functional development paths, accessible to employees from different companies, business units and geographical areas.

To this end, Mobivia relaunched the *Talent Development Programme* in 2025, in a new format that strikes the right balance between internal and external training. This 18-month programme offers a varied pathway focused on personal and professional development. Inspiring testimonials, talks by senior executives, leadership-style development, self-knowledge, understanding the strategic challenges facing the Group's companies through case studies—these various learning and development methods enabled the first cohort of around thirty participants to grow in their profession and in their career path alongside their peers.

Like the "Valeurs & Sens" seminar, the *Talent Development Program* thus illustrates Mobivia's desire to create, year after year, inspiring development paths that draw on the richness of its collective and at the same time strengthen the culture shared by all its companies.

3.1.4. Promoting diversity and inclusion

RISKS & CHALLENGES

Promoting diversity and ensuring equal opportunities means taking concrete action in favour of inclusion and non-discrimination. This enables companies to continuously enhance interactions in the workplace. This enables them to draw on a wealth of experience and expertise to innovate and develop, respond more effectively to customer expectations, and act in full compliance with local regulations. Failing to uphold these principles would expose companies to several risks: a less harmonious working climate, reducing engagement and collaboration; lower performance and reduced innovation resulting from fewer shared experiences; and a weaker ability to meet the expectations of society and customers. Actively promoting diversity and inclusion is essential to building a working environment in which each employee feels valued, respected and fully integrated.

POLICIES & COMMITMENTS

The Mobivia Group strongly believes that everyone should be able to find their place and succeed, whatever their origins, background, age, gender or state of health. Collective wealth is built precisely on the differences, experiences and talents that everyone contributes each day. Diversity is a daily reality in every company. Inclusion is a conscious choice, supported by the Group's companies, to make diversity a driver of performance and fulfilment. Every year, the Mobivia Group undertakes numerous initiatives to promote an ever more inclusive and positive working environment, where everyone has the same opportunities. Awareness campaigns, partnerships with inclusion organisations, sharing of experience and concrete measures in favour of equal opportunities – these are just some of the initiatives carried out each year by Mobivia and its companies to promote diversity and inclusion in the broadest sense. In many of the Group's companies, teams work daily to nurture and strengthen this diversity, including by increasing the number of women in roles where challenges remain in the automotive sector.



RESOURCES

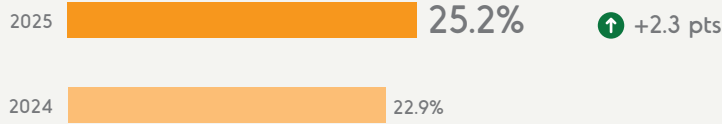
- HR departments
- Managers
- Employees
- Social action
- Partnerships
- Disability agreement

3. Social

Percentage of women on Executive Committees

(Number)

2026 TARGET
30 %

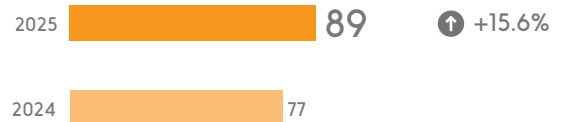


The proportion of women on Mobivia's Executive Committees is increasing year on year, illustrating the company's commitment to gender equality at all levels.

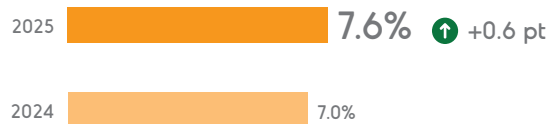
Number of centre directors (male and female)



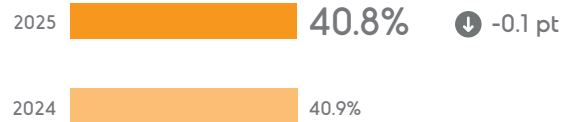
Number of female centre directors



Percentage of female centre directors



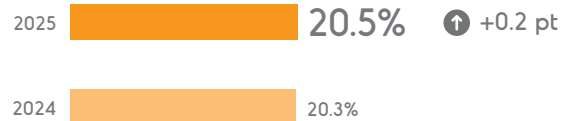
Percentage of employees under the age of 30



Percentage of employees aged between 30 and 50

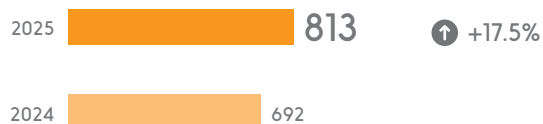


Percentage of employees over the age of 50

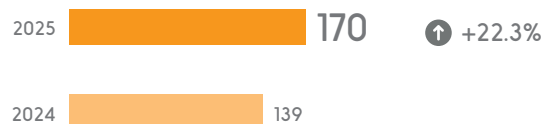


Our employees

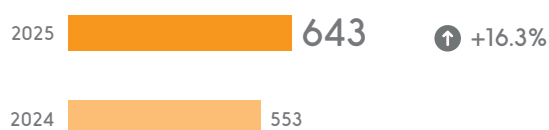
Number of employees with a declared disability



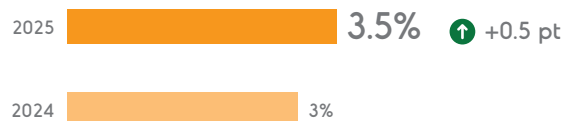
Number of female employees with a declared disability



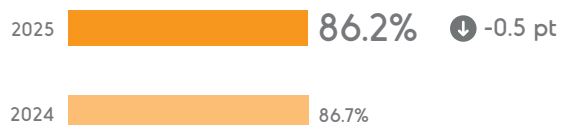
Number of male employees with a declared disability



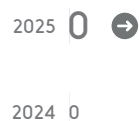
Percentage of employees with a declared disability



Percentage of workforce in direct contact with customers



Total fines, penalties and compensation for damages resulting from breaches of equal opportunity rights (K€)



For Mobivia, all 23,200 employees must be able to find their place and succeed, whatever their origin, background, age, gender or state of health... Year after year, the Group's companies continue to build on the momentum to promote diversity and inclusion in the broadest sense, to nurture and strengthen them, including increasing the representation of women in roles where challenges persist in the automotive sector.

3. Social

Drawing on the wealth of diversity

With more than 23,000 employees in 16 countries, and nearly 130 nationalities represented, diversity is more than just a fact of life: for Mobivia, it is a source of wealth and a driving force for progress. It enriches day-to-day interactions through the sharing of experiences and thus contributes to collective performance.

To ensure that every employee feels included and integrated, concrete initiatives are deployed locally to enable everyone to succeed. Mobivia is convinced that each team member, regardless of origin, background, age, gender or culture, must be able to bring their own perspective to enrich the collective.

Promoting the integration of young people

To enable everyone to succeed, regardless of their origins or background, several Mobivia Group companies have set up partnerships with local schools and employment-inclusion organisations.

In 2025, for example, thanks to its relationship with a local high school, **Synchro-Diffusion** hosted several logistics trainees with the status of Unaccompanied Minors.

Norauto France, for its part, is committed to integrating young people who have dropped out of school through four partnerships with local support organisations. The brand helps young people discover the range of jobs it offers through presentations, visits, work placements and meetings with employees, while supporting them in building their career paths, with a view to recruitment.

At the same time, several of the Group's companies have made commitments this year to employment-inclusion organisations, working with external partners. This is the case, for example, for **Norauto Italy**, which took part in the first "Destinazione Lavoro" 2025 event, enabling jobseekers distant from the labour market to meet local players, discover the diversity of professions and showcase their skills.



Making intergenerational collaboration a strength

At Mobivia, several generations of employees work together on a daily basis, providing a particularly fertile ground for exchange, sharing and mutual enrichment.

To build on the richness of different generations and make it a driver of performance and cohesion, an awareness-raising module in the form of a webinar was created and offered this year in pilot mode during the *Learning Days*. Participants discover practical tools to help them better understand the way intergenerational teams operate, reduce the risks of misunderstandings, and make intergenerational diversity a strength for their teams.

In addition to awareness-raising sessions, concrete measures are also being put in place in the workplace. This is the case, for example, at **Synchro-Diffusion**, where a retired employee was recruited this year for a part-time position developed in consultation with the warehouse manager. The aim was to guarantee optimum working conditions that would make the most of the experience and skills of senior employees, while encouraging the sharing of know-how with younger employees.

Strengthening action to promote gender equality

At Mobivia, gender equality is a priority that is fully in line with its commitment to a more inclusive and fairer society. In a sector like the automotive industry, where increasing the number of women in the workforce remains a challenge, Mobivia's companies are taking action and stepping up their efforts to promote gender equality in the workplace, enabling some of them to make significant progress on their gender equality index. This is particularly true of **Norauto France**, which achieved a score of 94/100 on the index published at the beginning of 2025.

Promoting greater representation of women in professions

For several years now, Mobivia companies have been promoting gender equality in the workplace by encouraging more women into technical roles and improving the representation of women at all levels of the company, including management and executive positions.

To this end, **Norauto** carried out a communication campaign this year dedicated to promoting women in its professions. Broadcast on social media, the campaign was designed to highlight the role of women within teams and encourage careers in the automotive after-sales sector.



Raising awareness among teams

To support recruitment, career development and retention initiatives, awareness-raising campaigns are carried out throughout the year, particularly at key moments such as International Women's Rights Day.

This year, **Norauto International** offered employees based at the **Move Factory** the chance to take part in the Equality Fresco. This workshop explored the mechanisms at the root of gender inequality - whether in education, careers, parenthood, finance or health - and raised awareness of the stereotypes and obstacles that may still be present. Lastly, participants had the opportunity to better understand possible levers for action and share concrete ideas for making progress.

For its part, **Auto5** deployed targeted development paths to support the progress of female employees. In 2024, these initiatives helped to identify and support a number of talented women, leading to the appointment of women to positions of responsibility within the network and support teams.

Lastly, at Group level, this year saw further progress in the share of women in company management bodies, now standing at 25%, compared with 23% last year and less than 20% two years ago.

Overcoming taboos related to disability and health issues

The inclusion of people with disabilities or health issues is a key focus of Mobivia's social and societal commitment. Through targeted actions, awareness-raising campaigns, discussion events and inspiring meetings, Mobivia companies aim to overcome taboos associated with disability and health issues and foster an ever more inclusive and positive working environment.

Promoting integration and job retention through Mission HandiSanté

The commitments of **Norauto** in this area are supported by the sixth disability agreement signed by Norauto for the 2023–2025 period, embodied in the HandiSanté mission, which reflects the company's ambition to improve the inclusion of people with disabilities, both in recruitment and in retention in employment. To achieve the targets set, the teams were particularly mobilised in 2024–2025 to provide support in the field, continuing to adapt workstations for employees experiencing health issues.

In addition to operational support, awareness-raising initiatives have also been introduced, such as 'Humain', a show dedicated to the inclusion of people with disabilities. Sponsored by Thibaut Lesaffre, Managing Director of Norauto France, the event brought together about a hundred participants and used humour and emotion to address realities that are often unfamiliar, while facilitating discussion and collective reflection on disability.

3. Social

Creating inspiring encounters and mobilising people at DuoDays

To promote the professional integration of people with disabilities, dedicated days are organised every year during DuoDays. The aim of this event is twofold: to enable people with disabilities to discover a profession and a real working environment, and to remove the obstacles linked to unconscious prejudices in order to implement more inclusive practices. These days are designed to provide an opportunity for learning and exchange, and to share in the day-to-day lives of our employees in an inclusive and caring environment.

This year, to mark European Week for the Employment of People with Disabilities, **Norauto France** organised its DuoDays with remarkable success: around fifty duos formed, for a day or a week. At the same time, **CARTERCASH** France has launched its very first edition, marking a new stage in its commitment to the professional integration of people with disabilities.

Uniting teams and inspiring around para-athletes

Partnerships with para-athletes are a powerful way of breaking down taboos associated with disability, raising awareness among teams and fostering a culture of respect, mutual support and personal achievement.

This year, Midas has extended its partnership with Florian Merrien, multiple Paralympic World and European Para table tennis champion, by using his sporting achievements as a vehicle for inspiration and inclusion. During the 2024-25 financial year, Florian Merrien and the **Midas** teams met on several occasions, including in December 2024 and at the Midas convention in May 2025, to discuss perseverance and pushing oneself beyond limits, and to share his experience following the Paris Paralympic Games.

This partnership is an opportunity for employees to realise that disability can be a source of strength. That it is capable of uniting and mobilising teams around the values of diversity and inclusion and that, regardless of the difficulties encountered, it enables us to inspire and move forward collectively.



3.2. Our customers

3.2.1. Building and adapting our offerings to meet the changing needs of our customers

RISKS & CHALLENGES

As the automotive sector and mobility practices change, it is essential for Mobivia companies to constantly adapt their products and services to meet their customers' evolving needs in a fair and effective manner. This ongoing adaptation helps each customer to maintain long-term mobility, while strengthening the resilience and competitiveness of the Group's business models in the face of market changes. Because of the very nature of Mobivia's business, the quality, safety and reliability of the products it sells and the services it provides in its workshops, stores and assembly stations remain absolute priorities. Strict compliance with these criteria is a fundamental pillar of customer satisfaction and confidence, which are the lasting guarantees of the performance and appeal of the Group's brands. In addition, the rise of social networks and opinion platforms is strengthening consumers' ability to express themselves and influence brands' reputations. An inadequate response to expectations or delayed management of customer pain points can expose companies to heightened reputational risk. In this context, it is becoming essential to place value on the voice of the customer, to listen actively to their feedback and to integrate it into the design and development of the products and services we offer.

POLICIES & COMMITMENTS

Thanks to the complementary nature of its brands and concepts, and the density of its network, Mobivia is committed to meeting the needs of all motorists, whether private individuals or professionals, in a way that makes motoring more accessible, safer and more sustainable. To achieve this, Mobivia's brands tailor their offering to the needs of their customers and to the characteristics of the fast-changing vehicle fleet. To guarantee a high level of quality and safety, Mobivia deploys stringent processes throughout the value chain, from product selection to workshop services. Ongoing innovation and a commitment to reducing the carbon footprint of the vehicle fleet underpin Mobivia's brand policy, through the development of more economical, responsible and high-performance solutions. The certification and labelling processes implemented guarantee clear and transparent information on the products and services offered by Mobivia's brands. Finally, analysing customer opinions and feedback helps us maintain high standards of satisfaction, safety and performance across our products and services.



RESOURCES

- MGTS teams
- Marketing teams
- Development teams
- Customer experience teams
- Sustainable development teams

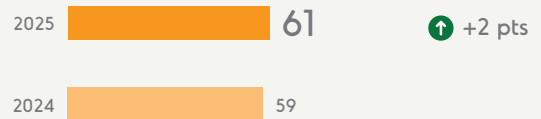
3. Social

Norauto customer NPS



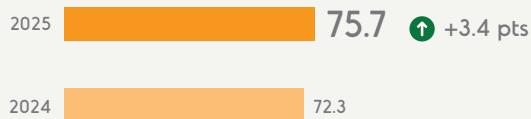
2026 TARGET
51.4

ATU customer NPS



2026 TARGET
62

Midas customer NPS



2026 TARGET
76

The Net Promoter Score for the three brands has risen significantly compared with 2024. At Norauto, customer satisfaction is primarily driven by the in-store experience, the care taken in selecting and designing products, as well as the quality of customer reception and support. At ATU, customers particularly appreciate the in-store experience and the services on offer, as well as the prices. Finally, Midas contributes to this positive momentum thanks to the commitment of its network and teams.

Customer reviews of our Norauto private label products (Number of stars)



Percentage of products rated 4 stars and above (Norauto)



Percentage of large import orders inspected by the quality department



MGTS systematically inspects all batches of products manufactured by suppliers in Asia in order to minimise non-compliance risks. This vigilance is particularly necessary for imported products, because of the complexity of returning them to the factories in the event of a problem. When listing each product, MGTS quality teams ensure that 100% of products comply with safety and quality requirements, in accordance with the directives and standards in force in the countries of distribution.

Supporting all motorists through complementary brands on the market

Within the Mobivia Group, each company actively contributes to ensuring sustainable mobility for motorists by guaranteeing the maintenance and safety of their vehicles. Together, they provide a complementary and tailored offering for all customer profiles, whether urban or suburban, focusing on accessibility, quality and personalised services to deliver comprehensive and consistent customer support.

Mobivia is deploying this strong complementarity between its **Norauto**, **Midas** and **CARTERCASH** brands in several European countries, depending on where its brands are established. It is particularly in France, where the three brands coexist within a denser network, that this complementarity truly comes into its own for our customers. With its car centre concept, Norauto offers a comprehensive range of products and services aimed at a diverse customer base, with a focus on vehicles aged between 5 and 15 years. Midas focuses on proximity and speed through its network of workshops, offering a competitive alternative to manufacturer networks, with 60% of its customers living less than four kilometres from a center. CARTERCASH, positioned in the discount segment, with its stores on the outskirts of conurbations, offers a specific range of products and a more limited number of services. This offer is aimed at drivers of older vehicles, with an average age of 16 years. This coherent structure guarantees Mobivia's ability to cover a broad spectrum of motorists' needs and uses and the specific

characteristics of the vehicle fleet, while reconciling proximity, affordability and quality of service.

Adapting our offering to customer needs and to changes in mobility

Against a backdrop of changing vehicle fleets and customer needs, Mobivia's companies are committed to supporting their customers, whether private individuals or professionals. This development is part of a changing ecosystem, marked by three major dynamics: automotive electronics, the gradual arrival of the electric vehicle, and growing pressure on purchasing power.

Developing new activities to support motorists

In 2025, **Midas France** expanded its offering with the launch of Midas Glass, a service entirely dedicated to the replacement and repair of automotive glazing. This new business strengthens and complements the brand's long-standing expertise, enabling it to respond ever more effectively to customer needs. Reserved for the network's franchisees, Midas Glass is currently being tested at three pilot sites, before being gradually rolled out nationwide during 2026. This development is based on an entirely dedicated approach, with specially trained teams, premises adapted to this new activity, and a distinct customer journey designed to offer a fluid and personalised experience. This integration, specific to the glazing business, marks a new stage in meeting the growing needs of motorists in terms of preserving their purchasing power and the overall maintenance of their vehicles.



3. Social

Providing multi-make servicing and repairs for all engines

Faced with an ageing vehicle fleet, the gradual rise of electric vehicles and technological developments in electronic components, Mobivia is reaffirming its commitment to being able to work on all its customers' vehicles, whatever their make or powertrain. This approach is in line with the development of the Group's historic business of vehicle repair and maintenance, and with its continuing role in serving motorists. To meet these challenges, the group is investing in ongoing training for its teams and drawing on the expertise of **CarStudio**, which, along with its R&D teams, develops new services in a workshop dedicated to electrified vehicles. CarStudio also helps auto centers, as well as electrotechnicians and mechatronic technicians, to develop their skills and obtain the necessary authorisations with its expert Hubtech teams. This dynamic is reflected in concrete achievements, such as the repair of a high-voltage battery on an electrified vehicle at the Norauto centre in Vernon in the summer of 2025, carried out in close collaboration with the CarStudio teams. In addition, several of Mobivia's companies now offer repair services for electronic components, helping to extend the life of parts and reduce the costs associated with their replacement (see Training and Circular Economy sections).

Offering a range of products and services combining safety, quality and accessibility

With a view to providing a comprehensive response to the needs of motorists, Mobivia's brand strategy includes a range of own-brand products designed to combine quality, accessibility and performance. The **Norauto** own brand, sold at Norauto but also at **ATU** and **Auto5**, is fully in line with this approach by offering a wide range of automotive equipment. It is positioned as an expert, committed, accessible and innovative brand, capable of supporting motorists in all their mobility needs. For example, the new Norauto 4 SEASONS 2 and Midas Tenor All Seasons 2 own-brand tyres, on sale from spring 2025, have been designed to offer durability and performance at an attractive price. This range is guaranteed for up to 50,000 km and uses 34% bio-sourced materials, with European manufacturing, offering motorists reliability and peace of mind. Norauto also supports electric vehicle drivers with specific products such as charging points and charging cables.

Ensuring transparent communication and dialogue around our environmental commitments

Aware of the importance of providing clear and accessible information, the Group strives to share its environmental commitments transparently, while encouraging constructive dialogue. This approach helps to build a relationship of trust, while raising awareness of environmental issues and meeting expectations in terms of sustainable development.

Supporting customers in their transition

Each year, the sustainable development barometer assesses customer satisfaction with **Norauto France's** environmental responsibility initiatives. A genuine analysis tool, it enables the brand to use customer feedback to adjust its product and service offering in line with its sustainable strategy. At international level, Norauto has also designed the 'Responsible Motorist' offering, designed to limit the environmental impact of customer mobility, a real differentiating proposition compared to traditional offerings. At the same time, the 'Les Écomobilistes' loyalty programme run by Norauto France promotes more responsible behaviour by combining economic benefits with a commitment to the environment, encouraging sustainable consumption choices.



Labels that reflect commitment and performance

To ensure transparent communication and strengthen the credibility of its environmental commitments, Mobivia and its companies rely on recognised external certification schemes, including EcoVadis, an international benchmark in corporate social responsibility assessment. These labelling processes enable us to objectively measure and verify the actions implemented, while identifying new levers for continuous improvement. In 2025, Mobivia carried out its first EcoVadis assessment, marking a milestone in the harmonisation of the group's corporate social responsibility approach with those already undertaken by its companies, and reflecting the desire to provide concrete guarantees to all stakeholders. **Midas France**, which has been committed to this approach for several years, obtained the 'Platinum' level of Ecovadis certification in 2025.

At the same time, the awards and labels obtained by the brands reinforce this drive for transparency and credibility. In 2025, **Norauto** and Midas France renewed their "Enseigne Responsable" certification under the ISO 26000 standard, which recognises their social and environmental commitments. In addition, two Midas franchisees obtained "Commerçants responsables" certification for the first time.

This label rewards centers that place eco-responsibility, local roots and the human dimension at the heart of their activity. To make the process easier, Midas has provided its franchisees with practical support. This recognition reflects the strong desire of the franchisees to get involved in the sustainable transition and helps to create a genuine collective momentum within the network, now led by these two new ambassadors.



3. Social

Improving customer satisfaction and ensuring their safety

Guaranteeing the quality of the offering and ensuring customer satisfaction are top priorities for Mobivia companies. Customer confidence is based on the ability of Group companies to offer products and services tailored to their needs, combining quality and safety. To guarantee this trust, they put in place rigorous processes.

Ongoing assessment of customer satisfaction and experience

Mobivia companies place customer satisfaction at the heart of their development strategy and ensure that it is constantly monitored. The Net Promoter Score (NPS) is one of the main indicators used to assess customer satisfaction: it makes it possible to collect customer opinions in a structured way, measure changes over time, and identify priority areas for improvement. These lessons are fed into targeted action plans designed to enhance the quality of products and services, while improving the overall customer experience. A genuine management tool, the NPS guides teams in their efforts to maintain high standards and responsiveness to market expectations. In 2025, Mobivia's brands recorded an increase in their NPS, reflecting customers' recognition of the commitments made on their behalf. In line with this approach, some of the Group's brands, such as **Norauto**, are supplementing this approach by analysing reviews published on Google and on their own website. In-depth customer surveys are also carried out to gather qualitative feedback, which is essential to ensure that products and services evolve in line with consumer expectations and market trends.

Ensuring product conformity and quality

Mobivia implements a proactive product quality and safety management policy. Its central purchasing group, **MGTS**, has introduced a continuous control system to guarantee the conformity and quality of every product it sells. As soon as products are listed, they are assessed according to the standards and regulations applicable in the various distribution markets. A continuous improvement programme targeting 'trust killers' - products whose performance could disappoint customers - is still active. Cross-monitoring of sales statistics and online reviews facilitates the early detection of products at risk, which are then analysed in depth to identify the causes of dissatisfaction and determine the appropriate corrective measures: improvement, replacement or withdrawal from the market. In addition, random tests are carried out on receipt of goods to validate manufacturers' test reports and check quality before they are put on the market. Finally, MGTS regularly audits its suppliers to ensure that quality and CSR commitments are respected throughout the supply chain.

Workshop safety protocols

Strict procedures have been established within the workshops to ensure that each intervention on vehicles is rigorously supervised. The aim of this system is to guarantee the safety of employees and the reliability of the services provided. The systematic application of prevention and control protocols helps to reduce the risks associated with the business, while ensuring a high level of quality and operational safety.







4

Governance

	Key aspects	4
4.1	Putting ethics and compliance at the heart of our companies' culture (ESRS G1)	5

Key aspects

3 questions for



Pierre-Henri Besse

Managing Director of Mobivia Corporate Services

How does the Mobivia Group ensure ethical and responsible business conduct?

Under the leadership of their managers, Mobivia companies are required to implement internal mechanisms and procedures that demonstrate compliance with the rules on preventing and addressing unethical practices. These obligations, enshrined in the French Sapin II Law and in our vigilance plan, highlight the importance of identifying, preventing and mitigating risks. In this respect, Mobivia Corporate Services plays a key role in supporting companies and ensures the security of the group.

How did the Mobivia Group strengthen its commitment to this issue during the 2024-25 financial year?

This took the form of strengthening the roles of the risk and internal control department. These efforts resulted in a number of initiatives, including the adoption of a new Code of Conduct and an Ethics Charter with an associated whistleblowing mechanism, the creation of a financial investment policy, the development of a Privacy Framework, and the creation of new positions dedicated to supporting, deploying and monitoring these measures.

What do these initiatives mean?

The initiatives we have implemented reflect a governance approach that combines compliance with the mobilisation of all our stakeholders. They demonstrate our ongoing commitment to improving our practices in line with regulatory requirements as well as our risk landscape.

4.1. Putting ethics and compliance at the heart of our companies' culture (ESRS G1)

RISKS & CHALLENGES

Through their activities, Mobivia Group companies interact with partners, suppliers, customers, employees and public authorities. These relationships have a direct impact in terms of social, societal and environmental responsibility. Any failure by one of our partners to comply with regulations or fundamental rights could represent a risk for our companies. Compliance with laws, particularly those relating to fundamental rights and ethics governing commercial and operational practices, is essential for the Mobivia Group and all its subsidiaries.

POLICIES & COMMITMENTS

Mobivia's compliance policy is primarily based on France's Sapin II law, alongside all applicable legal frameworks concerning transparency, anti-corruption measures, and economic modernisation. The management of the risks associated with these regulatory frameworks is based on a culture of ethics and compliance, supported by each of the Group's companies and overseen by Mobivia Corporate Services (MCS), which provides impetus, oversight and coordination. This culture is reflected in contractual commitments with all our partners, based on respect for fundamental rights, through our Ethics Charter and Code of Conduct. Internal procedures are also deployed to reinforce the ethical values that guide the Group in all its operations and business relationships. The involvement of every stakeholder is essential. The Group's companies are therefore committed to maintaining fair and transparent relationships with their suppliers, incorporating ESG principles and monitoring compliance through certification and audit processes. The Mobivia Group also works with public authorities to support sustainable and accessible mobility for motorists. The Group's policy and commitments are therefore based on the determination to embed ethics and transparency sustainably at the heart of all its practices.



RESOURCES

- Legal teams
- RH teams
- Risk teams
- MGTS teams
- Public Affairs teams
- Finance teams
- Ethics charter
- Code of conduct
- Supplier contracts

4. Governance

Percentage of alerts handled by case managers

2026 TARGET
100%

2025  100%

This new indicator illustrates the Group's determination to strengthen its approach to business conduct, compliance and ethics. It has been designated as a key performance indicator because of its relevance to monitoring the new whistleblowing system deployed during the 2024–25 financial year.

Percentage of alerts considered admissible out of all alerts received

2025  91.4%

Number of convictions for breaches of anti-corruption and anti-bribery laws

2025 0 →

2024 0

Amount of fines for breaches of anti-corruption and anti-bribery laws:

2025 0 →

2024 0

Number of confirmed incidents of corruption or bribery

2025 0 →

2024 0

Number of confirmed incidents in which direct employees were dismissed or subjected to disciplinary measures for corruption or bribery-related incidents

2025 0 →

2024 0

Number of legal actions concerning anti-competitive behaviour

2025 0 →

2024 0

Number of convictions for anti-competitive behaviour

2025 0 →

2024 0

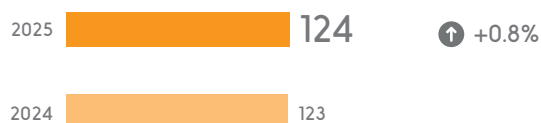
As in the previous financial year, no significant events relating to corruption or anti-competitive practices occurred in 2024-25. This trend reflects the Group's determination to prevent any behaviour that does not comply with the regulatory framework, thanks to the annual consolidation of the measures and initiatives deployed to this end.

Lobbying or internal and external advocacy expenditure (k€)



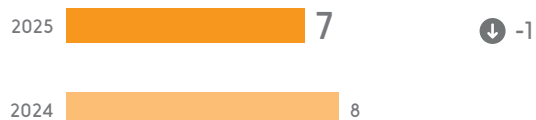
Membership fees for professional associations (k€)*

*2024 has been the subject of a review



In 2025, Mobivia pursued its advocacy drive while maintaining a budget comparable to that of the previous financial year. The Group also continued to play a major role in fostering the automotive aftermarket sector by taking constructive, committed positions in the public interest.

Number of Board of Directors meetings



Number of Mobivia Executive Committee meetings



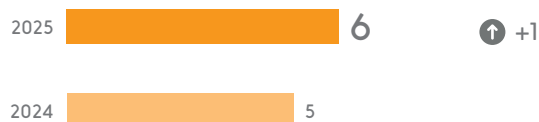
Board of Directors attendance rate



Mobivia Executive Committee attendance rate



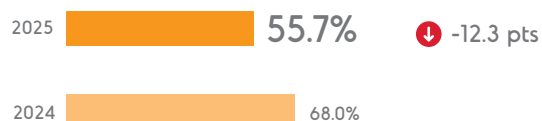
Number of People Committee meetings



Number of meetings of the Sustainable Development Committee



Share of supplier purchases covered by Ecovadis (Bronze and above)/ICS:



The decrease in the proportion of purchases covered by Ecovadis is mainly due to the ongoing renewal of the assessments of several suppliers previously classified as Bronze+. During this phase, their assessments cannot temporarily be included in the coverage calculation. This situation is transitional and should rebalance as soon as the renewals are finalised.

4. Governance

Managing ethics and compliance

Mobivia's governance is expressed first and foremost through local responsibility, entrusted to the managers of the companies that make up the group. At the same time, the MCS risk team plays a decisive and complementary role. It covers the areas of internal control, compliance, cyber security and insurance. It provides technical expertise to the Group and its subsidiaries, and plays a role in consolidating, monitoring and coordinating the risk communities and, if necessary, acting as a back-up. During the year, Mobivia strengthened its risk management system around three key areas:

Ethics and the fight against corruption and influence peddling

A new version of the Code of Conduct was drafted and distributed to all employees. It specifies the principles and behaviour expected in a professional environment. A procedure for managing gifts, invitations and hospitality has been appended to the new version of the Code of Conduct. A register is available to all employees, enabling them to declare gifts, invitations and hospitality in excess of the thresholds set. At the same time, an Ethics Charter for external third parties has been drawn up, formalising the requirements in terms of respect for fundamental values (human rights, anti-corruption, environmental rights, etc.).

Finally, the ethics alert system has been redesigned and implemented to ensure a transparent and respectful working environment. Accessible to both employees and external third parties, a new alert management tool and governance system has been put in place to deal with reports of any behaviour that does not comply with the Code of Conduct, the Ethics Charter or, more generally, with the ethics and various regulations in force. This ethics alert line can be accessed at <https://mobivia.whispli.com/alert>.

Strengthening internal control

As part of the continuous improvement of its risk management system, this year the company paid particular attention to securing the processes linked to cash and treasury management. Concrete actions have been taken, including the drafting and implementation of a financial investment policy designed to provide a framework for investment decisions in line with the principles of prudence and transparency. This work is part of an overall approach designed to ensure the reliability of operations, the prevention of financial risks and compliance with applicable regulations.

Protection of personal data (GDPR)

In terms of compliance with the GDPR, a Privacy Framework common to all the Group's entities has been drawn up, providing a structuring basis for the management of personal data. As part of our relations with third parties, a GDPR maturity questionnaire has been designed and is now systematically included in new contracts and onboarding procedures in order to assess our partners' level of compliance. A standard contractual appendix (DPA - Data Processing Agreement) has also been introduced to govern the processing of data entrusted to subcontractors.



Involving suppliers in our sustainability strategy

Mobivia affirms its commitment to responsible and sustainable supply chain management by implementing initiatives involving its suppliers. This commitment encompasses key areas such as respect for human rights, application of labour laws and safety standards, customer protection, environmental preservation, the promotion of fair and equitable business relationships, and compliance with local and international laws and regulations. By favouring transparent and responsible partnerships, the Group aims to guarantee the application of ethical and sustainable criteria in all its activities.

Encouraging more responsible practices

Mobivia and its subsidiaries work with a network of suppliers certified by EcoVadis or the Initiative for Compliance and Sustainability (ICS), covering almost 70% of their purchases. These certifications are based on a standardised assessment of environmental, ethical, social responsibility and sustainable purchasing practices, providing the Group with a clear view of its partners' performance. Beyond the rating, they provide recommendations that encourage suppliers to make continuous progress.

This approach strengthens the relationship of trust with partners. In addition, the EcoVadis certification process, implemented by Mobivia companies for several years now, ensures consistent requirements for all suppliers.

Conducting quality audits

To ensure effective, ongoing monitoring, MGTS, the Mobivia Group's central purchasing unit, has been carrying out CSR audits of its suppliers in Asia and Europe for several years. As a member of the ICS association, MGTS uses these audits to ensure that its partners' practices comply with local regulations and international standards. These audits verify suppliers' compliance with social criteria, such as working conditions and employee rights, as well as environmental requirements, including resource management and the reduction of negative externalities from business operations. They also play a critical role in ensuring product quality and regulatory compliance while verifying that suppliers uphold the commitments outlined in Mobivia's Ethics Charter—which 100% of MGTS suppliers have signed.



4. Governance

Contributing actively and transparently to public debate on automotive issues

For more than 50 years, in contact with tens of millions of motorists in France and Europe, Mobivia, through MCS, has represented its companies and customers in support of sustainable and affordable automotive mobility for all. The Group is involved in the public debate through its advocacy activities, which aim to promote longer vehicle lifespans and to highlight all available solutions for reducing emissions.



Promoting a repairable, sustainable and accessible automobile

Mobivia puts its expertise at the service of public authorities and legislators by sharing analyses, proposals and operational solutions. Through its advocacy efforts, the Group aims to provide concrete responses to the challenges posed by technological change, the ecological transition, and economic transformations in the sector. These initiatives are founded on cooperation with internal and external stakeholders. A dedicated in-house team mobilises the Group's expertise and draws on solid partnerships with associations and federations specialising in mobility, such as Mobilians, Avere and the EC2027 collective. These partnerships strengthen knowledge-sharing and enhance the relevance of Mobivia's proposals.

Committed to transparency and responsibility

The Mobivia Group maintains regular and transparent relations with the public authorities, both in France and at European level. In accordance with the regulations in force, all its advocacy actions are declared to the relevant authorities. This includes registration with the Haute Autorité pour la transparence de la vie publique (HATVP) in France and an annual declaration with the European Commission's transparency register, guaranteeing total transparency in its institutional interactions.

Adapting to changing political landscapes

The year 2024-2025 was marked by a complex French political context and by the installation of a new European mandate focused on competitiveness, sovereignty and simplification. In this context, particular attention has been paid to texts that will have a major impact on the sector, in particular the deforestation regulation, texts relating to competition issues in the automotive sector and access to vehicle data in Europe. Mobivia has strengthened its public affairs team by creating a post dedicated to European affairs, in order to step up its monitoring efforts and continue to promote its positions. In France, Mobivia has joined forces with the EC2027 association and ADEME to contribute to the production of a study on "Extended Producer Responsibility", as well as to the work of the Club de la durabilité - Association HOP - to draw up recommendations aimed at changing the French legislative and regulatory framework.





5

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Results

Mobivia KPIs	
Characteristics of our employees	Total number of female employees
	Total number of male employees
	Total number of male and female employees
	Percentage of female employees
	Number of permanent female employees
	Number of permanent male employees
	Percentage of permanent female employees
	Number of full-time female employees
	Number of full-time male employees
	Number of part-time female employees
	Number of part-time male employees
	Number of new permanent contracts during the financial year
	Ensuring the health, safety and well-being of employees
Workplace accident frequency rate	
Number of employee fatalities following work-related accidents	
Number of employee fatalities due to occupational illnesses	
Percentage of employees entitled to family leave	
Making our companies more attractive and retaining our employees	Percentage of female employees entitled to family leave
	Staff turnover among permanent employees
	Number of employees paid below the applicable salary threshold
	Percentage of employees paid below the applicable salary threshold
	Percentage of eligible employees subscribed to Mobival
	Share of capital owned by our employee shareholders
	Number of employees who had a performance review, a development appraisal or a career development review during the year
Percentage of employees who had a performance review, a development appraisal or a career development review during the year	
Social and societal	Average number of learning hours per employee
	Average number of training hours per employee
	Number of employees with access to LMS (Learning Management System)
	Number of employees trained in electronics
	Number of state-recognised diplomas awarded to our employees during the year
	Number of work-study trainees hired as permanent staff
	Percentage of work-study trainees hired as permanent staff
	Percentage of women on Executive Committees
	Number of women employees on executive committees
	Number of male employees on executive committees
Total number of employees on executive committees	
Strengthening diversity and inclusion within our companies	Number of centre directors (male and female)
	Number of female centre directors
	Percentage of female centre directors
	Percentage of employees under the age of 30
	Percentage of employees aged between 30 and 50
	Percentage of employees over the age of 50
	Number of employees with a declared disability
	Number of female employees with a declared disability
	Number of male employees with a declared disability
	Percentage of employees with a declared disability
	Percentage of workforce in direct contact with customers
	Total fines, penalties and compensation for damages resulting from breaches of equal opportunity rights
	Designing and adapting our products and services to support customers' mobility while maintaining high standards
Customer satisfaction (Net Promoter Score) Midas	
Customer satisfaction (Net Promoter Score) ATU	
Customer reviews of Norauto private label products	
Percentage of products rated 4 stars and above	
Percentage of large import orders inspected by the quality department	

2024 Result	2025 Result	Evolution	2026 TARGET
4,016	4,039	+ 0.6%	
18,917	19,150	+ 1.2%	
22,933	23,189	+ 1.1%	
17.5%	17.4%	- 0.1 pt	
3,522	3,608	+ 2.4%	
16,451	16,871	+ 2.6%	
17.6%	17.6%	0 pt	
NA	3,076	-	
NA	17,293	-	
NA	808	-	
NA	1,211	-	
6,238	5,706	8.5%	
5.4%	5.2%	- 0.2 pt	
30.9	32.3	+ 1.4 pts	30
0	0	-	
0	0	-	
100%	100%	-	
100%	100%	-	
28.7%	27.0%	-1.7 pts	25.0%
0	0	-	
0%	0%	-	
32.6%	32.1%	- 0.5 pt	
3.0%	2.3%	- 0.7 pt	
NA	15,017	-	
NA	72.5%	-	
NA	22.4	-	24.0
NA	17.0	-	
NA	20,599	-	
1,312	1,454	+ 10.8%	
915	1,014	+ 10.8%	
451	457	+ 1.3%	
31.5%	29.4%	2.1 pts	
22.9%	25.2%	+ 2.3 pts	30.0%
39	40	+ 2.6%	
131	119	9.2%	
170	159	6.5%	
1,104	1,168	+ 5.8%	
77	89	+ 15.6%	
7.0%	7.6%	+ 0.6 pt	
40.9%	40.8%	- 0.1 pt	
38.8%	38.7%	- 0.1 pt	
20.3%	20.5%	+ 0.2 pt	
692	813	+ 17.5%	
139	170	+ 22.3%	
553	643	+ 16.3%	
3.0%	3.5%	+ 0.5 pt	
86.7%	86.2%	- 0.5 pt	
0	0	-	
47.8	49.2	+ 1.4 pts	51.4 Norauto
72.3	75.7	+ 3.4 pts	76.0 Midas
59.0	61.0	+ 2.0 pts	62.0 ATU
4.4	4.4	-	
88%	88%		
100%	100%	-	

5. Appendices

		Mobivia KPIS		
Governance	Putting ethics and compliance at the heart of corporate culture	Percentage of alerts handled by case managers		
		Percentage of alerts considered admissible out of all alerts received		
		Number of alerts received		
		Number of convictions for breaches of anti-corruption and anti-bribery laws		
		Amount of fines for breaches of anti-corruption and anti-bribery laws		
		Number of confirmed incidents of corruption or bribery		
		Number of confirmed incidents in which direct employees were dismissed or subjected to disciplinary measures for corruption or bribery-related incidents		
		Number of legal actions concerning anti-competitive behaviour		
		Number of convictions for anti-competitive behaviour		
		Internal and external lobbying and advocacy expenditure		
		Expenses for membership of professional organisations		
		Number of Board of Directors meetings		
		Number of Mobivia Executive Committee meetings		
		Board of Directors attendance rate		
		Mobivia Executive Committee attendance rate		
		Number of People Committee meetings		
		Number of meetings of the Sustainable Development Committee		
		Share of supplier purchases covered by Ecovadis (Bronze and above)/ ICS		
		Environment	Taking action to reduce pollution from mobility and our activities	Share of centers with an environmental management system
				Percentage of inland transport in modal shift
Costs related to pollution incidents				
Promoting the circular economy throughout our value chain	Share of revenue from reconditioned products			
	Total quantity of waste produced			
	Quantity of hazardous waste			
	Quantity of non-hazardous waste			
	Quantity of hazardous waste being prepared for re-use			
	Quantity of non-hazardous waste being prepared for re-use			
	Quantity of hazardous waste for recycling			
	Quantity of non-hazardous waste for recycling			
	Quantity of hazardous waste used for energy recovery			
	Quantity of non-hazardous waste used for energy recovery			
	Total quantity of non-recycled waste			
	Percentage of non-recycled waste			
	Rate of material recovery from collected waste			
	Material recovery from collected waste			
	Percentage of energy recovery from collected waste			
	Energy recovery from collected waste			
	Rate of re-use of collected waste			
	Reducing our carbon footprint and contributing to climate change adaptation	Total GHG emissions		
Carbon intensity of net margin				
Carbon intensity of revenue				
Absolute value of Scope 1 GHGs				
Absolute value of Scope 2 GHGs				
Total energy consumption linked to own operations				
Consumption of electricity, heat, steam and cooling purchased or acquired from renewable sources				
Consumption of self-generated renewable energy without fuel				
Percentage of renewable sources in total energy consumption				
Production of renewable energy				
Non-renewable energy production				
Absolute value of Scope 3 GHGs				
Absolute avoided emissions				
Absolute avoided emissions/generated emissions - Pillar B/A				
Share of positive impact revenue				
Positive impact revenue				

2024 Result	2025 Result	Evolution	2026 target
NA	100%	-	100%
NA	91.4%	-	
NA	70	-	
0	0	-	
0	0	-	
0	0	-	
0	0	-	
0	0	-	
0	0	-	
0	0	-	
234	234	-	
123	124	+ 0.8%	
8	7	- 1	
12	12	-	
98.6%	98.4%	-0.2 pt	
98.6%	98.6%	-	
5	6	+ 1	
4	4	-	
68.0%	55.7%	12.3 pts	
78.5%	78.0%	- 0.5 pt	80.0%
67.7%	76.7%	+ 9.0 pts	
50	50	-	
1.0%	1.2%	+ 0.2 pt	2.1%
126,002	133,622	+ 6.1%	
34,453	36,841	+ 6.9%	
91,549	96,780	+5.7%	
568	5,128	+802.8%	
11,273	7,531	-33.2%	
28,332	21,456	-24.3%	
49,813	56,363	+13.2%	
4,180	10,146	+142.7%	
26,636	26,653	+0.1%	
231	1,115	+ 382.7%	
0.2%	0.8%	+0.6 pt	
64.60%	58.3%	-6.3 pts	
78,146	77,819	-0.4%	
25.5%	27.5%	+2 pts	
30,696	36,799	19.9%	
9.8%	13.4%	+3.6 pts	
1,633,938	1,664,076	+1.8%	-16.5%
949	922	-2.8%	
501	487	-2.8%	
18,220	17,952	-1.5%	
26,677	27,028	+1.3%	
181,615	183,798	+1.2%	
61,695	67,118	+8.8%	
876	1,982	+126.3%	
34.5%	37.6%	+ 3.1 pts	
876	1,982	+126.3%	
0	0	-	
1,589,042	1,619,096	+ 1.9%	
53,885	40,325	-25.2%	
3.30%	2.41%	-0.9 pt	
10.0%	10.4%	+0.4 pt	
364	402	+10.4%	

NFPS scope

KPI	Scope
Total number of female employees	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul Sweden - CARTERCASH Spain - CARTERCASH France - CARTERCASH International
Total number of male employees	- CARTERCASH Italy - CARTERCASH Morocco - Däckskiftarna -
Total number of employees	Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Mobivia Data Base (Merger in year N) - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Totale Maintenance - Tyval - VialD - Vroomly
Percentage of female employees	
Number of permanent female employees	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul Sweden - CARTERCASH Spain - CARTERCASH France - CARTERCASH International
Number of permanent male employees	- CARTERCASH Italy - CARTERCASH Morocco - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Mobivia Data Base (Merger in year N) - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Totale Maintenance - Tyval - VialD - Vroomly
Percentage of female employees	
Number of full-time female employees	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul Sweden - CARTERCASH Spain - CARTERCASH France - CARTERCASH International
Number of full-time male employees	- CARTERCASH Italy - CARTERCASH Morocco - Däckskiftarna -
Number of part-time female employees	Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Mobivia Data Base (Merger in year N) - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Totale Maintenance - Tyval - VialD - Vroomly
Number of part-time male employees	
Number of new permanent contracts during the financial year	ATU Germany - Auto 5 - BlackStar - Bythjul Sweden - Carter-Cash Spain - Carter-Cash France - Carter-Cash International - Carter-Cash Italy - Carter-Cash Morocco - Däckskiftarna - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Mobivia Data Base (Merger in year N) - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Tyval - VialD
Work-related accident rate with sick leave	ATU Germany - Auto 5 - BlackStar - Bythjul Sweden - Carter-Cash France - Carter-Cash International - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France (Branches) - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - VialD - Vroomly
Number of work accidents with sick leave	
Accident frequency rate (per thousand hours)	ATU Germany - Auto 5 - Autopass - Bythjul Sweden - Carter-Cash International - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France (Branches) - Norauto Italy - Norauto Portugal - Skruvat Sweden - Tyval
Number of occupational illnesses recorded	Auto 5 - BlackStar - Bythjul Sweden - Carter-Cash France - Carter-Cash International - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Totale Maintenance - VialD - Vroomly

KPI	Scope
Number of employee fatalities following work-related accidents	ATU Germany - Auto 5 - BlackStar - Bythjul Sweden - CARTERCASH France - CARTERCASH International - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - VialD - Vroomly
Number of employee fatalities due to occupational illnesses	Auto 5 - BlackStar - Bythjul Sweden - CARTERCASH France - CARTERCASH International - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - VialD - Vroomly
Percentage of employees entitled to family leave	ATU Germany - Auto 5 - BlackStar - Bythjul Sweden - Däckskiftarna - M2S Italy - MGTS France - MGTS Switzerland - Midas Belgium - Midas France - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Tyval - VialD
Percentage of female employees entitled to family leave	ATU Germany - Auto 5 - BlackStar - Bythjul Sweden - Däckskiftarna - M2S Italy - MGTS France - MGTS Switzerland - Midas Belgium - Midas France - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Tyval - VialD
Staff turnover among permanent employees	ATU Germany - Auto 5 - BlackStar - Bythjul Sweden - CARTERCASH Spain - CARTERCASH France - CARTERCASH International - CARTERCASH Italy - CARTERCASH Morocco - Däckskiftarna - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia Data Base - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Totale Maintenance - Tyval - VialD
Number of employees paid below the applicable salary threshold	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul Sweden - CARTERCASH France - CARTERCASH International - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobivia SA (MCS) - Norauto Spain - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - VialD
Percentage of employees paid below the applicable salary threshold	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul Sweden - CARTERCASH France - CARTERCASH International - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Tyval - VialD
Number of employees who had a performance review, a development appraisal or a career development review during the year	ATU Germany - Auto 5 - BlackStar - Bythjul Sweden - CARTERCASH France - CARTERCASH International - Däckskiftarna - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Tyval - VialD
Percentage of employees who had a performance review, a development appraisal or a career development review during the year	ATU Germany - Auto 5 - BlackStar - Bythjul Sweden - CARTERCASH France - CARTERCASH International - Däckskiftarna - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Tyval - VialD
Average number of learning hours per employee	ATU Germany - Autopass - BlackStar - Bythjul Sweden - CARTERCASH Spain - CARTERCASH France - CARTERCASH International - CARTERCASH Italy - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Tyval - VialD
Average number of training hours per employee	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul Sweden - CARTERCASH Spain - CARTERCASH France - CARTERCASH International - CARTERCASH Italy - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Tyval - VialD
Number of employees with access to LMS (learning management system)	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul Sweden - CARTERCASH Spain - CARTERCASH France - CARTERCASH International - CARTERCASH Italy - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Totale Maintenance - Tyval - VialD

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KPI	Scope
Number of employees trained in electronics	ATU Germany - Auto 5 - CARTERCASH France - Midas Spain - Midas France - Midas Italy - Norauto Spain - Norauto France (Branches) - Norauto Italy - Norauto Portugal
Number of state-recognised diplomas awarded to our employees during the year	ATU Germany - Auto 5 - BlackStar - Bythjul Sweden - CARTERCASH France - CARTERCASH International - Däckskiftarna - Dentmaster - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - VialD
Number of work-study trainees hired as permanent staff	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul Sweden - CARTERCASH Spain - CARTERCASH France - CARTERCASH International - CARTERCASH Italy - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Norauto Italy - Skruvat Sweden - Synchro Diffusion France - VialD
Percentage of work-study trainees hired as permanent staff	Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Norauto Italy - Skruvat Sweden - Synchro Diffusion France - VialD
Percentage of women on executive committees:	Mobivia Corporate Services - ATU - Norauto Value Chain - Norauto International - Norauto France - Norauto Italy - Norauto Portugal - Norauto Spain - Midas Belgium - Midas Spain - Midas France - Midas Italy - MESA - MGTS - CARTERCASH International - Skruvat - Bythjul - Däckskiftarna - Vroomly - BlackStar - IWIP - Tyval - Dentmaster - Synchro Diffusion - Mobivia - Auto 5 - Norauto Digital Transformation
Number of women employees on executive committees	
Number of male employees on executive committees	
Total number of employees on executive committees	
Number of centre directors (male and female)	
Number of female centre directors	ATU Germany - Auto 5 - CARTERCASH Spain - CARTERCASH France - CARTERCASH Italy - Midas Spain - Midas France - Midas Italy - Norauto Spain - Norauto France (Branches) - Norauto Italy - Norauto Portugal
Percentage of female centre directors	
Percentage of employees under the age of 30	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul Sweden - CARTERCASH Spain - CARTERCASH France - CARTERCASH International - CARTERCASH Italy - CARTERCASH Morocco - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Totale Maintenance - VialD
Percentage of employees aged between 30 and 50	
Percentage of employees over the age of 50	
Number of employees with a declared disability	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul Sweden - CARTERCASH Spain - CARTERCASH France - CARTERCASH International - CARTERCASH Italy - CARTERCASH Morocco - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Totale Maintenance - Tyval - VialD - Vroomly
Number of female employees with a declared disability	
Number of male employees with a declared disability	
Percentage of employees with a declared disability	
Percentage of workforce in direct contact with customers	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul Sweden - CARTERCASH Spain - CARTERCASH France - CARTERCASH International - CARTERCASH Italy - CARTERCASH Morocco - Däckskiftarna - Dentmaster - IWIP - M2S Spain - M2S France - M2S Italy - MESA - MGTS China - MGTS France - MGTS Switzerland - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat Sweden - Synchro Diffusion France - Totale Maintenance - Tyval - VialD - Vroomly
Total fines, penalties and compensation for damages resulting from breaches of equal opportunity rights	ATU Germany - Auto 5 - Autopass - BlackStar - CARTERCASH Spain - CARTERCASH France - CARTERCASH International - CARTERCASH Italy - IWIP - MESA - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Synchro Diffusion Spain - Synchro Diffusion France - TEC (Tyres Eco Chain) - VialD

KPI	Scope
Customer satisfaction rate (Net Promoter Score)	Norauto France - Norauto Spain - Norauto Italy - Norauto Portugal - Auto 5 Belgium - Midas France - Midas Spain - Midas Italy - Midas Portugal - Midas Belgium (Includes Midas and Norauto franchise BUs)
Customer reviews of our private label products	Norauto France - Norauto Spain - Norauto Italy - Norauto Portugal - Auto 5 Belgium (Includes Norauto franchise BUs)
Percentage of products rated 4 stars and above	
Percentage of large import orders inspected by the quality department	Mobivia Groupe - Purchasing scope managed by MGTS - Mobivia's international listing and sourcing centre
Percentage of eligible employees subscribed to Mobival	
Share of capital owned by our employee shareholders	Mobivia Groupe - All group entities
Percentage of alerts handled by case managers	
Percentage of alerts considered admissible out of all alerts received	Mobivia Groupe
Number of alerts received	
Number of convictions for breaches of anti-corruption and anti-bribery laws	
Amount of fines for breaches of anti-corruption and anti-bribery laws	ATU Germany - Auto 5 - Autopass - BlackStar - Bythjul - CARTERCASH Spain - CARTERCASH France - CARTERCASH International - CARTERCASH Italy - CARTERCASH Morocco - Däckskiftarna - IWIP - M2S - MESA - MGTS - Midas Belgium - Midas Spain - Midas France - Midas Italy - Mobihub - Mobivia SA (MCS) - Norauto Spain - Norauto France Franchises - Norauto France (Branches) - Norauto International - Norauto Italy - Norauto Portugal - Skruvat - Synchro Diffusion Spain - Synchro Diffusion France - TEC (Tyres Eco Chain) - VialD
Number of confirmed incidents of corruption or bribery	
Number of confirmed incidents in which direct employees were dismissed or subjected to disciplinary measures for corruption or bribery-related incidents	
Number of legal actions concerning anti-competitive behaviour	
Number of convictions for anti-competitive behaviour	
Internal and external lobbying and advocacy expenditure	
Expenses for membership of professional organisations	
Number of Board of Directors meetings	
Number of Mobivia Executive Committee meetings	
Board of Directors attendance rate	Mobivia Corporate Services - Mobivia Groupe
Mobivia Executive Committee attendance rate	
Number of People Committee meetings	
Number of meetings of the Sustainable Development Committee	
Share of supplier purchases covered by Ecovadis (Bronze and above)/ ICS	Mobivia Groupe - Scope under MGTS control - Mobivia's international listing and sourcing hub - (Includes Midas and Norauto franchise BUs)
Share of centers with an environmental management system	Norauto France - Norauto Portugal - Norauto Spain - Norauto Italy - Midas France - Auto 5 Belgium - ATU Germany - CARTERCASH France - CARTERCASH Spain - CARTERCASH Italy - CARTERCASH Morocco
Percentage of inland transport in modal shift	Mobivia Group - Scope under Mobivia Supply Solutions control
Costs related to pollution incidents	Mobivia Group - Full scope covered by our insurance
Share of revenue from reconditioned products	Norauto France - Norauto Spain - Norauto Italy - Norauto Portugal - Auto 5 Belgium - Norauto France Franchise - Midas France - Midas Spain - Midas Italy - Midas Belgium - ATU Germany - CARTERCASH France - CARTERCASH Spain - CARTERCASH Italy - Skruvat - Synchro Diffusion - Black-Star

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KPI	Scope
Total quantity of waste produced	
Quantity of hazardous waste	
Quantity of non-hazardous waste	
Quantity of hazardous waste being prepared for re-use	
Quantity of non-hazardous waste being prepared for re-use	
Quantity of hazardous waste for recycling	
Quantity of non-hazardous waste for recycling	iWip - Estato Germany - ATU Germany - CARTERCASH Spain - CARTERCASH France - CARTERCASH Italy - Midas Belgium - Midas Spain - Midas France - Midas Italy - Midas Portugal - Auto 5 Belgium - Norauto Spain - Norauto France - Norauto France Franchise - Norauto Italy - Norauto Portugal - Synchro Diffusion - Skruvat - Bythjul - (Includes Midas and Norauto franchise BUs)
Quantity of hazardous waste for energy recovery	
Quantity of non-hazardous waste for energy recovery	
Total quantity of non-recycled waste	
Percentage of waste not recycled	
Rate of material recovery from collected waste	
Material recovery from collected waste	
Percentage of energy recovery from collected waste	
Energy recovery from collected waste	
Rate of re-use of collected waste	
Total GHG emissions	Norauto France – Norauto International – Norauto France Franchises – Norauto Portugal – Norauto Spain – Norauto Italy – Midas France – Midas France Franchised – Midas Spain – Midas Spain Franchised – Midas Belgium – Midas Belgium Franchised – Midas Italy – Midas Italy Franchised – Midas Portugal Franchised – Midas International – Midas Turkey Franchised – Midas Côte d'Ivoire Franchised – Auto 5 Belgium – Auto 5 Belgium Franchised – ATU Germany – Estato – M2S France – M2S Italy – M2S Spain – MGTS France – MGTS Switzerland – MGTS China – CARTERCASH International – CARTERCASH France – CARTERCASH Spain – CARTERCASH Italy – CARTERCASH Morocco – Synchro Diffusion France – Black-Star – iWip – Bythjul – Skruvat – Däckskiftarna – Via ID – Mobivia Corporate Services – MobiHub – Vroomly – Start-ups Via ID – DentWizard – Oxyo Pneu – Synchro Diffusion Spain – (Includes Midas and Norauto franchise BUs)
Carbon intensity of net margin	Norauto France – Norauto International – Norauto France Franchises – Norauto Portugal – Norauto Spain – Norauto Italy – Midas France – Midas France Franchised – Midas Spain – Midas Spain Franchised – Midas Belgium – Midas Belgium Franchised – Midas Italy – Midas Italy Franchised – Midas Portugal Franchised – Midas International – Midas Turkey Franchised – Midas Côte d'Ivoire Franchised – Auto 5 Belgium – Auto 5 Belgium Franchised – ATU Germany – Estato – M2S France – M2S Italy – M2S Spain – MGTS France – MGTS Switzerland – MGTS China – CARTERCASH International – CARTERCASH France – CARTERCASH Spain – CARTERCASH Italy – CARTERCASH Morocco – Synchro Diffusion France – Black-Star – iWip – Bythjul – Skruvat – Däckskiftarna – Via ID – Mobivia Corporate Services – MobiHub – Vroomly – Start-ups Via ID – DentWizard – Oxyo Pneu – Synchro Diffusion Spain – (Includes Midas and Norauto franchise BUs)
Carbon intensity of revenue	Norauto France – Norauto International – Norauto France Franchises – Norauto Portugal – Norauto Spain – Norauto Italy – Midas France – Midas France Franchised – Midas Spain – Midas Spain Franchised – Midas Belgium – Midas Belgium Franchised – Midas Italy – Midas Italy Franchised – Midas Portugal Franchised – Midas International – Midas Turkey Franchised – Midas Côte d'Ivoire Franchised – Auto 5 Belgium – Auto 5 Belgium Franchised – ATU Germany – Estato – M2S France – M2S Italy – M2S Spain – MGTS France – MGTS Switzerland – MGTS China – CARTERCASH International – CARTERCASH France – CARTERCASH Spain – CARTERCASH Italy – CARTERCASH Morocco – Synchro Diffusion France – Black-Star – iWip – Bythjul – Skruvat – Däckskiftarna – Via ID – Mobivia Corporate Services – MobiHub – Vroomly – Start-ups Via ID – DentWizard – Oxyo Pneu – Synchro Diffusion Spain – (Includes Midas and Norauto franchise BUs)
Absolute value of Scope 1 GHGs	
Absolute value of Scope 2 GHGs	
Absolute value of Scope 3 GHGs	
Absolute avoided emissions	
Absolute emissions avoided/Emissions generated => Pillar B/A	
Total energy consumption linked to own operations	Norauto France – Norauto International – Norauto Portugal – Norauto Spain – Norauto Italy – Midas France – Midas Spain – Midas Belgium – Midas Italy – Midas International – Auto 5 Belgium – ATU Germany – Estato – M2S France – M2S Italy – M2S Spain – MGTS France – MGTS Switzerland – MGTS China – CARTERCASH International – CARTERCASH France – CARTERCASH Spain – CARTERCASH Italy – CARTERCASH Morocco – Synchro Diffusion France – Black-Star – iWip – Bythjul – Skruvat – Däckskiftarna – Via ID – Mobivia Corporate Services – MobiHub – Vroomly – Start-ups Via ID – DentWizard – Oxyo Pneu – Synchro Diffusion Spain – (Includes Midas and Norauto franchise BUs)
Consumption of electricity, heat, steam and cooling purchased or acquired from renewable sources	
Consumption of self-generated renewable energy without fuel	
Percentage of renewable sources in total energy consumption	
Production of renewable energy	
Non-renewable energy production	
Share of impact-driven revenue	Norauto Spain – Norauto France – Norauto Italy – Norauto Portugal – Auto 5 Belgium – Norauto France Franchise – Midas Belgium – Midas Spain – Midas France – Midas Italy – ATU Germany – CARTERCASH France – CARTERCASH Italy – CARTERCASH Spain – CARTERCASH Morocco – Black-Star – Synchro Diffusion – Skruvat – Vroomly – (Includes the Midas and Norauto franchise BUs)
Impact-driven revenue	

Methodological details

Mobivia (or the Group) refers to the Mobivia entity and all its companies.

The scope of the non-financial data includes 10 countries: France, Germany, Spain, Italy, Portugal, Belgium, Sweden, Switzerland, China and Luxembourg.

As Mobivia no longer owns *CARTERCASH* Morocco, this country is not included in the data for FY 2025.

Further details are provided below to clarify the indicator definitions:

Workforce scope:

The published social data covers only Mobivia's direct workforce. Franchisees and master franchisees are not included, as their payroll is not managed by the Group. However, the Norauto France Franchise Business Unit is included in our scope. This only concerns part of our workforce working within this entity and whose payroll is managed by our group.

Work-related accident rate with sick leave

This rate is calculated by dividing the number of workplace accidents resulting in leave by the total workforce. Only initial periods of absence declared to the social security authorities are taken into account in France. It is important to note that the classification of work-related absences varies according to local labour laws in each country.

Workplace accident frequency rate:

This indicator is defined as the number of workplace accidents divided by the total hours worked, then multiplied by 1,000,000.

Total hours worked includes all working hours performed by all employees. The source of these hours may vary according to the working time tracking systems available. If a clocking-in system is in place, the data from this system is used. If no such system exists, the theoretical contracted working hours are used.

This indicator has been published as a secondary indicator for the last two years. From next year, the frequency rate will be used as the main benchmark for monitoring occupational safety performance.

Staff turnover among permanent employees:

The turnover rate is calculated by dividing the number of voluntary (resignations, retirements) and involuntary (dismissals, end of probation) departures, excluding fixed-term contracts, interns and temporary staff, under permanent contracts during the financial year by the total workforce as of 30 September, then multiplying the result by 100.

This indicator measures the stability of the permanent workforce.

Type of contract taken into account: CDI or equivalent "permanent contract" in countries where the concept of CDI does not exist.

Percentage of females on Executive Committees:

Formerly known as the "Percentage of female employees in Executive Committees", this indicator is based on two concepts of Executive Committees: restricted Executive Committees, and extended Executive Committees.

Since some employees sit on multiple executive committees, they are only counted once when consolidating data, ensuring an accurate and non-duplicative representation in the statistics.

Customer satisfaction (Net Promoter Score):

This indicator measures customer satisfaction in each company. The company's NPS is consolidated on the basis of the number of customer responses obtained by each of its business units. A weighted average is used to calculate the consolidation.

Training and learning:

Last year, the average number of training hours per employee indicator was calculated on the basis of all types of contract. This year, the scope includes permanent contracts only. This indicator measures two distinct aspects:

38. **Average number of hours of Learning:** this indicator includes the total hours devoted to all "learning" activities organised by the company. This includes:

- Face-to-face training
- Virtual training
- E-learning modules
- Webinars and conferences
- Mentoring and coaching
- Personal development activities, focusing on "values & meaning"

39. **Average number of training hours:** This represents the subset of total learning hours specifically dedicated to traditional face-to-face and virtual training sessions organised by the company.

These indicators do not include training hours for work-study students or interns.

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Percentage of employees who had a performance review, a development appraisal or a career development review during the year

This indicator measures the proportion of employees who had at least one performance, development or career review during the year.

It is calculated as the ratio between:

- the number of employees who completed one of these reviews during the financial year, and
- the total number of employees with at least 180 days' seniority over the period.

Methodological developments: Last year, the indicator took into account all employees, regardless of their length of service. From this year onwards, only employees with at least 180 days' seniority will be counted. The aim of this change is to more accurately reflect the population actually eligible for and affected by these interviews.

Percentage of employees paid below the living wage threshold:

A living (or "decent" wage) is defined for each country, based on the national minimum wage or, where applicable, the wage levels set by collective or regional agreements.

Payroll data for active employees at 30 September is compared with the minimum thresholds for each country at 30 September. The percentage is calculated by dividing the number of employees whose salary is below the threshold by the total number of employees in the workforce, excluding trainees and work-study students.

Living wages differ from country to country:

France: SMIC

Germany: Mindestlohn

Spain: SMI (Salario Mínimo Interprofesional)

Portugal: Salário Mínimo Nacional

Italy: (according to collective agreements)

Belgium: Guaranteed Average Minimum Monthly Income (RMMMMG) or Guaranteed Interprofessional Minimum Wage (SMIG)

Sweden: (according to collective agreements)

Norway: (according to collective agreements)

Portugal: Salário Mínimo Nacional

Percentage of employees entitled to family leave:

This indicator measures the proportion of employees eligible for family leave, as defined by national legislation or collective agreements. Family leave includes maternity leave, paternity leave, parental leave and carer's leave. It is calculated as the ratio between:

- the number of employees entitled to such leave, and
- the total number of employees.

Gross CO₂ emissions – Scopes 1, 2 and 3: GHG Protocol

For the 2025 financial year carbon footprint assessment, to better align with the mandatory scope of the GHG Protocol, several methodological adjustments were made:

Waste accounting:

This year, it has been included in the calculation of the impact of activity-related waste. For five types of product: tyres, batteries, oils, ferrous metals and other products. Four categories of recovery of these products have been calculated: material recovery, re-use, energy recovery, and landfill. This calculation was carried out at group level and recalculated for each year of the carbon footprint.

Recalculation of major import freight emissions:

Freight emissions for major imports were recalculated and refined externally as part of Mobivia's second participation in the FRET 21 programme. The recalculation has been applied to all historical years, from the base year of the 2022 carbon footprint.

Exclusions:

As part of the process of submitting the trajectory and targets to SBTi, the Group calculated, for all its entities, emission items to be excluded where they did not exceed the threshold of 5% of total emissions for Scopes 1 & 2 and Scope 3:

- Office air conditioning gas refill
- Rental cars
- Household waste
- Workshop machinery
- Workshop consumables
- Computer equipment
- Small workshop tools
- Buildings
- Cloud storage

Percentage of centers with an environmental management system:

An environmental management system structures a company's activities to assess, reduce and control its environmental impact. In France, it is governed mainly by the ISO 14001 standard, while other countries, such as Germany, apply standards such as ISO 16247 or ISO 50001. The number of centers with an environmental management system (EMS) in place or in the process of implementation is considered across all Mobivia locations, regardless of country. Franchised or master franchised centers are not included in the calculation of the indicator.

Share of revenue from reconditioned products:

This indicator measures the proportion of revenue generated from reconditioned products in three high-emission categories: tyres, batteries and oils. It is calculated by taking the reconditioned revenue from these three product categories and comparing it to the total revenue generated by these same product families. Reconditioned sales are the sum of sales of reconditioned tyres, reconditioned batteries and reconditioned oils.

Percentage of CA+:

It corresponds to the proportion of revenue generated by products and services that contribute to reducing Mobivia's environmental impact, according to the Group's internal framework, relative to total revenue from centers and stores. It includes products and services that help to reduce or avoid CO2 emissions, meet specific circular economy criteria, help to reduce pollution, and those that support accessibility and social inclusion.

Percentage of inland transport in modal shift:

It represents the proportion of 20-foot containers (and equivalents) transported by barge and rail, relative to all transport modes used by our logistics entity "Norauto Value Chain", formerly "Mobivia Supply Solutions", to manage goods transport between the European port of import and our main warehouses. The modes of transport considered include barges, trains and trucks.

Share of supplier purchases covered by Ecovadis (Bronze and above)/ICS:


The purchases evaluated include those managed by Mobivia's central purchasing hub (MGTS), which accounts for 86% of total group purchases, while the remaining 14% are made locally by business units and direct suppliers. For the purposes of this assessment, only European suppliers with Ecovadis Bronze or higher certification are taken into account. Furthermore, suppliers whose certification has expired, even if it is in the process of being updated, are no longer included.

For non-European suppliers, only those qualified or partially qualified in the ICS audit are considered. This methodological change reflects our determination to set higher standards for our suppliers and align their practices with our sustainability, quality and performance standards.

Percentage of alerts handled by case managers:

This indicator measures the proportion of alerts handled within the regulatory timeframe by case managers. Alerts are transmitted to the Group through several channels: previously verbally or by e-mail, and now via the internal Whispli and Hintbox tools. These tools can be used to report behaviours or situations that do not comply with the Code of Conduct (for Mobivia employees) or the Ethics Charter (for partners: suppliers, service providers, agents, intermediaries, bankers, B2B customers).

Impacts, Risks & Opportunities (IROs)

ESG theme		Description of the IRO	Key indicator
CLIMATE CHANGE  ESRS E1	Sustainable mobility solutions	<p>Positive impact - Contributing to reducing the environmental footprint by promoting ever more efficient products</p> <p>Financial opportunities - Revenue growth thanks to the creation of new markets, and the development of new solutions with a smaller environmental footprint</p> <p>Risk of a decrease in revenue due to the decline in the combustion-engine market</p>	Total GHG emissions
		<p>Negative impacts on the climate due to greenhouse gases (GHG) emitted by the Group's own activities and products sold</p> <p>Positive Impact - Vehicle repairs helping to extend life and emit fewer emissions</p>	
	Mitigation	<p>Risk of cost increases due to the incorporation of suppliers' carbon costs or the introduction of a carbon tax</p> <p>Risk of a decrease in company value and financing difficulties if decarbonisation targets are not met</p> <p>Opportunity to access financing more easily on more advantageous terms thanks to positive differentiation from the competition in terms of decarbonisation</p>	
	Carbon footprint reduction	<p>Negative impact on global warming due to the use of air conditioning in infrastructure</p> <p>Risk of a decline in revenue due to lack of predictability of seasonality</p> <p>Risk of a decline in revenue due to regulations restricting the use of certain vehicles and their accessibility to auto centers</p> <p>Risk of increased inventories and lower revenue due to disruptions in the value chain linked to climatic hazards</p> <p>Risk of increased costs and stock levels due to unpredictable seasonal variations</p> <p>Opportunity to increase employee retention through good working conditions</p> <p>Opportunity to reduce turnover-related costs through better working conditions (compared with the competition) and increase market share by offering a differentiated customer experience that takes account of the impact of climatic hazards</p>	
	Reducing our carbon footprint and contributing to climate change adaptation		
	Climate change adaptation	Adaptation	

POLLUTION



Taking action to reduce pollution from mobility and our activities

Pollution

ESRS E2

Soil pollution	Negative impact of our own activities on soil quality due to pollutant discharges	
Water pollution	Negative impact on water resources due to effluent discharges (own and upstream activities)	
Air pollution	Negative impact on the air due to the release of pollutants and fine particles (own, upstream and downstream activities) Risk of a decline in revenue due to traffic restrictions for certain vehicles according to their category	Percentage of centers with an environmental management system
Micro-plastics	Negative impact on human health and ecosystems due to microplastic discharges (impact linked to downstream value chain)	
Substances of concern and of very high concern	Negative impacts on human health and ecosystems due to the presence of substances of concern present in certain products (impact linked to upstream and own value chain activities)	

CIRCULAR ECONOMY



Promoting the circular economy throughout our value chain








Circular economy

ESRS E5

Natural resources

Incoming resources	Positive impact on reducing pressure on natural resources through the development of the circular economy Positive impact on the development of the circular economy through the expansion of our reuse, second-hand, reconditioning, and rental offerings Negative impact - Production of waste with a high environmental cost Risk of difficulties in accessing raw materials and an increase in their cost	Share of revenue from reconditioned products
Outgoing resources	Negative impacts on the depletion of fossil and non-fossil resources due to the Group's activities and those of our suppliers (linked to the deforestation directive) Risk of higher procurement and purchasing costs due to higher raw material prices and carbon taxes Risk of higher repair costs due to rising resource prices Risk of decline in revenue due to possible shortages in the supply chain Risk to our supply base and sourcing streams in ensuring sufficient reconditioned products are available for sale Opportunity to increase turnover through circular products and services	

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WORKING CONDITIONS  ESRS S1	Making our companies more attractive and retaining our employees	Quality of life at work	Work-life balance	Opportunity to increase turnover by strengthening loyalty and commitment thanks to a more favourable working environment	Staff turnover among permanent employees	
			Meaning at work	Positive impact - Development of meaning at work through the existence of the Mobivia Foundation		
			Job security	Risk of increased costs due to absenteeism management and turnover (recruitment costs, loss of skills)		
			Working hours	Risk of reduced job attractiveness due to working hours and the demanding nature of the work		
EQUAL TREATMENT AND EQUAL OPPORTUNITIES FOR ALL    ESRS S1	Ensuring the health, safety and well-being of employees	Health and Safety	Health and Safety	Negative impact on the physical integrity of employees due to hazardous working conditions and environments	Work-related accident rate with sick leave	
			Decent wages	Negative impact on employees' mental health due to hazardous working conditions and environments		
			Fair remuneration system	Risk - Lower productivity due to remuneration policy Risk to the Group's reputation due to the remuneration policy		
			Fair sharing of the value created	Risk of increased staff turnover and costs due to unfair wages Opportunity to create value for the company through employee engagement, satisfaction and productivity Opportunity to strengthen employee retention through a sharing policy		
EQUAL TREATMENT AND EQUAL OPPORTUNITIES FOR ALL    ESRS S1	Strengthening diversity and inclusion within our companies	Fair remuneration system	Gender equality and equal pay for work of equal value	Risk of sanctions or penalties in the event of non-compliance with anti-discrimination laws and commitments made in this area in connection with the Group's refinancing	Percentage of women on executive committees	
			Representation of diversity	Diversity		
			Developing the employability and skills of our employees to prepare for evolving roles	Employability of employees		Positive impact on the development of business and jobs in the territories in which the Group is based Risk of decline in revenue due to a loss of productivity linked to poor skills management Opportunity to increase productivity by attracting and retaining talent through an effective training and skills management policy
			Training and skills development	Training and skills development		

GENERAL



ESRS S4

Quality of customer experience

Customer satisfaction

Risk of decline in revenue due to lower customer satisfaction

Risk of increased costs as a result of poor service quality

Opportunity to increase turnover through service quality and customer satisfaction

Confidentiality

Risk of sanctions due to customer data confidentiality issues

IMPACTS RELATED TO END-USER INFORMATION

ESRS S4

Transparent and educational communication

Responsible marketing practices

Negative impact on consumer safety due to non-responsible marketing or repair practices

SOCIAL INCLUSION OF CONSUMERS



ESRS S4

Designing and adapting our products and services to support customers in their mobility through high standards

The right to mobility

Access to products and services

Positive impact on mobility accessibility through tailored offerings

Opportunity to increase turnover through access to other market sectors

CONSUMER SAFETY



ESRS S4

Health and safety

Risk of a decline in revenue and shareholder confidence in the event of failure to meet quality and safety commitments

Negative impact on end-user safety due to poor product quality

Impact negative on end-user safety due to poor quality of service

Product quality and safety

Personal safety

Positive impact on personal safety thanks to vehicle maintenance

Child protection

Positive impact - Enhanced safety of children in cars thanks to our activities

Accessibility

Positive impact on customer satisfaction thanks to accessible sites and offerings

AFFECTED COMMUNITIES



ESRS S3

Economic development

Social inclusion

Positive impact - Contribution to the socio-economic development of the areas in which the Mobivia Group operates

Local jobs and inclusion

Positive impact - Local job creation through our activities

Customer satisfaction rate (Net Promoter Score)

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CORPORATE CULTURE



ESRS G1

Strategic CSR

Corporate culture

Risk of losing investors, financing, value, market share if the CSR strategy is not integrated into the company's overall strategy

CORRUPTION AND BRIBERY



ESRS G1

Ethical business conduct

Corruption and bribery

Risk of sanctions, reputational damage and shareholder decline in the event of non-compliance with data protection regulations or failure to guarantee whistleblower protection

Risk of financial and reputational penalties due to a proven case of fraud

Risk of financial and reputational penalties due to resorting to corruption

POLITICAL COMMITMENT



ESRS G1

Putting ethics and compliance at the heart of corporate culture

Anticipating regulations

Political commitment

Positive impact on the public debate by enriching it with Mobivia's expertise

Opportunity to avoid costs by anticipating new requirements through participation in the development of regulations

Opportunity to contribute to the development of regulations to make them more positive for the group

Risk of a decline in revenue due to unfavourable regulations for cars and our businesses

Opportunity to increase revenue thanks to business development linked to favourable regulatory changes

Positive impact on the development of ethical practices among suppliers through more inclusive and responsible procurement

Risk of increased costs and lower turnover due to supplier failure and the time needed to create new partnerships

Opportunity to reduce costs through long-term negotiations and to increase revenue by developing a differentiated offering

Opportunity to increase turnover through the creation of lasting partnerships with suppliers

Percentage of alerts handled by case managers

SUPPLIER RELATIONSHIP MANAGEMENT



ESRS G1

Long-term supplier relationships

Supplier relationship management

OTI report

Mobivia S.A.

Report from the statutory auditor, appointed as an independent third-party body for verification of the consolidated non-financial performance statement

Financial year ending 30 September 2025



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Mobivia S.A.

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59650 Villeuneuve d'Ascq

KPMG S.A., société d'expertise comptable et de commissaires aux comptes inscrite au Tableau de l'Ordre des experts comptables de Paris sous le n° 14-30080101 et rattachée à la Compagnie régionale des commissaires aux comptes de Versailles et du Centre. Société française membre du réseau KPMG constitué de cabinets indépendants affiliés à KPMG International Limited, une société de droit anglais (« private company limited by guarantee »).

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92066 Paris La Défense Cedex
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775 726 417 RCS Nanterre

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Rapport du commissaire aux comptes, désigné organisme tiers indépendant, sur la vérification de la déclaration consolidée de performance extra-financière



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À l'assemblée générale,

En notre qualité de commissaire aux comptes de votre société (ci-après « entité ») désigné organisme tiers indépendant (« tierce partie »), accrédité par le COFRAC (Accréditation Cofrac Validation / Vérification, n°3-1884 rév2, portée disponible sur www.cofrac.fr), nous avons mené des travaux visant à formuler un avis motivé exprimant une conclusion d'assurance modérée sur les informations historiques (constatées ou extrapolées) de la déclaration consolidée de performance extra-financière, préparées selon les procédures de l'entité (ci-après le « Référentiel »), pour l'exercice clos le 30 septembre 2025 (ci-après respectivement les « Informations » et la « Déclaration »), présentée dans le rapport de gestion du Groupe en application des dispositions des articles L. 225-102-1, R. 225-105 et R. 225-105-1 du code de commerce.

Conclusion

Sur la base des procédures que nous avons mises en œuvre, telles que décrites dans la partie « Nature et étendue des travaux », et des éléments que nous avons collectés, nous n'avons pas relevé d'anomalie significative de nature à remettre en cause le fait que la déclaration consolidée de performance extra-financière est conforme aux dispositions réglementaires applicables et que les Informations, prises dans leur ensemble, sont présentées, de manière sincère, conformément au Référentiel.

Commentaires

Sans remettre en cause la conclusion exprimée ci-dessus et conformément aux dispositions de l'article A. 225-3 du code de commerce, nous formulons les commentaires suivants :

- Comme mentionné en note méthodologique, le périmètre pour chacun des indicateurs est susceptible de varier. De plus, le périmètre de reporting extra-financier intègre les franchises du groupe Mobivia, du fait de leurs contributions pour le calcul de certains indicateurs.

KPMG S.A., société d'expertise comptable et de commissaires aux comptes inscrite au Tableau de l'Ordre des experts comptables de Paris sous le n° 14-30080101 et rattachée à la Compagnie régionale des commissaires aux comptes de Versailles et du Centre. Société française membre du réseau KPMG constitué de cabinets indépendants affiliés à KPMG International Limited, une société de droit anglais (« private company limited by guarantee »).

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- Comme indiqué dans la partie « Synthèse » du paragraphe « l'Essentiel » repris dans les chapitres « Environnement » et « Social », certaines données historiques ont été recalculées afin de prendre en compte les évolutions de périmètre.

Préparation de la déclaration de performance extra-financière

L'absence de cadre de référence généralement accepté et communément utilisé ou de pratiques établies sur lesquels s'appuyer pour évaluer et mesurer les Informations permet d'utiliser des techniques de mesure différentes, mais acceptables, pouvant affecter la comparabilité entre les entités et dans le temps.

Par conséquent, les Informations doivent être lues et comprises en se référant au Référentiel dont les éléments significatifs sont présentés dans la Déclaration (ou disponibles sur le site internet ou sur demande au siège de l'entité).

Limites inhérentes à la préparation des Informations

Les Informations peuvent être sujettes à une incertitude inhérente à l'état des connaissances scientifiques ou économiques et à la qualité des données externes utilisées. Certaines informations sont sensibles aux choix méthodologiques, hypothèses et/ou estimations retenues pour leur établissement et présentées dans la Déclaration.

Responsabilité de l'entité

Il appartient à la direction de :

- sélectionner ou établir des critères appropriés pour la préparation des Informations ;
- préparer une Déclaration conforme aux dispositions légales et réglementaires, incluant une présentation du modèle d'affaires, une description des principaux risques extra-financiers, une présentation des politiques appliquées au regard de ces risques ainsi que les résultats de ces politiques, incluant des indicateurs clés de performance ;
- préparer la Déclaration en appliquant le Référentiel de l'entité tel que mentionné ci-avant ; ainsi que
- mettre en place le contrôle interne qu'elle estime nécessaire à l'établissement des Informations ne comportant pas d'anomalies significatives, que celles-ci proviennent de fraudes ou résultent d'erreurs.

La Déclaration a été établie par le Conseil d'administration.

Responsabilité du commissaire aux comptes désigné organisme tiers indépendant

Il nous appartient, sur la base de nos travaux, de formuler un avis motivé exprimant une conclusion d'assurance modérée sur :

- la conformité de la Déclaration aux dispositions prévues à l'article R. 225-105 du code de commerce ;

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- la sincérité des informations historiques (constatées ou extrapolées) fournies en application du 3° du I et du II de l'article R. 225-105 du code de commerce, à savoir les résultats des politiques, incluant des indicateurs clés de performance, et les actions, relatifs aux principaux risques.

Comme il nous appartient de formuler une conclusion indépendante sur les Informations telles que préparées par la direction, nous ne sommes pas autorisés à être impliqués dans la préparation desdites Informations, car cela pourrait compromettre notre indépendance.

Il ne nous appartient pas de nous prononcer sur :

- le respect par l'entité des autres dispositions légales et réglementaires applicables (notamment en matière de plan de vigilance et de lutte contre la corruption et l'évasion fiscale) ;
- la conformité des produits et services aux réglementations applicables.

Dispositions réglementaires et doctrine professionnelle applicable

Nos travaux décrits ci-après ont été effectués conformément aux dispositions des articles A. 225-1 et suivants du code de commerce, à la doctrine professionnelle de la Compagnie nationale des commissaires aux comptes relative à cette intervention, notamment l'avis technique de la Compagnie nationale des commissaires aux comptes, *Intervention du commissaire aux comptes, intervention de l'OTI – Déclaration de performance extra-financière*¹, tenant lieu de programme de vérification, et à la norme internationale ISAE 3000 (révisée)².

Indépendance et contrôle qualité

Notre indépendance est définie par les dispositions prévues à l'article L. 821-28 du code de commerce et le code de déontologie de la profession. Par ailleurs, nous avons mis en place un système de contrôle qualité qui comprend des politiques et des procédures documentées visant à assurer le respect des textes légaux et réglementaires applicables, des règles déontologiques et de la doctrine professionnelle de la Compagnie nationale des commissaires aux comptes relative à cette intervention.

Moyens et ressources

Nos travaux ont mobilisé les compétences de cinq personnes et se sont déroulés entre septembre 2025 et décembre 2025 sur une durée totale d'intervention de sept semaines.

Nous avons fait appel, pour nous assister dans la réalisation de nos travaux, à nos spécialistes en matière de développement durable et de responsabilité sociétale. Nous avons mené une vingtaine d'entretiens avec les personnes responsables de la préparation de la Déclaration, représentant notamment les directions générales, administration et finances, gestion des risques, conformité, ressources humaines, santé et sécurité, environnement et achats.

¹ Avis Technique - Intervention du CAC - Intervention de l'OTI - Déclaration de performance extra-financière – Actualisation décembre 2024

² ISAE 3000 (révisée) - Assurance engagements other than audits or reviews of historical financial information

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**Nature et étendue des travaux**

Nous avons planifié et effectué nos travaux en prenant en compte le risque d'anomalies significatives sur les Informations.

Nous estimons que les procédures que nous avons menées en exerçant notre jugement professionnel nous permettent de formuler une conclusion d'assurance modérée :

- Nous avons pris connaissance de l'activité de l'ensemble des entités incluses dans le périmètre de consolidation et de l'exposé des principaux risques ;
- Nous avons apprécié le caractère approprié du Référentiel au regard de sa pertinence, son exhaustivité, sa fiabilité, sa neutralité et son caractère compréhensible, en prenant en considération, le cas échéant, les bonnes pratiques du secteur ;
- Nous avons vérifié que la Déclaration couvre chaque catégorie d'information prévue au III de l'article L. 225-102-1 en matière sociale et environnementale ainsi que de respect des droits de l'homme et de lutte contre la corruption et l'évasion fiscale, et comprend, le cas échéant, une explication des raisons justifiant l'absence des informations requises par le 2^{ème} alinéa du III de l'article L. 225-102-1 ;
- Nous avons vérifié que la Déclaration présente les informations prévues au II de l'article R. 225-105 lorsqu'elles sont pertinentes au regard des principaux risques ;
- Nous avons vérifié que la Déclaration présente le modèle d'affaires et une description des principaux risques liés à l'activité de l'ensemble des entités incluses dans le périmètre de consolidation, y compris, lorsque cela s'avère pertinent et proportionné, les risques créés par ses relations d'affaires, ses produits ou ses services, ainsi que les politiques, les actions et les résultats, incluant des indicateurs clés de performance afférents aux principaux risques ;
- Nous avons consulté les sources documentaires et mené des entretiens pour :
 - apprécier le processus de sélection et de validation des principaux risques ainsi que la cohérence des résultats, incluant les indicateurs clés de performance retenus, au regard des principaux risques et politiques présentés, et
 - corroborer les informations qualitatives (actions et résultats) que nous avons considérées les plus importantes présentées en Annexe. Pour certains risques, nos travaux ont été réalisés au niveau de l'entité consolidante, pour les autres risques, des travaux ont été menés au niveau de l'entité consolidante et dans une sélection d'entités³.
- Nous avons vérifié que la Déclaration couvre le périmètre consolidé, à savoir l'ensemble des entités incluses dans le périmètre de consolidation conformément à l'article L. 233-16 du code de commerce avec les limites précisées dans la Déclaration ;
- Nous avons pris connaissance des procédures de contrôle interne et de gestion des risques mises en place par l'entité et avons apprécié le processus de collecte visant à l'exhaustivité et à la sincérité des Informations ;
- Pour les indicateurs clés de performance et les autres résultats quantitatifs que nous avons considérés les plus importants présentés en Annexe, nous avons mis en œuvre :
 - des procédures analytiques consistant à vérifier la correcte consolidation des données collectées ainsi que la cohérence de leurs évolutions ;
 - des tests de détail sur la base de sondages ou d'autres moyens de sélection, consistant à vérifier la correcte application des définitions et procédures et à rapprocher les données des

³ Norauto France, Midas, CarterCash, ATU, MGTS

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pièces justificatives. Ces travaux ont été menés auprès d'une sélection d'entités contributrices et couvrent entre 24% et 100% des données consolidées sélectionnées pour ces tests ;

- Nous avons apprécié la cohérence d'ensemble de la Déclaration par rapport à notre connaissance de l'ensemble des entités incluses dans le périmètre de consolidation.

Les procédures mises en œuvre dans le cadre d'une mission d'assurance modérée sont moins étendues que celles requises pour une mission d'assurance raisonnable effectuée selon la doctrine professionnelle de la Compagnie nationale des commissaires aux comptes ; une assurance de niveau supérieur aurait nécessité des travaux de vérification plus étendus.

Paris la Défense, le 18 décembre 2025

KPMG S.A.

A handwritten signature in blue ink, appearing to read 'L. des Places'.

Laurent des Places
Associé

A handwritten signature in blue ink, appearing to read 'R. Gambino'.

Raffaele Gambino
Expert ESG

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**Annexe****Informations qualitatives (actions et résultats) considérées les plus importantes**

Parcours d'onboarding

Renforcement des actions de développement des compétences

Communauté des responsables sécurité

Inclusion intergénérationnelle

Evaluation écovadis

Engagement au programme FRET21

Signature d'une ligne de crédit sustainability-linked Loan

Outil d'analyse pour les actions de dépollution et d'entretien

Mise en place d'un EcoScore

Questionnaire de maturité RGD

Charte éthique et code de conduite

Dispositif d'alerte éthique

Indicateurs clés de performance et autres résultats quantitatifs considérés les plus importants

Nombre moyen d'heures de formations par collaborateur

Taux de turnover sur les effectifs permanents

Taux de fréquence des accidents de travail (par milliers d'heures)

Taux de féminisation des instances dirigeantes

Taux de satisfaction client (NPS) - Midas

Taux de satisfaction client (NPS) - Norauto

Emissions de CO2 du scope 1

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Emissions de CO2 du scope 2

Emissions de CO2 du scope 3

Part des centres avec un système de management environnemental

Part de chiffre d'affaires reconditionnée

% des alertes considérées comme recevables sur l'ensemble des alertes reçues

Part d'achats fournisseurs couverts Ecovadis (Bronze et plus) / ICS*

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Glossary

A

- LCA** Life Cycle Assessment
AGEC Anti-waste for a circular economy

B

- B2B** Business to business
B2C Business to consumer
BU Business unit

C

- CA+** Impact-driven revenue
CO₂ Carbon dioxide
CODIR Executive Committee
CQP Certificate of professional qualification
CSRD Corporate Sustainability Reporting Directive

E

- ESG** Environmental, Social and Governance
ESRS European Sustainability Reporting Standards

G

- GHG** Greenhouse Gases
GHGP Greenhouse Gas Protocol
IPCC Intergovernmental Panel on Climate Change
GIPA International Association of Automobile Professionals
GTB Technical building management

I

- ICPE** Installation classified for the protection of the environment
IRO Impacts, Risks & Opportunities

K

- KPI** Key performance indicator

M

- PRIVATE LABEL** Private label

N

- NPS** Net Promoter Score
NZI Net zero initiative

O

- ODD** Sustainable development goals (United Nations)
OTI Independent third-party organisation

Q

- QWL** Quality of life at work

R

- REP** Extended Producer Responsibility (REP)
GDPR General Data Protection Regulation
RR Rolling resistance
CSR Corporate Social Responsibility (CSR)

S

- SBT or SBTi** Science Based Targets (initiative)
SNBC French national low-carbon strategy

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Conception et Réalisation



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