

KELOUTOU

RENT, SHARE.

2024 ENGAGEMENT REPORT



KILOUTOU RISING TO NEW CHALLENGES

In 2024, against a backdrop of global economic complexity, Kiloutou demonstrated both foresight and resilience. Thanks to the dedication and hard work of our teams, we maintained a strong growth trajectory, marked by an increase in Group revenue. These results underscore the strength of our Group structure, which continues to expand its presence well beyond French borders, supported by projects deeply rooted in our localities.

This international momentum is perfectly aligned with our UP! business project, launched in 2023. Structured around five core pillars, UP! charts our strategic path through to 2030, placing People and the Planet at the heart of our mission. It shapes our daily actions and guides decision-making at the Group level.

In keeping with our commitments, 2024 saw continued progress in our Social and Environmental Responsibility initiatives. Aware of upcoming developments, we took a major step forward in preparing for the CSRD, reinforcing our ambition to meet the highest standards.

Kiloutou is not content to simply observe change – we anticipate and lead it. The creation of the Community of Sustainable Equipment Players (Communauté des Acteurs du Matériel Durable – CAMD) exemplifies this approach. By bringing together key players in the construction industry and combining our efforts around shared challenges, we deliver concrete solutions for the sector's evolving needs. Our commitment is further reflected in our progress with the Science Based Targets initiative (SBTi) and our continued investment in sustainable equipment, with the iMPAKT range leading the way.

Driven by our values and genetic make-up, this momentum is a source of pride for all Kiloutou teams. More than ever, we are committed to playing a key role in transforming our sector – with the firm belief that true success is only meaningful when it is shared.



Olivier Colleau
CEO of the Kiloutou Group

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INTRODUCTION TO THE ENGAGEMENT REPORT

For several years, Kiloutou has been committed to transparently sharing its CSR performance with all its stakeholders. This Engagement Report aims to present the company's key actions and objectives through the lens of the Corporate Sustainability Reporting Directive (CSRD), which is structured around three core pillars: Environment, Social and Governance.

Over the past decade, Kiloutou has steadily strengthened its CSR approach in response to the growing expectations of its stakeholders. Initially guided by the principles of ISO 26000, the Group began by focusing on reducing environmental impacts at the branch level. In 2020, Kiloutou adopted a bold and comprehensive environmental policy. By 2023, the Group had entered a new phase, marked by an accelerated climate commitment and the integration of CSRD principles into its strategy.

Today, Kiloutou takes another significant step forward on its CSRD journey, setting its sights on achieving full compliance as of 2028, for fiscal year 2027.

GOVERNING BODIES

LEGAL BODIES

SUPERVISORY BOARD

ROLE: The Supervisory Board may, by simple majority, establish specialised committees to examine specific matters submitted by the Board or its Chair. It shall determine the composition and scope of these committees, which operate under its authority. These committees bear an advisory role only.

MEETING FREQUENCY: The Supervisory Board convenes at the request of its Chair or any of its members, as often as required by the interests of the Group. Since 2024, the Board has met at least four times per year, providing valuable support for strategic decision-making.

Involved in decision making

REMUNERATION COMMITTEE

ROLE: The purpose of the Remuneration Committee is to advise the Supervisory Board on matters related to the compensation and benefits of corporate officers and employees.

MEETING FREQUENCY: the Committee meets at least once a year.

AUDIT COMMITTEE

ROLE: The Audit Committee is responsible for monitoring the Kiloutou Group's internal control procedures and overseeing the key risks the company may face. Its role includes reviewing and validating control processes, contributing to the development of a comprehensive risk map, and assessing the effectiveness of the responses implemented. The Committee is tasked with approving the Group's governance charter in accordance with IESBA (International Ethics Standards Board for Accountants) regulations.

MEETING FREQUENCY: the Audit Committee meets at least three times a year.

ACQUISITION COMMITTEE

ROLE: The purpose of the Acquisition Committee is to study the significant external growth projects of the Kiloutou group.

MEETING FREQUENCY: the Committee meets as many times as necessary.

OPERATIONAL BODIES

EXECUTIVE COMMITTEE

ROLE: The Executive Committee is responsible for formulating Kiloutou's strategy, in accordance with the guidelines established by the Supervisory Board.

MEETING FREQUENCY: every fortnight on average.

ESG COMMITTEE

ROLE: Defines the sustainable development strategy and policies in alignment with the dual materiality analysis required under the CSRD.

MEETING FREQUENCY: 2 to 3 times a year.

SUSTAINABLE DEVELOPMENT DIVISION

ROLE: The sustainable development division proposes the Sustainable Development (SD) strategy and policies and implements the roadmap in line with the analysis of dual materiality related to the CSRD. It is also tasked with training and upskilling teammates, supported by a network of local ambassadors to ensure effective implementation of initiatives across the organisation. Finally, the division works closely with the Human Resources Division, which deals with labour relations.

Coordinates

SUSTAINABLE DEVELOPMENT AMBASSADORS

ROLE: Sustainable Development Ambassadors play a key role in driving the effective local implementation of the company's initiatives, as well as monitoring and adjusting action plans to ensure all employees are supported throughout the change process.

MEETING FREQUENCY: Ambassadors meet once a month with the Sustainable Development team.



KAP: DRIVING CONTINUOUS IMPROVEMENT AND PERFORMANCE IN THE KILOUTOU CSR MANAGEMENT SYSTEM

Kiloutou's KAP management system is designed to deliver strong economic performance, ensure customer satisfaction, and reduce the environmental impact across all its branches in France. At its core, KAP is built on a framework of 11 commitments that align with Kiloutou's Sustainable Development goals and comply with the ISO 9001 quality standard.

To ensure effective implementation and identify appropriate action plans, regular audits are conducted. These are overseen by the independent certification body EuraCRP, guaranteeing consistency between the Group's strategic objectives and their execution in the field. On the environmental front, KAP plays a key role in protecting soil, limiting pollution, reducing CO₂ emissions and energy use, and managing waste disposal and recycling processes.

The Group has set high standards for its environmental management system - a commitment reflected in the certification of all Kiloutou branches in Denmark.

STRATEGY AND THE BUSINESS MODEL OF KILOUTOU

HISTORY

1980 Franky Mulliez founded Kiloutou with **three branches** in Marcq-en-Barœul, Lille and Roubaix (59), offering **700 referenced products**.

1998 Kiloutou became the **first ISO 9002 certified rental company**.

2000 Kiloutou comprised **75 branches and employed 1,400 teammates**. Launch of the Kiloutou.fr site marking the beginning of **digitalisation**.

2002 Opening of the **Test Centre**.

2004 Deployment of an **e-learning form** to support the development of teams' skills. Kiloutou obtained **ISO 9001 certification**.

2007 Kiloutou comprised **200 branches and employed 2,000 teammates**.

2010 The Group published its **first Carbon Assessment**. The network reached **300 branches**.

2012 Kiloutou began its **international development** and signed up to the United Nations Global Compact.

2013 Establishment in **Poland**.

2015 Establishment in **Spain** and diversification with the launch of **Kiloutou Energie** (energy supply and pumping), **Kiloutou Module** (modular construction) and **Loca Réception** (event rental entity).

2016 Kiloutou was established in **Germany** and created the **Kiloutou used equipment entity, Kiloutou Matériel d'Occasion (KMO)** in France.

2017 Establishment in **Italy**.

2018 Launch of the **Kare range** designed to enhance ergonomics and safety on construction sites.

2020 Kiloutou innovated with **Kiloutou Signalisation** (signage equipment) and consolidated its working and digital methods.

2021 Launch of the **iMPAKT range**, with nearly 3,500 alternative pieces of equipment.

2022 Kiloutou continued its development in **Denmark** and **Portugal**.

2024 Redefinition of the Group's values and Purpose, and launch of the iMPAKT range in Denmark and Germany.

THE 5 STRATEGIC PILLARS

1 | Offer the best customer journey

Putting customer experience at the core of Kiloutou's strategy. Every initiative at Kiloutou is designed to deliver accessible, convenient, and efficient service by:

- **consolidating a local network:** our extensive branch network across Europe ensures fast, reliable access to both equipment and support teams;
- **providing targeted training:** customer-focused sessions ensure optimal and safe use of the equipment;
- **streamlining services:** innovative solutions such as the equipment co-rental between companies on the same construction site minimise transport needs and optimise resources;
- **Supporting sustainable transition:** solutions adapted to the requirements of responsible construction sites;
- **Empowering our teams:** every employee takes ownership and plays an active role in enhancing the customer experience;
- **Accelerating digitalisation for efficiency:** digital tools optimise services and simplify equipment management.

2 | Foster pride of teammates

At Kiloutou, people are at the core of our values, and the employee experience is lived daily through strong commitment, a customer-focused culture, and a balance of high standards with genuine kindness. Being part of Kiloutou means trusting in individual autonomy and the power of teamwork to co-create innovative projects. It means enjoying collaboration and growing within a dynamic, ever-evolving Group.

The Group nurtures this pride of belonging by:

- investing in recruitment and training;
- optimising employee career paths;
- fostering a strong team spirit;
- creating opportunities for dialogue and sharing;
- valuing all teammates.
- encouraging personal commitment and fulfilment.

3 | Continuously improving operations

To enhance the professionalism of its organisations, **Kiloutou strives to deploy innovative solutions** that optimise its practices and processes by:

- **centralising front and back offices** through a Group-wide ERP solution;
- **maintaining the excellent quality of the equipment and prolonging its lifespan** through preventive maintenance;
- **facilitating fault reporting, geolocation, remote diagnostics and theft prevention** thanks to internal ICT solutions;
- **simplifying on-site interventions and troubleshooting** thanks to the technical assistance application;
- **ensuring real-time monitoring of equipment deliveries** through a tracking tool;
- **meeting the requirements of ISO 17025.**



4 | Expand into new markets

Kiloutou's strategy aims for profitable and responsible growth, blending organic and external growth, in order to develop its presence in current and future markets. The Group is therefore expanding its scope of activity by:

- **developing its current network:** Kiloutou continues to expand its network through new branch openings and strategic acquisitions;
- **establishing an international presence:** building on its European expansion since 2014, driven by both acquisitions and organic growth. Over the past decade, international activities have grown from 0% to 38% of Group revenue;
- **diversifying markets:** the Group broadens its reach by targeting new sectors with the development of the industrial, energy and services sectors;
- **offering specialised applications:** through its specialised divisions such as Kiloutou Module, Energie, Reception and more recently Signalisation;
- **expanding its product range:** the Group is attentive to the evolving needs of its customers and develops its range of products accordingly;

These initiatives have strengthened Kiloutou's position as the No.3 equipment rental company in Europe, while diversifying its markets, customers and activities.

5 | Care for people and the planet

In its desire to **promote sustainable and responsible development**, Kiloutou acts with respect for both people and the planet by:

- **strengthening its long-standing commitment** to a sustainable development approach;
- **caring for men and women;**
- **actively committing to the planet** through two key areas, namely leading the Group's Sustainable Development approach in collaboration with its stakeholders and reducing its environmental footprint;
- **acting in synergy with its ecosystem** to accelerate the environmental transformation of the construction materials sector.

CARE

FOR PEOPLE AND THE PLANET

An historic commitment

Reflecting its purpose and a real performance tool, Kiloutou proves its long-standing commitment to its sustainable development approach. This commitment structures its actions and guides its long-term vision

2011 > 2016

> FIRST STEPS

- Signing of the UN Global Compact.
- Publication of the second Carbon Assessment.
- Drafting of the first CSR reference framework.

2017 > 2020

> STRATEGY AND STRUCTURING

- Drafting of the Health, Safety and Prevention (HSP) diagnosis.
- Appointment of the first SSP coordinators and deployment of the approach.
- Establishment of a responsible purchases policy and supplier assessment.
- Compliance with the Sapin II Act.
- Elaboration of the environmental strategy.
- Publication of the third Carbon Assessment.
- Creation of the position of Diversity and Inclusion Manager.

2021 > 2023

> ACCELERATION

- Strengthening of climate commitments with the development of action plans.
- Definition of new CSR commitments.
- Implementation of non-financial reporting.
- Drafting of a new Health, Safety and Prevention policy.

2024

> NEW DIRECTIVES

- Advancing towards CSRD compliance and the SBTi decarbonisation pathway.

Caring for men and women

Kiloutou reaffirmed its commitment to people and the planet in 2024 by strengthening its ESG (Environmental, Social, and Governance) initiatives. This ongoing dedication was recognised once again with the awarding of the EcoVadis Gold Medal for the sixth consecutive year.

People, at the core of Kiloutou's DNA, are a central pillar of its success. Because solidarity and commitment are the foundation of the Group's values, Kiloutou takes care of People by:

- **promoting gender equality;**
- **embracing to diversity and supporting disability inclusion;**
- **ensuring workplace equality;**
- **sharing the fruits of growth through employee shareholding, embedded in Kiloutou's DNA since its founding;**
- **supporting philanthropic initiatives.**

Kiloutou is also deeply engaged with local communities and partners, playing an active role in regional ecosystems. Through its local presence and strong commitment, the Group promotes employability and supports grassroots associations

Actively committing to the planet and contributing to ecological transition

Since 2011, Sustainable Development issues have fully integrated the Group's general strategy. In 2025, the Group is strengthening its approach through two key priorities: advancing its Sustainable Development roadmap in collaboration with stakeholders and significantly reducing its environmental footprint.

Kiloutou actively supports the ecological transition by offering more responsible solutions. **The Group is aiming for a 42% reduction of its CO₂ scope 1 & 2 emissions by 2030, compared to 2023 by:**

- **acting on the energy efficiency of its branches,**
- **continuing the electrification of its operating fleet, as well as developing the use of biofuel,**

Kiloutou also aims to cut its indirect emissions by 25% by:

- **investing in the iPAKT range which features alternative energy equipment: electric and hybrid.**
- **using biofuel.**

Act in synergy with the ecosystem

Committed to driving transformation in its sector, Kiloutou launched the **Rencontres du Matériel Durable (RMD - Sustainable Equipment Meetings)**, a bi-annual event dedicated to the **energy transition of construction equipment**. This key gathering makes it possible to bring together the whole eco-system around shared issues. Driven by Kiloutou's initiative, these meetings have become a catalyst for sector-wide transformation.

Following the Sustainable Development Meetings, ten leading players* in the construction equipment industry - including manufacturers, rental companies, and contractors - joined forces to create the Community of Sustainable Equipment Stakeholders. This association, born from the collaborative work and dialogue during the event, now operates year-round. The ambition of the members is to work in synergy with the professional federations to accelerate the environmental transformation of the construction equipment sector.

*Haulotte, JCB, Manitou, Volvo, Kiloutou, Salti, Bouygues Construction, Colas, Eiffage and NGE.



CERTIFICATIONS



EcoVadis: Kiloutou has been awarded the EcoVadis gold medal for the 6th consecutive year. With a score of 79/100, the company ranks among the top 2% of the world's best companies for the quality of its environmental, social and ethical management system.



ISO 9001: branches in Denmark, Poland, Spain and France are ISO 9001 certified, demonstrating their dedication to delivering quality services and improving customer satisfaction



KAP: the KAP management system is built around a framework of 11 commitments, which meet the company's Sustainable Development commitments and the requirements of the ISO 9001 quality standard. Audits of all our French branches, conducted by the independent certification body EuraCRP, ensure that policies are consistently implemented in the field.



ISO 14 001: in Denmark all branches are ISO 14 001 certified, which attests to their commitment to reduce their environmental impact and adopt sustainable practices.



ISO 20 121: event rental entity, Loca Reception is ISO 20 121 certified, an international standard that confirms that it integrates Responsible Management principles into its event activities. This is a real guarantee of event rental entity, Loca Reception's commitment to its customers, suppliers and teammates.



Great Place to Work - Top Employers - Happy Candidates - Happy Trainees: certified Top Employers 12 years ago, Happy Candidates 5 ago and Happy Trainees 2 years ago, Kiloutou France won the Great Place to Work label in 2024,

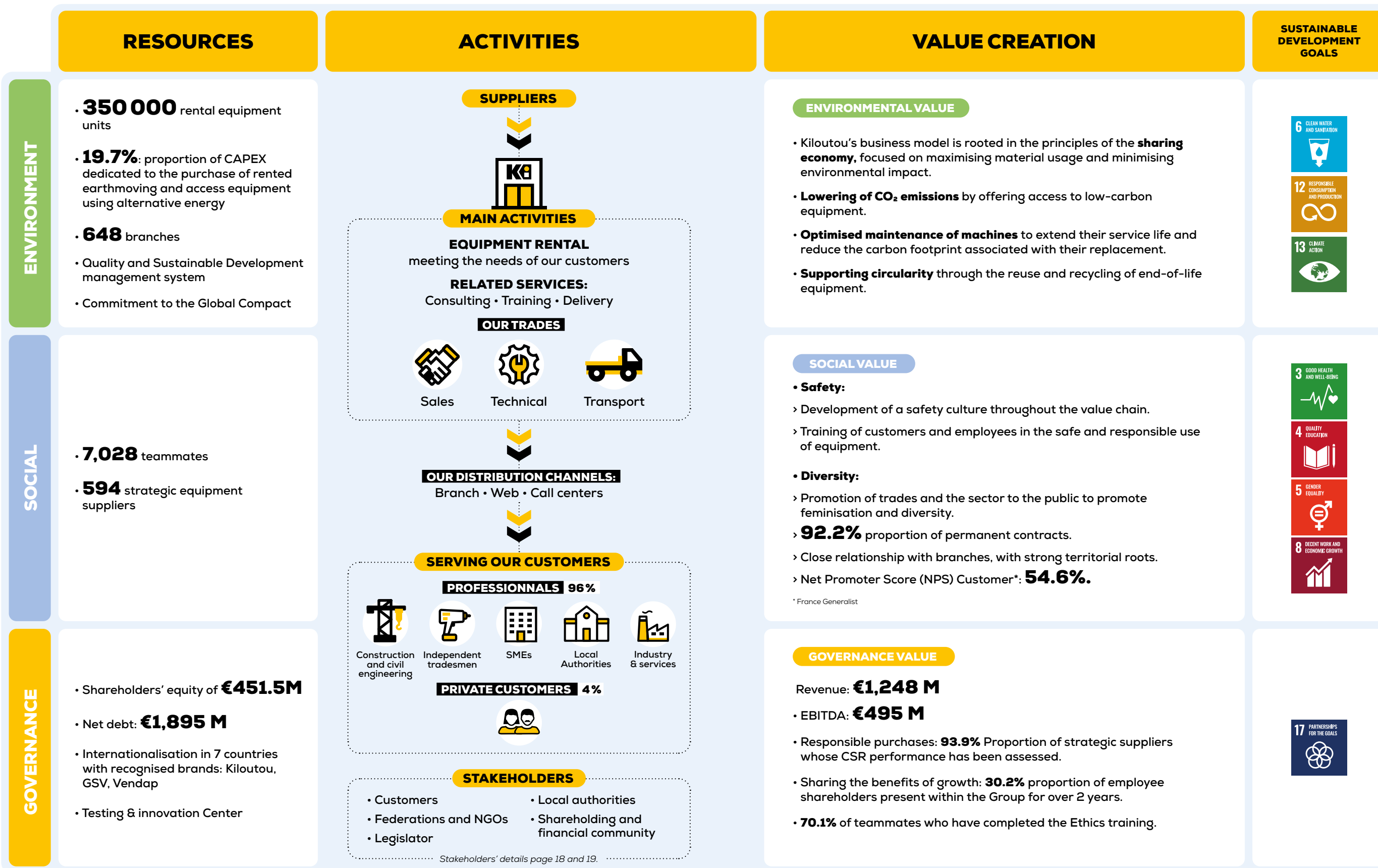


a certification that attests to its commitment to offering a quality work environment, promoting the well-being, trust and development of employees.

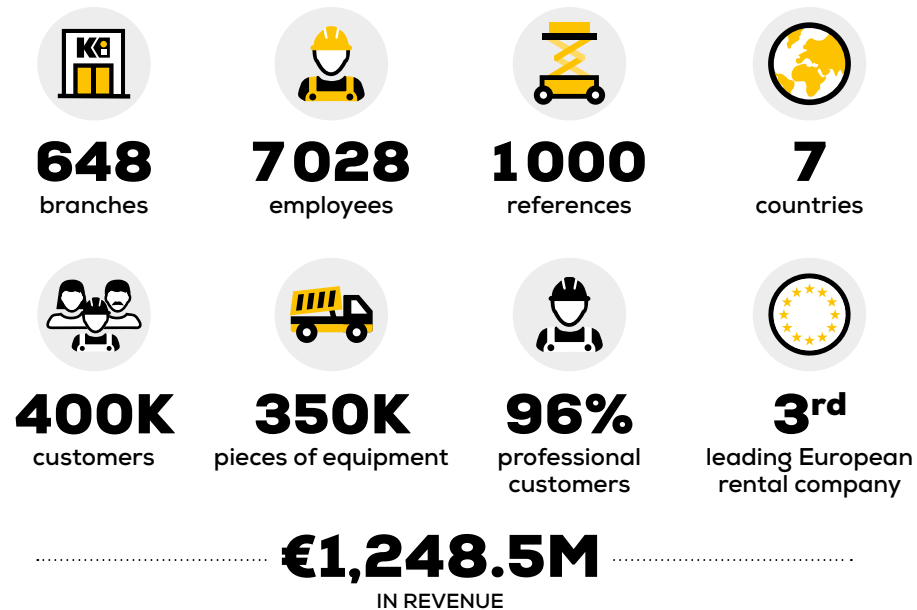


>> THE KILOUTOU MODEL

Kiloutou demonstrates that its business model is aligned with the principles of the circular economy, through a clear sustainability strategy. The commitments made, such as the deployment of sustainable equipment and logistical optimisation, reinforce its contribution to ecological transition.



THE KILOUTOU SPHERE



VENDAP

Present since
2022
€74.5M in turnover
26 branches
516 teammates

PORTUGAL

Present since
2015
€41.1M in turnover
62 branches
311 teammates

SPAIN

Specialties

KILOUTOU
ENERGIE

KILOUTOU
MODULE

KILOUTOU
SIGNALISATION

loca
réception
GROUPE KILOUTOU

G S V

Present since
2022
€210.5M in turnover
19 branches
547 teammates

DENMARK

Present since
2016
€52M in turnover
18 branches
296 teammates

GERMANY

Present since
1980
€770.1M in turnover
461 branches
4,806 teammates

FRANCE

Present since
2013
€32.8M in turnover
39 branches
283 teammates

POLAND

Present since
2017
€67.5M in turnover
23 branches
269 teammates

ITALY

KEY MARKETS AND TARGET CUSTOMER GROUPS

Kiloutou meets the needs of a wide variety of customers with tailored solutions for the following markets:



By leveraging its strong local network, Kiloutou simplifies project management for its customers – wherever they are – by delivering practical, flexible, and widely accessible solutions and services.



MAJOR CATEGORIES OF PRODUCTS AND SERVICES

A complete equipment range to meet the needs of all construction sites

Because Kiloutou's mission is to enhance the performance of its customers' construction sites, the Group offers a comprehensive range of equipment tailored to all types of projects.

With over 1,000 product references and a fleet of 350,000 pieces of equipment, Kiloutou offers a broad and versatile range organised around **four core categories: earthmoving, access, utility vehicles, and tools.**



Expertise dedicated to specific needs

In addition, Kiloutou has developed four specialist fields to meet the requirements of specific markets:

- **Kiloutou Module:** a specialist in modular construction, offering tailored solutions ranging from simple site shelters to complex multi-storey living quarters.
- **Kiloutou Signage:** a complete range of road signalling devices, display equipment, ground marking and ground protection elements.
- **Kiloutou Energy:** a major player in temporary energy and pumping, guaranteeing reliable solutions on construction sites.
- **Event rental entity, Loca Réception:** know-how dedicated to the needs of receptive events, for facilities adapted to each project.

Thanks to this expertise, Kiloutou supports professionals with targeted and effective solutions.

A Service division for tailor-made solutions

Beyond the rental of equipment, Kiloutou offers a range of services dedicated to the specific needs of its customers. This division is based on several areas of expertise:

- **Kiloutou Global Service:** a network of ultra-specialised partners to meet all demand for off-catalogue equipment, in France and internationally.
- **Kiloutou Unikall:** a service dedicated to Large National Customers and Key Accounts, centralising all their rental requests and ensuring real-time management of the equipment range of all branches.
- **Kiloutou Customer Training:** a catalogue of regulatory and CACES® training offered since 2011 to strengthen safety and skills on site.
- **Kiloutou Sport & Event:** a centralised logistics network to support event organisers (communication agencies, local authorities, companies, etc.).

Thanks to these services, each project benefits from personalised support and optimised resource management.



STAND-OUT POSITIONING IN THE RENTAL MARKET

The construction equipment rental market is enjoying sustained growth, averaging 3% per year over the past decade. This dynamic is driven by several major trends:

1 | Transition to the usage-based economy

Companies are increasingly prioritising access to high-performance equipment without having to bear the costs associated with ownership:

- **Operational and financial flexibility:** rental is a means of adapting resources to the specific or seasonal needs of projects.
- **Staff shortages:** owning equipment implies a need for maintenance, an increasingly complex task with the scarcity of qualified profiles.
- **CAPEX constraints:** faced with budgetary constraints, leasing allows companies to carry out their projects while optimising their investments.
- **Environmental transition:** given the high cost of low-carbon equipment and related technological risks, leasing is becoming a preferred option.

2 | Digitalisation of processes

Digital transformation is significantly reshaping users' expectations:

- **Online reservations and orders:** a growing number of customers want to book their equipment via digital platforms. Kiloutou meets this demand by developing efficient online services.
- **Traceability and real-time tracking:** digital tools enable customers can to track deliveries, equipment availability and machine status.
- **Remote support:** specialised applications provide instant troubleshooting solutions and access to technical advice whenever needed.

3 | Regulatory pressure and green sites

Environmental standards push companies to opt for environmentally friendly equipment, which directly influences rental choices:

- **Low carbon equipment:** Kiloutou is upgrading its range with electrical and hybrid equipment, compliant with new regulations.
- **Waste reduction:** customers increasingly prefer well-maintained, durable equipment, an area where Kiloutou stands out thanks to the consistent upkeep of its rental fleet.

4 | Bespoke tools

Faced with the complexity of equipment, companies are looking for comprehensive solutions:

- **Training and advice:** Kiloutou offers training on the use of equipment as well as recommendations to optimise its use.
- **Package deals:** Kiloutou offers tailor-made solutions including delivery, installation and support, thereby facilitating site management.



In this context, Kiloutou has established itself as a leading rental provider in France and across Europe, driven by a strategy centred on sustainability, innovation, and close customer relationships.

THE GROUP'S STANDARDS AND EXPECTATIONS FOR ITS SUPPLIERS

Supplier relationships are fully integrated into Kiloutou's broader sustainable development strategy across the entire value chain. Whether it concerns safety, equipment performance, or adherence to environmental and social standards, the Group upholds a stringent and structured policy. This commitment is demonstrated through rigorous testing conducted at the Kiloutou Test Centre and reinforced by a Responsible Purchases policy, which evaluates suppliers regularly based on clearly defined CSR criteria.

The Test Center

Kiloutou attaches particular importance to the quality, safety and environmental impact of its equipment.

To ensure high standards in these areas, Kiloutou relies on the expertise of its dedicated testing facility, the Kiloutou Test Centre in Lesquin. Here, every piece of equipment undergoes rigorous testing to evaluate its performance, safety, and environmental compliance before being added to the rental offering.

All rented construction equipment is tested and approved according to strict specifications. This process is an essential step, widely appreciated by suppliers.



Responsible Purchases Policy with supplier

Since 2019, the Group has implemented a **Responsible Purchases Policy to formalise its expectations for strategic equipment suppliers**. These have accounted for 90% of the Group's equipment purchase expenditure over the past three years.

This policy seeks to identify supplier risks through comprehensive mapping of social, environmental, and ethical factors. To manage and mitigate these risks, Kiloutou requires each strategic supplier to:

- **sign an ethical charter and clauses on environmental, working conditions and human rights requirements;**
- **maintain transparency on equipment production sites;**
- **exercise full control over their supply chain.**
- **Evaluate their Sustainable Development management system through the EcoVadis assessment.**

- **An action plan is implemented for suppliers who fail to meet the Group's standards.**

To assess and structure these plans, Kiloutou uses the EcoVadis platform. This tool enables the Group to act with due diligence, maintain its management system, and enhance it as needed. EcoVadis evaluates the quality of a company's CSR (Corporate Social Responsibility) management system by examining its policies, practices, and outcomes. The assessment focuses on four key areas: environmental impact, social and human rights, ethics, and responsible purchases. Recognised for its reliability, EcoVadis is a valuable tool for measuring suppliers' CSR performance. **To support this initiative, all buyers receive training in responsible purchases and the management of action plans.**

93.9 %

proportion of strategic suppliers* whose CSR performance has been evaluated

96.3 %

proportion of strategic suppliers* having signed up to the Kiloutou ethics charter

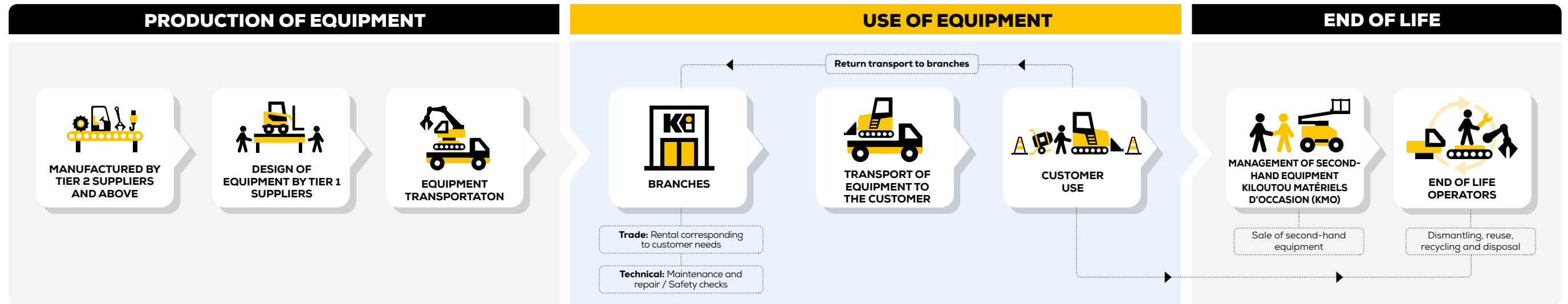
+10 points

increase in EcoVadis rating on Responsible Purchases

*Strategic suppliers: equipment suppliers that represent 90% of the Group's equipment purchase expenditure over the last three years. Assessment by EcoVadis.





THE VALUE CHAIN

The Group's value chain analysis enables it to incorporate all impacts and opportunities - upstream, during, and downstream of its activities - into its policies, while also considering the resources used and the stakeholders involved.



STAKEHOLDERS

STAKEHOLDERS	GROUP EXPECTATIONS AND RESPONSES	DIALOGUE METHODS
 TEAMMATES	<ul style="list-style-type: none"> Committing to environmental and social issues through concrete actions Guaranteeing health and safety of employees Developing skills and support internal development Ensuring optimum working conditions Fostering diversity and inclusion within the Group Encouraging social dialogue 	<ul style="list-style-type: none"> Annual reviews Individual conversations Seminars and days such as the Yellow event Onboarding and responsible recruitment Corporate social committee Internal communication materials Hackathon
 SUPPLIERS AND SUBCONTRACTORS	<ul style="list-style-type: none"> Adopting an anti-corruption approach Promoting responsible purchases with an evaluation via EcoVadis and compliance with an ethical charter Integrating ESG criteria into tenders to promote sustainable and responsible practices 	<ul style="list-style-type: none"> Supplier Webinars Sustainable Equipment meetings Calls for tenders and supplier meetings
 CUSTOMERS	<ul style="list-style-type: none"> Guaranteeing the health and safety of customers, by applying rigorous standards Ensuring the quality and reliability of equipment, through regular maintenance and demanding controls Delivering a seamless and efficient customer experience Proposing solutions to reduce the carbon footprint, by integrating sustainable equipment and practices Providing quality, responsive and responsive customer service Meeting ESG requirements, with EcoVadis and ESG assessments 	<ul style="list-style-type: none"> Calls for tenders and customer meetings Individualised sales reviews with carbon assessment Sustainable Equipment meetings NPS score Annual customer conference Collaborative workshops on sustainability, diversity, etc.

STAKEHOLDERS	GROUP EXPECTATIONS AND RESPONSES	DIALOGUE METHODS
 FEDERATIONS AND NGOS	<ul style="list-style-type: none"> Communicating the Group's progress on the UN Global Compact Actively contributing to the DLR and ERA federations, to change industry practices Participating in sustainable development networks, at local and national levels Co-hosting the Sustainable Material Stakeholders' Community, collaborating with stakeholders in the sector to develop sustainable initiatives 	<ul style="list-style-type: none"> Meetings General Assemblies Sustainable Equipment meetings
 SHAREHOLDING AND FINANCIAL COMMUNITY	<ul style="list-style-type: none"> Meeting shareholders' ESG requirements Meeting the expectations of financial partners 	<ul style="list-style-type: none"> Supervisory board General Assembly
 LEGISLATORS	<ul style="list-style-type: none"> Monitoring regulations in order to anticipate changes Complying with applicable regulations 	
 COMMUNITIES	<ul style="list-style-type: none"> Contributing to causes in line with the Group's values 	<ul style="list-style-type: none"> Volunteering days

THE CHALLENGES

COMBINING FINANCIAL AND NON-FINANCIAL PERFORMANCE

To develop a sustainability strategy that reflects the realities of its ecosystem, the Kiloutou Group places great importance on accurately identifying the issues that affect its business - and those its business impacts in return. This approach helps the Group set clear priorities and steer its action plan with consistency.

Kiloutou follows a structured methodology that includes analysing stakeholder expectations, studying industry trends, and assessing its own impacts. This ensures the relevance of its strategic decisions and strengthens its ability to meet increasing demands for sustainable performance.

Process for identifying sustainability issues

Kiloutou applies an approach to identify its current and potential issues related to sustainability. This is based on 3 steps:

STEP 1

A benchmark of current practices and trends among value chain stakeholders, based on an analysis of their ESG publications.

STEP 2

A literature review of ESG issues across relevant business sectors.

STEP 3

A series of interviews conducted with internal contributors representing Kiloutou's key functions and entities.

Sustainability experts then evaluated the relevance of the identified issues for both Kiloutou and its stakeholders, grouping them into major thematic areas.

Towards CSRD compliance

2024 was instrumental in identifying the Group's sustainability challenges.

2025 will be a strategic milestone for Kiloutou, focused on explaining and quantifying the company's material impacts, risks, and opportunities - and how they are addressed within the organisation. This step will support alignment with the requirements of the Corporate Sustainability Reporting Directive (CSRD) and reinforce Kiloutou's commitment to sustainability.



ANALYSIS OF PRIORITY ISSUES

After consulting with its stakeholders, Kiloutou has begun identifying its key non-financial priority issues. Based on this analysis, and to structure its approach around the impacts of its activities, the following issues have emerged as priorities for the Group.

ENVIRONMENT		
E1	CLIMATE	Reduce and prevent greenhouse gas emissions by encouraging the use of alternative rental and operational equipment, while optimising overall energy consumption. Anticipate and adapt to the impacts of climate change on the Group's branches and operations.
E5	CIRCULAR ECONOMY	Monitor and assess the value chain across all stages—procurement, production, usage, and end-of-life of equipment. Promote and develop the usage-based economy.
SOCIAL		
S1/S2/S3	HEALTH & SAFETY	Ensure the health and safety of women and men who manufacture, rent and use equipment by implementing prevention, information and training actions.
S1	TEAMMATES	Ensure favourable working conditions for teammates to remain in employment. Check that there is no direct or indirect discrimination on grounds of gender, origin, disability and foster employability.
S2	WORKING CONDITIONS AND RESPECT FOR HUMAN RIGHTS IN THE VALUE CHAIN	Check that the working conditions are respected for employees in the value chain.
GOVERNANCE		
G1	CORPORATE CULTURE	Promote a set of common behaviours, a DNA conveyed and shared by all stakeholders in the value chain.
G1	BUSINESS ETHICS	Continue to strengthen the Group's business ethics, in particular by maintaining and developing strong vigilance on these subjects (corruption, anti-competitive practices, etc.) in all entities.
G1	DATA PROTECTION	Protect personal data and safeguard the interests of customers, teammates, suppliers and service providers with the establishment of a strict governance framework, intended to strengthen their protection and responsible use.



ENVIRONMENT

28

E1 • CLIMATE

38

E5 • CIRCULAR
ECONOMY

SHARING RESOURCES AND THE PLANET





SHARING RESOURCES AND THE PLANET

In 2024, Kiloutou deepened its commitment to environmental transition by proactively addressing climate and energy challenges within its circular economy model.

This commitment, fully embedded in the Group's overall strategy, is reflected in a structured and detailed action plan tailored to each identified priority issue. The implementation of these roadmaps is guided by the ESG Committee which plays a central role in steering the Group's environmental initiatives.

As part of its low-carbon journey, Kiloutou continues to advance efforts to reduce both its direct and indirect environmental impacts.

A key focus is the reduction of direct CO₂ emissions from transport and branch operations. This includes the adoption of cleaner vehicles, optimisation of its fleet, and the installation of appropriate charging infrastructure. At the same time, Kiloutou is taking steps to optimise the management of its branches, focusing in particular on improving the energy efficiency of its buildings and promoting responsible energy consumption. This commitment is supported by the active involvement of its employees. To foster long-term sustainable practices, Kiloutou has introduced awareness programs designed to instil environmentally responsible behaviour.

In terms of indirect emissions, the Group

offers innovative solutions to help reduce the environmental impact of equipment use.

Its iPAKT range addresses the growing demand for more eco-friendly rental equipment. Featuring high-performance electric, retrofitted, and hybrid machinery, Kiloutou continues to expand this range in anticipation of evolving regulatory requirements. The development of the iPAKT range also considers the broader logistics of construction sites. As such, the Group includes charging and energy supply solutions within this range and actively encourages customers to adopt this type of equipment

As part of its commitment to decarbonising the sector, Kiloutou embraces a collaborative approach that engages its entire ecosystem. As a founding member of the Community of Sustainable Equipment Players (CAMD), the Group plays an active role in shaping a forward-looking industry by promoting solutions tailored to today's climate challenges.

These initiatives underscore Kiloutou's determination to address climate issues while reinforcing its shared economy model through collective engagement.

In 2024, Kiloutou launched Fil Vert (Green Wire), a year-long internal awareness campaign built around four key pillars: energy, mobility, water, and waste. Each pillar is supported by key data, a concrete action plan, and a set of eco-friendly practices.



Our carbon trajectory reflects a firm commitment to reducing its environmental impact. While regulations on sustainable construction materials are still pending, we are proactively moving forward. In terms of direct emissions, we believe that beyond improving the energy performance of our branches and optimising our vehicle fleet, it is the mobilisation of our teams that will be key to achieving our ambitious climate goals.



Audrey MICLARD
Sustainable
Development Director

KEY EVENTS 2024



FRANCE

6th Sustainable Equipment meetings

On 24 September 2024, stakeholders in the construction equipment sector met at the 6th Sustainable Equipment Meetings, the event organised by the Community of Sustainable Equipment Actors (CAMD) dedicated to accelerating the transition of construction equipment. At this event, the 10 member companies of the CAMD presented the work carried out within the 5 working groups launched since the constitution of the association in April 2024. This first edition since the creation of the association illustrates the effectiveness of a structured collaboration, driven by common ambitions to sustainably transform the sector.

The themes of the 5 working groups:

- deployment of the CSRD,
- coordination of decarbonisation trajectories and levers,
- energy supply on construction sites,
- study of the ecological profitability of retrofitting on a telescopic trolley,
- Total Cost of Ownership (TCO) study.



FRANCE

Creation of the Community of Sustainable Equipment Players

Ten major players in the construction industry, including Manitou Group, Kiloutou and Bouygues Construction, founded the Community of Sustainable Equipment Players (CAMD) in April 2024. This association brings together manufacturers, rental companies, and construction companies to accelerate the environmental transformation of the construction equipment sector.

With collegial governance led by Olivier Colleau, Chief Executive Officer of Kiloutou, the CAMD steers through cross-functional projects that address technological and regulatory challenges, relying on a collective approach and the pooling of resources.



DENMARK

GSV wins an award for its sustainable technology!

In 2024, GSV received the award for "Best Sustainability Technology" at the AEC Hackathon Bloxhub in the field of digitalisation.

This award recognises the CO2 dashboard, an innovative tool that allows customers to track and measure their carbon footprint. The dashboard also helps identify opportunities to reduce emissions by highlighting underutilised equipment that could be replaced with electric or battery-powered alternatives.

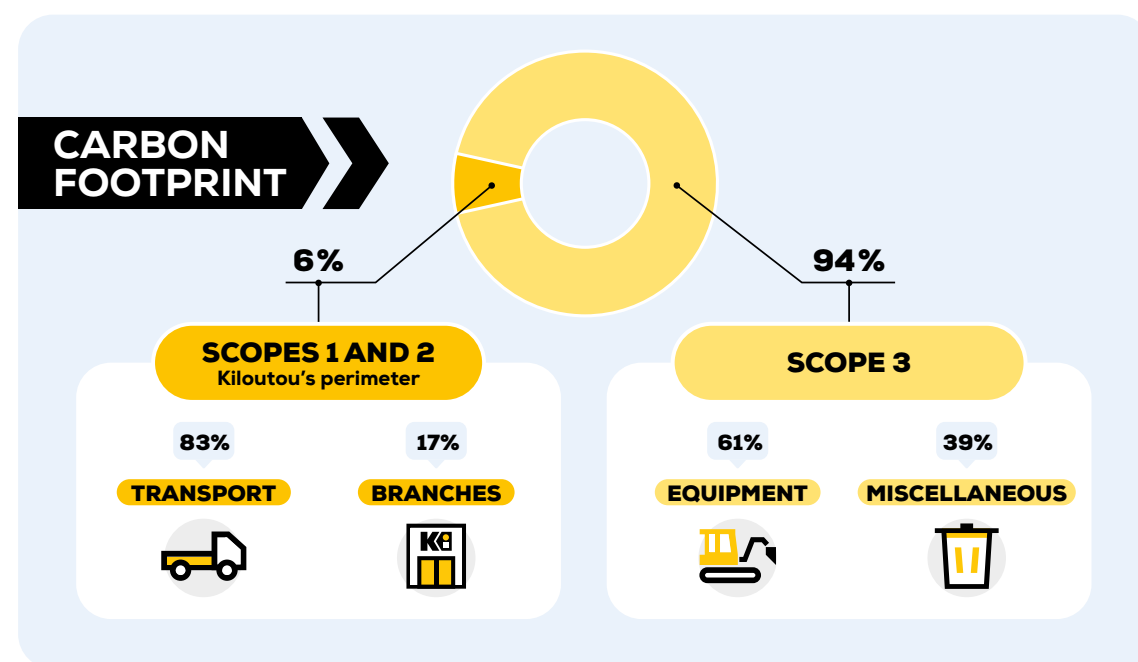
E1 CLIMATE

THE KILOUTOU GROUP'S CLIMATE POLICY

Kiloutou is present in 7 countries with nearly 648 branches. The Group's main activities focus on the rental of construction and tooling equipment and the transport of equipment to construction sites. The Kiloutou group is part of the value chain of the construction sector, which is responsible for about 20% of global greenhouse gas emissions.

As part of this commitment, the Group conducts an annual carbon footprint assessment.

The breakdown of its CO₂ emissions is as follows:



The activities of Kiloutou and its value chain can contribute to and suffer the consequences of climate change. Based on these identified impacts, the main issues are:



CLIMATE CHANGE MITIGATION

The manufacture, use of equipment and purchases necessary for the activity have a negative impact contributing to climate change. Reducing greenhouse gas emissions involves the entire value chain, from suppliers to customers, and is a priority issue.



ENERGY

The manufacture and use of rental equipment is energy-intensive, making the activity dependent on various energy sources (non-road diesel, electricity, gas, etc.).

Branches also consume electricity, in particular for the operation of sites, heating, lighting and, above all, the use of vehicles from the internal fleet. The challenge is therefore to reduce fossil energy consumption.



ADAPTING TO CLIMATE CHANGE

Branches and customer sites are exposed to climatic hazards (heat, cold, floods).

Equipment ranges are constantly evaluated to align with customer challenges (flooding, decarbonisation trajectory, renovation, etc.).

Vehicle fleets are evolving to adapt to new regulatory constraints (low-emission zones, LOM Act, etc.).

GENERAL OBJECTIVES

The Kiloutou Group's Sustainable Development strategy is focused on minimising the environmental impact of its operations. For several years, the Group has implemented a proactive environmental policy, with a strong emphasis on reducing greenhouse gas emissions and overall environmental footprint. Kiloutou is firmly committed to measuring its impacts and taking concrete action to reduce them effectively.



THE ROAD MAP

CLIMATE CHANGE MITIGATION

REDUCTION OF DIRECT EMISSIONS:

- » **Transport:** transform the fleet of vehicles (Electric, hybrid, biofuel, etc.), optimise the delivery of equipment, adopt eco-driving practices and deploy electric charging stations.
- » **Buildings:** renovate branches, implement less energy-intensive technology, and roll out an awareness campaign related to the optimisation of energy consumption and the implementation of monitoring systems.

REDUCTION OF INDIRECT EMISSIONS:

- » Develop the iMPAKT range for innovative and efficient construction sites.
- » Develop a range of services and advice related to energy and site performance.

Reduce by 42%

direct greenhouse gas emissions by 2030 (versus 2023)

ENERGY

ENERGY EFFICIENCY:

- » Continue the deployment of an energy consumption monitoring platform in France and internationally.
- » Carry out layout work to focus on LED lighting, electric heaters, building insulation, etc.
- » Ensure compliance with Ecowatt and Ecogaz charters in France.

DEPLOYMENT OF RENEWABLE ENERGY:

- » Certify the use of renewable energy produced by Guarantee of Origin contracts in France, Denmark, Poland and Portugal.
- » Continue the deployment of photovoltaic panels to generate renewable energy on site and increase the number of sites equipped.

Reduce by 25%

indirect greenhouse gas emissions by 2030 (versus 2023)

ADAPTING TO CLIMATE CHANGE

- » Perform a diagnosis of physical and transition risks and opportunities.
- » Assess risks through mapping and adjust the action plan.
- » Prepare the adaptation strategy for the sites and rental equipment.

AFFECTED STAKEHOLDERS



Investors



Suppliers



Teammates



Customers



Legislators

CLIMATE CHANGE MITIGATION

Kiloutou is gearing up its low-carbon transition with the iMPAKT range

In response to the climate emergency, Kiloutou is actively driving the low-carbon transition by developing solutions that reduce the environmental impact of construction sites. Through its iMPAKT range, the Group offers alternative energy equipment - electric and hybrid - while supporting customers in their adoption. In 2024, this commitment gained momentum with impactful initiatives launched in France, Denmark, and Germany, all aimed at transforming the construction sector towards more sustainable practices.



FRANCE

Innovating with Retrofit Telescopic Trolley

Driven by a shared commitment to decarbonising the sector, Kiloutou and the Manitou Group have achieved a world first: the successful retrofit of a telescopic handler. The success of this project is based on the close collaboration and combined expertise of both partners:

- Manitou Group, through its R&D and Services & Solutions teams, designed an electrification kit that adapts to the telescopic handler.
- Kiloutou, leveraging the know-how of its Test Centre and Purchases Department, validated the performance and safety of the retrofitted machine.

Now integrated into the iMPAKT range, this equipment is checked directly on construction sites. These real-life trials assess its performance in terms of autonomy, operational efficiency, charging time, safety, and overall user experience.

WHAT IS RETROFIT?

Retrofit involves replacing the internal combustion engine of a machine with a lower-emission alternative - in this case, an electric one. This process supports a broader ecological and circular economy strategy by optimising resource use. Over its full life cycle, a retrofitted machine emits 40% less CO₂ than its thermal counterpart.

FRANCE DENMARK

Simplifying the charging of electrical equipment

Supplying energy to construction sites is a significant source of greenhouse gas emissions. To help reduce this impact, Kiloutou has introduced more energy-efficient solutions as part of its iMPAKT range.

Kiloutou Energy - the Group's specialist in temporary energy equipment rental - brings its expertise to the iMPAKT range by providing alternatives to traditional generators powered by non-road diesel. These low CO₂ emission solutions integrate and expand the iMPAKT range with the following:

- Battery packs,
- Hybrid generators,
- Generator coupling systems,
- Use of HVO (hydro-treated vegetable oil).

In collaboration with Hybrid Generator ApS, Kiloutou subsidiary GSV now offers compact, trailer-mounted hybrid generators. These units combine a generator, an advanced battery system, and solar panels. Both the generator and solar cells charge the battery, which then powers site equipment. This technology can reduce fuel consumption by 80-85%.

By integrating these innovative systems, Kiloutou is actively reducing greenhouse gas emissions associated with its equipment use and supporting its customers in transitioning to electric solutions within the iMPAKT range.

FRANCE

Deploying the rental of 100% electric tipper lorries

Tipper lorries are among the most highest greenhouse gas emitters in Kiloutou's fleet. In response to this challenge, Kiloutou now offers 60 fully electric tipper lorries for rent, significantly reducing both the Group's indirect emissions and the carbon footprint of its customers.

These electric vehicles provide a powerful alternative to diesel models, delivering up to a 94% reduction in CO₂ emissions. With a range of 250 kilometres and rapid charging capabilities - just 30 minutes - they are perfectly suited to the demands of today's construction sites.

Beyond their environmental benefits, they operate quietly and are fully authorised for use in Low Emission Zones, offering greater flexibility and compliance.

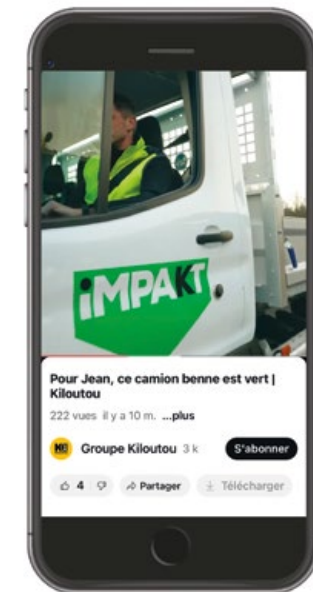
DENMARK GERMANY

Developing the iMPAKT range internationally

Kiloutou is now extending the iMPAKT range beyond France, introducing it to Danish and German construction sites that prioritise environmental responsibility.

As Denmark's leading equipment rental company, GSV is integrating the iMPAKT range into its offering to help reduce CO₂ emissions across Danish construction sites.

Equipped with cutting-edge technology, this electric and hybrid equipment significantly lowers both CO₂ emissions and particulate pollution, without compromising on performance.



Discover the electric tipper lorry in pictures

To facilitate adoption, GSV has also invested in mobile, flexible charging solutions. These systems allow equipment to be recharged overnight or during breaks, removing a major barrier to the widespread use of electric machinery on construction sites.

« It's not 'just' a machine that makes the difference, it's the overall organisation of the construction site. Our duty is to advise our customers to find the best solution, tailored to the specific needs of their project. »

Peter Fritzboeger
Sales Director at GSV

Kiloutou is also launching its iMPAKT range in Germany. This range includes hybrid and electric equipment for access and tooling. Beyond providing equipment, Kiloutou Germany places strong emphasis on guidance and support at construction sites. Dedicated and specially trained teammates assist customers in mastering the use of the equipment, ensuring a seamless shift toward more sustainable practices.

Through the iMPAKT range, the Group not only reduces the environmental impact of its equipment but also drives meaningful transformation on construction sites while actively supporting customers throughout their transition.



DENMARK FRANCE

Showcasing the iPAKT range

In 2024, Kiloutou spotlighted its iPAKT range, focused on low-carbon alternatives.

In Greve, Denmark, GSV launched iPAKT City, a dedicated showroom designed to welcome customers and equipment manufacturers, offering expert advice on sustainable solutions for greener construction sites. This exchange and expertise hub features electric and battery-powered machinery – such as excavators, loaders, and tools – alongside smart, connected site modules and digital solutions that leverage data to accelerate the decarbonisation of construction projects.

In France, Kiloutou took part in the Enedis Innovation Forum in Marly, an event gathering over 1,500 employees from the electricity grid operator. Some fifteen teammates from the North region and Kiloutou Energie (energy supply and pumping) showcased the iPAKT range, demonstrating that fully low-carbon construction sites are already within reach.

These efforts highlight Kiloutou's dedication to supporting its partners in their environmental transition while promoting the alternative solutions offered by the iPAKT range.

THE iPAKT RANGE IN FIGURES

19.7%
proportion of CAPEX dedicated to the purchase of rented earthmoving and access equipment using alternative energy

- 94%
of CO₂ emissions with electric or thermal tipper lorries

Up to
- 85%
of fuel consumption rate hybrid generators

CLIMATE CHANGE MITIGATION

Decarbonised and efficient construction sites powered by ICT

With smart boxes integrated into equipment, ICT (information and communication technology) has transformed how equipment is managed. By collecting detailed usage data, it enables precise analysis of actual needs. Balancing economic efficiency with environmental responsibility, this solution plays a key role in combating climate change.

GROUP

Better managing equipment and optimise rental

Integrated into certain equipment, ICT enables efficient management and continuous improvement of service quality.

Its application varies by country. In some regions, it primarily serves as an internal management tool, while in France and Denmark, it also provides valuable services to customers. The data collected by ICT make it possible to:

- **optimise internal management and monitoring:** geolocation helps drivers easily retrieve machines from construction sites. Tracking usage hours enables proactive maintenance, reducing breakdowns and ensuring maximum fleet availability;
- **tailor services to customer needs:** by measuring the idling time of thermal equipment – when machines are powered on but not in use – Kiloutou can recommend electric alternatives when appropriate. In France and Denmark, this analysis is a means of optimising rental: if a machine remains unused for several days, customers can be offered temporary rental suspension to save costs;



- **precisely measure emissions:** leveraging usage data, Kiloutou provides an accurate carbon assessment of each rental, measuring consumption tied to equipment use.

Beyond improving internal operations, ICT also allows Kiloutou to accurately quantify the carbon impact associated with the use of its rented equipment.

CLIMATE CHANGE MITIGATION

Anticipating and decarbonising: towards a sustainable fleet

Kiloutou is driving the transition to more sustainable mobility in France, Spain, and Poland, often staying ahead of regulatory requirements. This is a key challenge for the Group, as transportation accounts for 84% of its direct emissions.



FRANCE POLAND SPAIN

Kiloutou exceeds requirements for clean mobility

In France, the Loi d'Orientation des Mobilités (LOM – Mobility Orientation Act), adopted in 2019, mandates that companies with more than 100 light vehicles accelerate the shift toward cleaner mobility. Targets with regular deadlines have been set. Kiloutou goes beyond these obligations by implementing a proactive decarbonisation policy. In 2024, 760 service vehicles – representing 27% of fleet renewals – were replaced with electric models. This result exceeds the 20% imposed by law for 2024. Thanks to this renewal effort, over half of Kiloutou France's operating fleet now runs on alternative energy.

To support this transition, training and awareness programs have been launched to ensure crew members adopt new vehicles smoothly and effectively.

In Poland, Kiloutou is focused on optimising its fleet and gradually integrating lower-emission vehicles. Currently, 45% of the fleet consists of hybrid or LPG (Liquefied Petroleum Gas) engines

In Spain, Kiloutou is steadily renewing its fleet with a preference for hybrid vehicles. Each new acquisition is selected from models that reduce emissions. This transition is set to continue over the next few years.

By proactively greening its fleet and reducing its carbon footprint, Kiloutou demonstrates a strong commitment to sustainable mobility.



Raising collective awareness and engagement

Kiloutou also reinforces this commitment by actively involving employees in shared environmental initiatives. Programs such as the Climate Fresco and the Mobility Green Wire raise awareness among teammates about climate issues and responsible practices, encouraging everyone to contribute to climate change mitigation.



GROUP

Kiloutou deploys the Climate Fresco

In 2023, Kiloutou's French and regional Management Committees participated in the Climate Fresco workshop. This initiative expanded in 2024 to include Support Services and Specialities Departments, providing all employees with the opportunity of understanding the causes and impacts of global warming and reflecting on their role in addressing it. In Germany and Denmark, the respective Management Committees have also been engaged in raising climate awareness.

FRANCE

The «Mobility» Green Wire to make teammates aware of a smoother ride

As part of the Green Wire initiative (see page 25), the «Mobility» pillar addresses a critical challenge – mobility accounts for 84% of Kiloutou's direct emissions according to its Carbon Assessment.

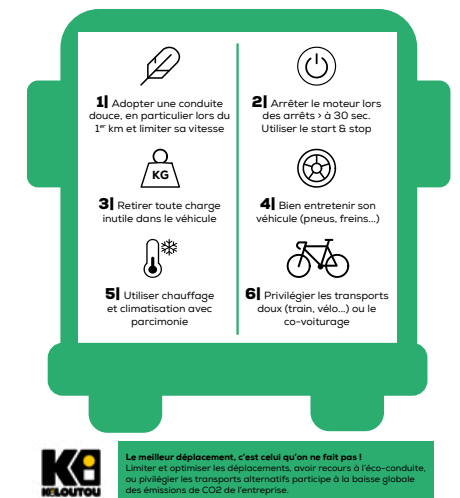
Greener mobility action plan:

- promote eco-driving habits among all teammates through awareness campaigns;
- prioritise greener vehicle models when placing new vehicle orders, wherever feasible;
- support teammates in their transition to more sustainable vehicles by emphasising health and environmental benefits;
- ease the switch to low-emission vehicles by providing access to maps of nearby charging stations and LPG (liquefied petroleum gas) fuelling points.

EKOGESTES

#mobilité

EN ROUTE. MAIS MOLLO SIMONE!



AWARENESS AND MOBILITY IN FIGURES



79.11 %

Proportion of total workforce receiving environmental training



84 %

of Kiloutou's direct emissions are related to transport



27 %

renewal of the fleet in electric operating vehicles in France

ENERGY

Innovation and awareness: Kiloutou optimises its energy consumption

Kiloutou adopts solutions to limit its energy consumption and that of its customers by integrating renewable energies, optimising energy efficiency and raising awareness among its teams. The Group pursues its objective of minimising its impact while controlling its costs.

FRANCE

Green Wire: stopping energy waste

As part of the Green Wire operation, pillar tackles a dual challenge: reducing environmental impact while controlling costs..

The Tertiary Decree is a French regulation requiring buildings over 1,000 m² used for tertiary activities to cut their energy consumption by at least 40% by 2030.

In this context, Kiloutou took several steps in 2023 to identify opportunities for improvement. In June 2023, 1,254 instances of night-time energy waste were detected across 390 sites. Most of this energy waste comes from equipment left running overnight, such as heating or air conditioning systems.

In 2023, an experiment at the Roissy site installing heating regulation timers led to a 44% reduction in electricity consumption.

Building on these results, Kiloutou is fully aware of the potential for improvement in 2024 to meet regulatory requirements and sustainably lower energy use. The Group is deploying a targeted action plan that includes:

- ongoing team awareness campaigns promoting eco-friendly habits;
- sharing of best practices and results;
- renovation of energy-consuming branches (insulation, LED lighting, clocks, etc.);
- training managers to use the Deepki tool for real-time monitoring.

DENMARK ITALY POLAND

Energy optimisation of international branches

Kiloutou is strengthening its commitment to energy transition with the installation of solar panels and by improving the energy efficiency of its buildings.

The Greve site in Denmark has become a model for Kiloutou in terms of renewable energy integration. Since the installation of 1,633 m² of solar panels, which now cover approximately 22.8% of the site's total electricity consumption. This initial assessment after six months of operation demonstrated a significant reduction in reliance on the electricity grid. Building on this momentum, 11 additional Danish sites are planned to be equipped with solar panels by 2025.

In Italy, Kiloutou installed 20 kW photovoltaic panels in Modena, with similar installations soon planned in Codroipo. These systems include energy storage solutions to provide a stable, continuous power supply. Additionally, to enhance building energy efficiency, thermal films were applied to offices and workshops in Olmi, helping to reduce the consumption related to air conditioning.

Kiloutou has also integrated photovoltaic panels into its brand new branch in Bielsko Biala, Poland, which opened in 2024.



FRANCE DENMARK

Autonomous and eco-friendly modular spaces

In France and Denmark, Kiloutou is introducing innovative modular spaces for construction sites that offer greater energy efficiency. These stand-alone modules mark a significant step toward more sustainable construction sites while ensuring comfortable working conditions for operators.

Kiloutou Module, the Group's specialist in modular construction, presents the Colibri module - a basic yet comfortable and autonomous unit. Equipped with solar panels that provide between 28% and 35% of its annual energy needs, along with a rainwater harvesting system for sanitary facilities, the Colibri module supports sustainable site operations.

Its autonomy also simplifies installation. Requiring no connection to electricity or water mains, it can be easily deployed on remote sites, reducing logistical costs.

In Denmark, GSV offers a next-generation life base as part of its iMPAKT range. This model features enhanced insulation and an intelligent home automation system that monitors and controls electricity consumption. This advanced technology enables more precise resource management, helping to lower energy use on construction sites.



ADAPTING TO CLIMATE CHANGE

Responsible water management to address climate challenges

Drought, restrictions and rising costs demand responsible and controlled water management. In France, Poland and Spain, Kiloutou has already put in place actions to sustainably manage this resource.

POLAND SPAIN

Water-efficient washing systems

Kiloutou has installed closed-loop washing systems in four branches in Poland: Płock, Wesola, Bielsko-Biala and Bialystok. The Wash Racks developed by Generac are specifically designed for cleaning construction equipment. They minimise water consumption while recycling up to 98% of the water used. Equipped with a filtration system that separates and captures oils, hydrocarbons, and solids, these systems help protect the environment by preventing soil and drainage contamination. The filtered waste is then properly disposed of or recycled.

Additionally, in Spain, Kiloutou has implemented rainwater recovery systems at some of its washing stations.

FRANCE

Green Water Wire: cause and effect

In 2023, Kiloutou's branches in France consumed 106,422 m³ of drinking water. In response to this figure and the growing frequency of water restrictions, Kiloutou has launched initiatives to reduce water usage across its branches, focusing on two key approaches:

- raising teammates' awareness of everyday eco-friendly habits;
- implementing a more economical and non-systematic washing process for equipment.

These measures are designed to promote sustainable practices, curb unnecessary water use, and encourage adaptive behaviours within the branches

ENERGY
MANAGEMENT
IN FIGURES



205,164 MWh
total energy consumption
within the organisation



81.2%
proportion of
renewable electricity

E5 CIRCULAR ECONOMY

THE ISSUE OF THE CIRCULAR ECONOMY FOR THE KILOUTOU GROUP

Kiloutou's business model is based on the principles of the circular economy.

By prioritising rental over ownership, this approach limits the need for new equipment production, optimises transportation, implements preventive maintenance, and ensures responsible end-of-life management.

Because **Kiloutou is a company committed to the sharing economy**, it represents a real asset to address current environmental challenges

INDEED, RENTING AND SHARING MEANS:

- » **REDUCING THE CARBON FOOTPRINT** of equipment from 30% to 50%.
- » **FIGHTING GLOBAL WARMING** by optimising inventories, deliveries and machine maintenance.
- » **DEVELOPING THE CIRCULAR ECONOMY** while ensuring better end-of-life management of equipment.

(Source: Era study 2019 - conducted by SGS/CE Delft)

The Group's operations impact the environment primarily through the use of raw materials - such as metals and rare earth elements - and the consumption of energy and other inputs necessary for equipment manufacturing. Environmental impacts also arise from the various types of waste generated during operations and from the products themselves, which require careful end-of-life management.

Based on these identified impacts, the main challenges are:



INCOMING RESOURCES, INCLUDING USE OF RESOURCES

The scarcity of resources impacts the development of new alternative ranges, and vice versa.

Decarbonisation solutions, such as biofuel, will be in increasing demand. This demand must be anticipated and strictly monitored.



POSITIVE AND NEGATIVE OUTGOING RESOURCES RELATED TO PRODUCTS AND SERVICES

Kiloutou's rental-based model helps extend equipment lifespans by enabling shared use, which reduces the need for new production.

Managing the end-of-life phase of equipment is crucial to minimising environmental impact and promoting responsible value chain practices.

However, some waste generated by the business currently lacks effective recycling or recovery solutions within the existing industrial ecosystem.

GENERAL OBJECTIVES

- » Kiloutou actively monitors and assesses its value chain across procurement, production, usage, and end-of-life management of equipment and accessories.

The Group supports and fosters the sharing economy by promoting rental services and collaborating closely with professional federations.

Moreover, Kiloutou aims to align and accelerate industry-wide efforts to encourage the adoption of sustainable equipment.



THE ROAD MAP

INCOMING RESOURCES, INCLUDING THE USE OF RESOURCES

- » Define and lead a Responsible Purchases policy.
- » Involve strategic suppliers in this policy by encouraging them to sign an ethics charter and contracts containing clauses on environmental, labour and human rights requirements, and to evaluate their ESG actions via EcoVadis.

100%
of strategic suppliers*
committed to signing the
ethics charter
in 2025

POSITIVE AND NEGATIVE OUTGOING RESOURCES LINKED TO PRODUCTS AND SERVICES

- » Develop partnerships for recycling and extending the life of lithium batteries.
- » Collaborate with partners to assess the relevance of retrofitting earthmoving equipment.
- » Optimise equipment maintenance in order to extend the equipment holding period.

100%
of strategic suppliers*
assessed on their ESG
management system
in 2025

*Equipment suppliers that represent 90% of the Group's equipment purchase expenditure (countries and specialities).

AFFECTED STAKEHOLDERS



Investors



Suppliers



Teammates



Customers



Legislators

OUTGOING RESOURCES RELATED TO PRODUCTS AND SERVICES

Optimise end-of-life of equipment

Sustainability and responsible resource management are becoming major issues. To deal with them, the Group is implementing actions to optimise the end-of-life of its equipment, while satisfying market expectations.

GROUP

Giving equipment a second life: the success of KMO

Kiloutou used equipment entity, Kiloutou Matériel d'Occasion (KMO) achieved a record milestone, selling nearly 11,000 pieces of equipment for a second life.

This strong performance highlights the success of the KMO model and its positive contribution to extending equipment lifespan.

KMO's approach is built on a rigorous process of refurbishing end-of-cycle equipment and organising private sales for professional buyers and brokers.

In France: the fleet's equipment is centralised at the Noyelles-Godault site, where it is reviewed and tested before being put on sale.

Internationally: each country carries out a local assessment of the equipment intended for sale which is then published online by the Noyelles-Godault team. Buyers—mainly based in France, Belgium, and Poland—can order and collect the equipment directly from the relevant country.

By reintroducing used equipment into the market, Kiloutou is further strengthening the circularity of its business model.

WASTE

Sort, recycle, repurpose

Kiloutou promotes awareness and a collective dynamic to reduce, sort and recover its physical or digital waste.

FRANCE

Waste Green Wire: it's not rocket science!

As part of the Green Wire operation (see page 25), the focus on waste sorting represents several objectives for Kiloutou: promoting the recovery, reuse and recycling of waste to reduce landfill or incineration, minimising waste generation at the source, protecting human health by limiting the impact of toxic waste.

Each Kiloutou branch is encouraged to reduce its production and the impact of its waste. To support this, Kiloutou has implemented various actions:

- raising awareness among all teammates about eco-friendly waste management habits;
- supporting and strengthening the implementation of waste sorting across all branches;
- ensuring compliance with waste management regulations;
- promoting digital decluttering to reduce the company's digital footprint.

THE CIRCULAR ECONOMY IN FIGURES



11,000 pieces of equipment sold for a second life



98% of waste electrical and electronic equipment (WEEE) from Kiloutou France have been recycled



12.7 tonnes of waste collected via World Cleanup Day

FRANCE

New record in Waste Electrical and Electronic Equipment (WEEE) recycling

In 2024, 98% of Kiloutou France's waste electrical and electronic equipment (WEEE) was recycled, marking a new record after 91% in 2023 and 33% in 2019. The goal is to reach 100% by 2025!

This progress is driven by the support of Sustainable Development ambassadors, who engage and raise awareness among all teammates about the importance of recycling.

Also, a solidarity initiative encourages teammates at the Kiloutou headquarters to log their personal WEEE. The collected waste weight is then converted into donations for the Telethon. In 2024, this collection recovered 2.9 tonnes of waste, 1.3 tonnes more than the previous year, resulting in a donation of €730.



GROUP

Collectively reducing digital and physical waste

For Kiloutou, reducing waste, whether digital or physical, is a priority. In 2023, the company's digital footprint represented 14.23 tonnes of CO₂, or more than 14 round trip flights from Paris to New York.

During the first Digital Cleanup Day, 575 teammates joined the effort to declutter digital data and recycle obsolete equipment. As a result, 1.2 TB of data was deleted (or 1% of Kiloutou's total data). This marks a significant first step in raising awareness about digital waste. Encouraged by these results, Kiloutou aims to engage even more teammates in future editions.

As a continuation of this commitment, Kiloutou also reaffirms its fight against physical waste through participation in World Cleanup Day.



This initiative involves millions of people around the world every year to collect waste polluting the environment and raise awareness about responsible waste management. As a long-standing partner of World Cleanup Day, Kiloutou is proud to contribute to this global day of cleaning up the planet, by massively involving its teams, in France and internationally.

In 2024, the Group's involvement took on a new dimension with:

- 6 participating countries,
- 1,662 teammates involved,
- 290 cleanup sessions,
- 12.7 tonnes of waste collected, including 94,800 cigarette butts.

Through this initiative, each employee becomes more aware of the environmental impact of the construction sector - one of the primary contributors to illegal waste dumping.

« Beyond sharing our equipment with customers, our commitment to sharing values, best practices, and - let's not forget - moments of camaraderie, is what inspired our collective mobilisation for World Cleanup Day.

What began as a local initiative has now evolved into a global awareness campaign, active in 6 countries. »

Jan-Luc Ambre
Group Chief Financial Officer



SOCIAL

Île-de-France
Sud-Est

SHARING

OUR PASSION
AND KNOW-HOW

48

S1-S2-S4 • HEALTH
& SAFETY

52

S1 • TEAMMATES

62

S4 • CUSTOMERS





SHARING OUR PASSION AND EXPERTISE

In 2024, Kiloutou continues its growth by placing people at the heart of its strategy.

The Group's ongoing expansion - particularly on the international stage - creates new career opportunities while also presenting the critical challenge of integrating new talent. To support this, Kiloutou has implemented a structured onboarding program across all countries where it operates. This approach reflects a broader commitment to retaining and developing employees in an environment that fosters collaboration, growth, and continuous improvement.

Health and safety remain top priorities, both for Kiloutou's teammates and for all stakeholders across its value chain. Internally, regular training sessions are conducted to raise awareness of operational risks and to promote Quality of Working Life (QWL).

Kiloutou also champions an inclusive and equitable workplace. Efforts to increase the representation of women in technical roles and the inclusion of people with disabilities are embedded in recruitment practices and reinforced through ongoing internal awareness initiatives. The Group is committed to building a culture of diversity and inclusion, involving teammates in shaping forward-thinking solutions.



Sharing passion and expertise is also done by collaborating with customers. This year again, Kiloutou is attentive to their needs and satisfaction, actively co-developing new solutions, especially in the digital space.

Throughout the year, the Group's actions affirmed its desire to be a committed employer and an exemplary partner, serving its entire ecosystem.



At Kiloutou, corporate culture is alive! The Group enjoys strong employer branding for a unique employee experience. We share moments, we share values, we share the rewards of growth. This spirit of sharing is a defining part of our identity.



David LAMIAUX
Group Human
Resources Director

KEY EVENTS 2024



FRANCE

Kiloutou, the first rental company to expand into the rail maintenance market

In April 2024, Kiloutou reached a milestone by becoming the first rental company to offer a dedicated range of equipment for railway maintenance. This specialised niche market, traditionally dominated by a few key players, represents a potential value of €27 million. Kiloutou successfully attracted the attention of major stakeholders – including Eiffage Rail, Colas Rail, ETF, and TSO – by showcasing its strengths: technical expertise, streamlined logistics, equipment traceability, and cost savings for customers. The range includes about ten specific pieces of equipment, including two IMPAKT products.



FRANCE

Kiloutou Signalisation takes up sport

In the summer of 2024, Kiloutou showcased its event logistics expertise during a major international sporting event. The stand-out achievements included: the logistical coordination of a vast site in Paris, involving nearly 59,000 pieces of equipment, including barriers and guardrails and the rapid deployment of 4,000 barriers in Arras, installed in record time

As a Transdev subcontractor, Kiloutou Signalisation (signage equipment) also contributed to the security of several sports venues and railway stations, while Kiloutou Energie (energy supply and pumping) has ensured the power supply of key infrastructures, including at Club France in Châteauroux. Making €10 million in revenue, the sporting event of the year highlighted the expertise and agility of the Kiloutou teams.

FRANCE

Kiloutou's commitment to feminisation and gender equality

In line with SDG 5 on gender equality, Kiloutou promotes women's empowerment and access to leadership roles. Each Management Committee includes at least one woman, and in Denmark, gender parity is nearly achieved with women occupying 43% of management positions. To encourage female leadership, Agnieszka Jaśkiewicz, HRD of Kiloutou Poland, stresses that *"women bring real added value to team development By encouraging, inspiring, and motivating others, they foster a work environment rooted in trust and work-life balance. As true role models, they provide younger generations with a clear path for growth within the organisation"*. Anne Cecillie Lysbo, Communication, Marketing & Sustainable Development Director at GSV – and Kiloutou's Manager of the Year 2024 – also highlights the wide range of career opportunities available to women within the Group. Kiloutou champions competency-based recruitment practices that encourage diversity and contribute to a dynamic, inclusive workplace culture.



FRANCE

Kiloutou: partner of the best craftsman competition in France 2024

The annual competition for the Best Independent Tradesmen in France, organised by RMC and WorldSkills France, celebrates outstanding independent professionals across various trades (tilers, decorative painters, heating plumbers, bricklayers, and plasterers). For this 6th edition, Kiloutou was honoured to be a key partner. To promote the competition, a regional tour was held at Kiloutou branches, giving craftsmen the opportunity to learn about the event and submit their applications before the 14 July deadline. Following a selection process, five finalists per category were chosen to compete in the grand final at the Batimat show (30 Sept. 3 Oct.).



FRANCE

Innovation driving training

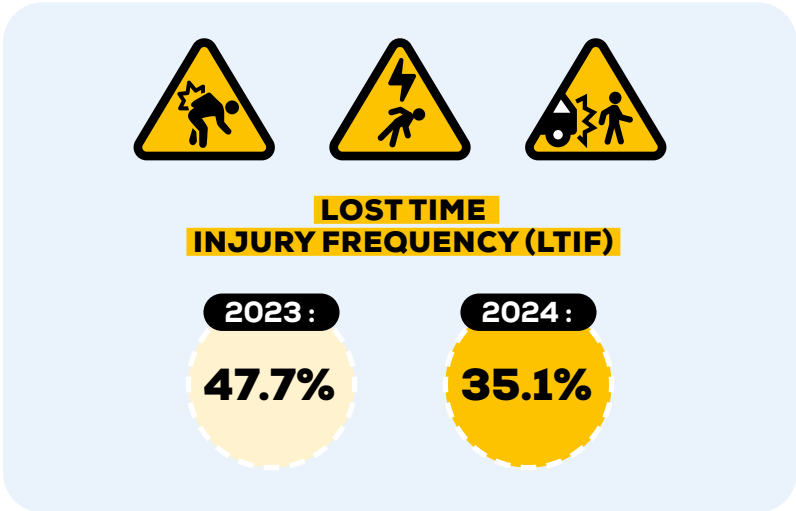
Kiloutou is revolutionising training by incorporating augmented reality and driving simulators into its programs. These advanced technologies enable trainees to engage in more interactive and effective learning experiences, complementing hands-on machine sessions. Since August 2024, augmented reality exercises accessible via smartphones have enhanced practical training. Additionally, the Acreos simulator, tested since March 2024, provides immersive, safe, and customised training. By reducing reliance on "real" thermal engines, this approach also contributes to lowering CO₂ emissions.



S1 S2 S4 HEALTH & SAFETY

THE ISSUE OF HEALTH & SAFETY FOR THE KILOUTOU GROUP

The well-being of teammates is central to the Group’s priorities. Fully aware of the risks inherent to its industry, Kiloutou is committed daily to fostering safe working conditions and promoting a culture of prevention embraced by all employees and partners.



Based on these identified impacts, the main issues are:

S1

HEALTH, SAFETY AND KILOUTOU WORKFORCE FRAMEWORK

Teammates maintain, repair and load materials on a daily basis. These operations are accident-prone.

Branch working conditions can also be difficult, with large variations in temperature depending on the season.

S2

HEALTH AND SAFETY OF EMPLOYEES IN THE VALUE CHAIN

Employees in the value chain work mainly in industry, especially on production lines, and are therefore exposed to the risks specific to this sector.

S4

HEALTH AND SAFETY OF CUSTOMERS

On construction sites, workers use the equipment in difficult conditions, which exposes them to risks.

GENERAL OBJECTIVES

Kiloutou prioritises the health and safety of the men and women who manufacture, rent, and use its equipment by implementing dedicated prevention, information, and training initiatives. Safety is a core value at Kiloutou. Recognised as a key driver of performance, a formalised policy and processes govern health & safety, with continuous improvement overseen by the Management Committee.

THE ROAD MAP

- S1 HEALTH, SAFETY AND WORKING ENVIRONMENT OF KILOUTOU EMPLOYEES**

 - » Rely on the expertise of the Test Centre to ensure that listed equipment meets the Group’s high safety requirements.
 - » Implement a Group-wide culture of safety and enhanced health coverage, including monitoring of the Frequency Rate and Severity Rate indicators, communication of results via the Scorecard and facilitation through ISO and Mase audits.
 - » Carry out an annual audit of the working framework of branch groups (Kap in France, ISO, etc.) and implementation of action plans in the event of non-compliance.
- S2 HEALTH AND SAFETY OF EMPLOYEES IN THE VALUE CHAIN**

 - » Ensure ongoing dialogue with stakeholders, including federations (e.g. Capeb), involving management in occupational risk prevention and health protection.
 - » Evaluate strategic suppliers through the EcoVadis assessment and draw up a mapping of the associated risks.
- S4 HEALTH AND SAFETY OF CUSTOMERS**

 - » Analyse accidents and identify the most accident-prone equipment in order to implement corrective actions.

Frequency rate at **20%** by 2028

Setting up of **external partnerships**

Health & safety support during customer accidents

AFFECTED STAKEHOLDERS

Suppliers

Teammates

Customers

Legislators

Subcontractors

Federations

HEALTH & SAFETY

Kiloutou's commitment to health and prevention throughout its value chain

Across the Group's various subsidiaries, initiatives are taken to improve well-being at work, prevent occupational risks and raise awareness of health issues. This collective commitment reflects the Group's determination to create an increasingly safe and fulfilling work environment for all.

FRANCE POLAND SPAIN DENMARK

Health, safety and prevention: a priority for all subsidiaries in the Group

Kiloutou France launched its first National Health, Safety and Prevention Weeks. Over the course of two weeks, each region hosted a half-day or full-day event featuring safety workshops tailored to specific trades. This first edition brought together 1,800 teammates.

Kiloutou Poland expanded its prevention strategy by involving customers in an awareness week organised in May. During its 11th "Everything is Fine" edition, the focus was on maintaining order at construction sites and workplaces. Teammates visited construction sites to promote the use of Personal Protective Equipment (PPE) directly with operators.



In parallel, the subsidiary developed the «Healthy Summer» initiative, dedicated to mental health in the workplace. The aim was to draw attention to often overlooked issues. Various activities were available to teammates:

- virtual yoga sessions,
- a competition encouraging cycling or walking to work,
- a nutritionist-led webinar,
- training sessions on assertiveness, time management, motivation and emotional communication.

In Spain, steps were taken to improve work-life balance and quality of life at work. Technician schedules were adjusted to begin earlier and end by 3 p.m., helping them better cope with the intense summer heat.

Finally, in Denmark, sustained efforts by the health and safety team have led to a 90% reduction in the Lost Time Injury Frequency (LTIF) rate since 2019.

Key measures included visibility campaigns, proactive prevention, swift incident response, delegated safety responsibilities, and the use of digital tools for reporting. The Danish subsidiary was recognised in 2023 with a Workplace Safety Award.

The figures speak for themselves: the LTIF reached a record low of 2.8 in 2024 against 3.7 in 2023, marking the fifth consecutive year of decline. Building on this success, GSV is now aiming for ISO 45001 certification for its occupational health and safety management system. This approach illustrates the subsidiary's commitment to its mantra: «People first».



FRANCE POLAND

Kiloutou takes action for Pink October and Movember

This year, Kiloutou France launched a national initiative to unite all teammates around the **Pink October and Movember campaigns**. While regional teams had previously acted independently, this collective effort encouraged participation from across the country in support of these important causes.

For Pink October, teammates had the opportunity to support the fight against breast cancer through two initiatives:

- An «All in Pink» day,
- A month-long challenge: for every photo shared featuring pink clothing or accessories, Kiloutou donated €5 to the League Against Cancer.



FRANCE

The KARE range: seven devices to ensure health and safety on construction sites

To reduce the risk of musculoskeletal disorders (MSDs), the Kare range includes three key pieces of equipment.

The flexible and compact ergoskeleton is designed for work requiring extended arm elevation. It adjusts to both static and dynamic postures, offering efficient support. The zero gravity arm, meanwhile, neutralises the weight of tools up to 15 kg, maintaining operators' dexterity. Finally, the Ergo-Gen support wedge eliminates direct pressure on the knees, reducing joint and muscle stress.

To mitigate collision risks, which are the second leading cause of accidents in the construction industry, Kiloutou has integrated advanced prevention solutions.

The connected safety vest warns in case of dangerous proximity to a machine, thanks to a system of vibrations, sound and light signals. In addition, the laser template creates an invisible boundary that triggers an alarm when entering a hazardous zone.

Finally, to prevent the risks associated with exposure to high temperatures, two devices have been developed.

The heat stroke wristband detects an abnormal rise in body temperature and immediately alerts the user with



In November, Kiloutou continued its commitment through several solidarity-driven actions in support of men's cancer awareness:

- €20 donated for each teammate who wore a moustache throughout the month. A barber even joined the Branch Managers Seminar to encourage participation;
- €5 donated for each teammate who walked or ran 60 km;
- €5 donated for every awareness event organised at a Kiloutou branch.

Thanks to these national efforts and teammates' involvement, a total of €20,000 was donated to associations engaged in the fight against cancer!

Poland is also committed and takes advantage of the months of October and November to raise awareness of female and male cancers among its teammates and customers.

an audible and luminous signal. Also, the cooling vest stays effective for up to six hours after being soaked in water and lowers the perceived body temperature by up to 7°C. It also ensures high visibility for enhanced safety on-site.

With the KARE range, Kiloutou France offers solutions adapted to the risks of construction and contributes to strengthening safety, comfort and efficiency on construction sites.

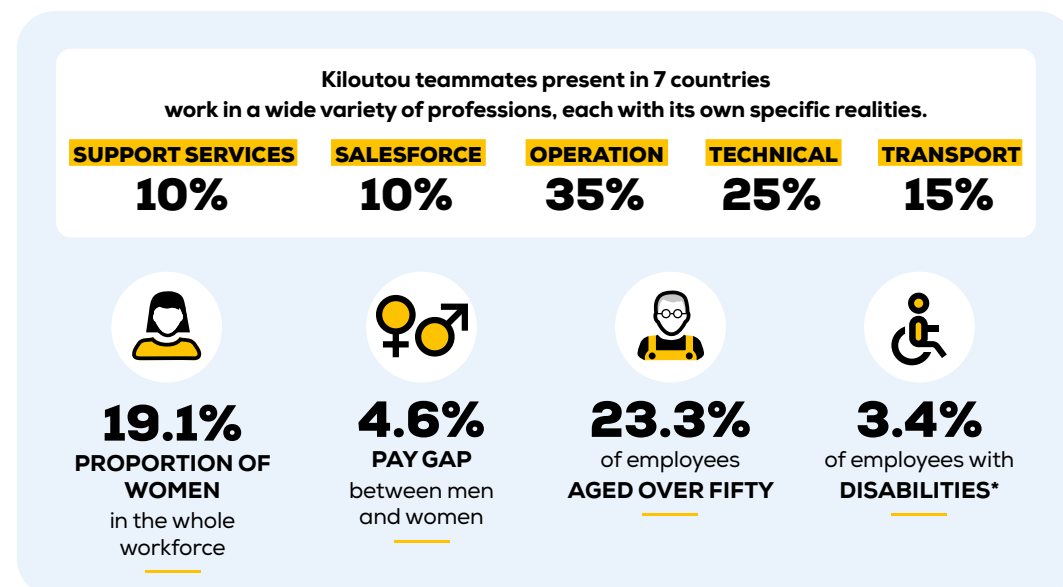


S1 TEAMMATES

TEAMMATES WITHIN THE KILOUTOU GROUP

The construction sector accounts for the bulk of Kiloutou's customer business. This sector is facing a talent shortage, coupled with significant turnover. Challenging working conditions are often a key factor behind these difficulties. Operating within the same environment, Kiloutou must continue to grow while addressing the critical issue of attracting and retaining talent. This requires constantly improved working conditions, an employer value proposition and a more proactive inclusion policy.

The issue of the feminisation of the workforce is a major issue for Kiloutou in a historically very masculine profession. From jobs in the field to management bodies, real inroads have been made.



*Figure based on an estimate.

Based on these identified impacts, the main challenges are

WORKING CONDITIONS AND LABOUR RELATIONS

- **Work-life balance:** flexitime, flexible hours, remote work, or the 4-day week in some organisations contributes to employee satisfaction.
- **Job security:** the vast majority of employment contracts at Kiloutou are permanent (93.5% in France). The use of fixed term contracts, temporary contracts, or subcontracting remains limited.

EQUAL TREATMENT OF EMPLOYEES (DIVERSITY AND INCLUSION)

- **Diversity and inclusion of people with disabilities:** some situations or branches are not always adapted to accommodate diversity.
- **Gender equality:** the rate of female representation remains low; representative bodies are actively engaged in gender equality agreements.
- **Anti-harassment:** as in any business, harassment is a risk that cannot be ignored.
- **Training:** a significant investment in technical, sales and logistical training heightens employability and expertise in rental-specific trades.

GENERAL OBJECTIVES

- » Kiloutou has a DNA, values and a history that puts people at the heart of everything. While the Group provides a shared foundation - centred on listening to employees and establishing key managerial practices - team management and the implementation of HR policies are driven locally. Each country defines concrete measures tailored to its own context, with the goal of enhancing working conditions and promoting greater inclusion.



THE ROAD MAP

WORKING CONDITIONS AND LABOUR RELATIONS

- » Monitor the Quality of Working Life by engaging in a certification process (Great Place to Work or equivalent).
- » Implement a Group-aligned onboarding process, with special focus on the integration of new management teammates.
- » Maintain the Group's commitment to limiting fixed-term and temporary contracts to less than 10% of the total full-time equivalent (FTE) workforce.
- » Enforce internal evaluation processes: people review and annual performance review.

EQUAL TREATMENT OF EMPLOYEES (DIVERSITY AND INCLUSION)

- » Advance gender diversity by continuing the roll-out of the Women's Leadership training program, designed to support and encourage women in pursuing managerial roles.
- » Strengthen the fight against violence and harassment through the continued use of the Group's alert system and dedicated training on discrimination, harassment, and sexist behaviour
- » Promote skills development by implementing an international e-learning platform, aligned with the creation of a Digital Academy.
- » Foster international career development by recruiting six VIE (International Volunteer Program) positions across six countries within the Group.

100%
of countries certified
Great Place to Work
or equivalent in 2027

35%
of female
managers
by 2030

AFFECTED STAKEHOLDERS



Dirigeants



Teammates



Legislators



CSE

WORKING CONDITIONS AND LABOUR RELATIONS

Promote work-life balance

Through concrete actions, the Group strengthens social benefits, recognises the dedication of its teammates, and supports their well-being every day. These initiatives reflect a strong commitment to creating a more attractive and fulfilling work environment.

FRANCE

The AUDACE (audacity) Plan: valuing the commitment of teammates and improving their working conditions

With a proactive approach, Kiloutou's AUDACE plan focuses on improving the social benefits offered to its employees. In 2024, four key measures were introduced:

- The «always present» leave grants three days of paid leave every three years to teammates with no absences.
- Sick childcare leave allows parents with at least one year of service to take three days per year, paid at 90%, to care for a sick child under 16.

- A 10% increase in the annual participation bonus will be distributed in spring 2025 following the approval of the agreement with the Group's shareholders and social partners. This measure reinforces the value-sharing policy.

- The four-day work-week is currently being tested in support departments.

Through the AUDACE plan, Kiloutou places people at the heart of its priorities and is dedicated to improving working conditions. By promoting work-life balance, the Group addresses the challenge of attracting and retaining talent.

EQUAL TREATMENT OF WORKERS
(DIVERSITY AND INCLUSION)

Training and skills development



Kiloutou prioritises skill development through several strategic initiatives. These give each employee opportunities for professional growth and continuous adaptation to industry changes.

GROUP

Onboarding: living and understanding the company culture

The onboarding of new teammates is a key priority for Kiloutou, aiming to integrate both professional skills and the Group's culture.

In France, all new hires benefit from an onboarding process via the HeyTeam platform, which sends personalised emails before their start date to help them familiarise themselves with the company and its values.

Germany uses a similar tool called d.vinci, providing a comparable onboarding experience. Italy also launched its own onboarding program this year.

In 2024, Spain introduced an integration program for permanent employees upon completion of their probation period. Three annual sessions at the Montcada headquarters allow participants to discover the company culture and key departments such as HR, Quality, Prevention, Sales, and Finance. Early feedback has been very positive, confirming the program's effectiveness in promoting professionalisation and integration.

For Management Committee members, regardless of their country, each new recruit is invited to spend a week in France for an immersion experience. This allows them to meet colleagues from other departments, explore the company culture, and understand how Kiloutou was built.



GROUP

Developing talents and skills in a Group approach

In a context where international career opportunities are increasingly valuable, Kiloutou actively promotes the development and mobility of its teammates through the VIE (International Volunteer) program and skill-sharing initiatives.

As part of its international HR strategy, Kiloutou has prioritised VIE to attract new talent and enrich the professional experience of its employees. The 2024 goal was to have VIE participants in every country where Kiloutou operates.

Six young professionals had joined the Group across four different countries. One of the first VIE contracts in Poland was renewed for an additional year, demonstrating the program's success. New arrivals are expected in 2025, confirming Kiloutou's commitment to expanding this scheme.

Kiloutou fosters international mobility by enabling countries to contribute their expertise to Group-wide projects. The aim is to work together and leverage all talents.

A prime example is the BC4K (Business Central for Kiloutou) project, which aims to deploy a unified ERP system across several countries. This initiative perfectly embodies the synergy and mutual support among Kiloutou's international teams. Kiloutou thereby not only supports global projects but also encourages career mobility and professional growth abroad. The goal is to preserve the company's unique DNA - its famous "yellow blood" that unites Kiloutou employees worldwide.

By embedding an international mindset, Kiloutou ensures that its operations abroad are not just expansions but opportunities for talent development. These initiatives foster skill exchange and mobility, driving a shared dynamic of growth across the Group.

« Having a VIE contract with Kiloutou is a fantastic opportunity! I support the Sales and Marketing Director on strategic topics such as budgeting, market research and team coordination. My role also takes me between Madrid and Zaragoza to meet the teams and customers. »

Jeanne

VIE intern in Spain

FRANCE

Technical challenge: encouraging young people in the technical sector

The second edition of the Technical Challenge took place on 15 February 2024, bringing together apprentice technicians from all over France for a competition testing their technical skills.

Participants were tasked with solving complex breakdown scenarios created by Kiloutou's technical teams - requiring not only optimal efficiency but strict adherence to safety protocols.

Students Gaëtan Quillé and Louis Petitjean stood out by claiming first place. Their performance was a source of pride for their instructors and was warmly applauded by Kiloutou teammates.

The 2024 edition of the Technical Challenge successfully showcased Kiloutou's young talents, celebrated their technical expertise, and helped identify the sector's future professionals.

GROUP

Training and cultivating talent

As part of an international talent development strategy, Kiloutou is rolling out initiatives to strengthen the skills of its teams on a global scale. With a wide range of projects, the Group places skill development at the heart of its priorities.

Talent management is a key pillar of Kiloutou's international HR roadmap. To support this, the Group is deploying 360Learning, a shared digital learning platform, with Spain acting as the pilot country. This tool promotes skill-building and makes it possible to operate in Group mode while optimising processes on an international scale. Several modules - covering topics such as anti-trust, anti-corruption, and safety - are standardised across all countries. Countries also have the option of integrating their own training modules for their teammates into the platform.

In Portugal, the Vendap Academy, launched in September 2024, offers automotive mechatronics training in partnership with the national employment agency. The inaugural class welcomed 29 students, combining classroom learning with hands-on company internships. Located next to Vendap's maintenance workshops in Porto Alto, the Academy gives trainees real added value. Indeed, thanks to its closeness to the field, it allows a better understanding of the dynamics and challenges of daily operations.

This initiative aims to train future technicians for Vendap workshops and create internal professional opportunities.



In Germany, Kiloutou reached a major milestone by securing first place in the IPAF ranking, with over 1,300 training sessions completed. This achievement highlights the team's commitment to delivering high-quality training and maintaining excellence. It is a strong incentive to sustain this level of excellence in the years ahead and to retain a leading position in the rankings.

These various actions illustrate the Group's commitment to offering quality training and encouraging the professional growth of Kiloutou employees, both locally and internationally.



COMPREHENSIVE
TRAINING



3 subjects



1570

hours of work including 280 hours of internship in a professional environment

EQUAL TREATMENT OF WORKERS (DIVERSITY AND INCLUSION)

Employment and inclusion of people with disabilities

Kiloutou actively promotes the inclusion of people with disabilities by supporting their integration into the workforce. The Group adapts working conditions to suit individual needs, creating an environment that is both respectful and accessible. Through ongoing dialogue and attentive support, Kiloutou ensures that every teammate has the opportunity to thrive in a positive and inclusive workplace.

FRANCE

DuoDay and SEEPH* 2024: Kiloutou's commitment to inclusion

As part of the 2024 edition of SEEPH*, Kiloutou once again took part in DuoDay, a nationwide initiative that gives people with disabilities the opportunity to spend a day immersed in a professional environment. Kiloutou welcomed several participants into five of its branches, offering them hands-on exposure to the company's equipment and trades. These instructive experiences not only foster greater understanding and openness to diversity but may also pave the way for future employment opportunities.

* European Week for the Employment of People with Disabilities.



FRANCE

Suitable working conditions and support for all employees

In recent years, Kiloutou has made progress in integrating people with disabilities reaching a Group-wide employment rate of 3.4%*, with several regions exceeding the 5% mark.

By fostering a culture of active listening and open dialogue, Kiloutou encourages the recognition and support of disabilities. This enables the implementation of tailored solutions that meet each individual's specific needs. As a result, many teammates have felt empowered to disclose their situations and benefit from workplace adjustments that enhance their daily experience. This collective approach reflects Kiloutou's strong commitment to inclusion and well-being at work.

*Figure based on an estimate.



« Since early 2022, we've strengthened communication with managers to better support teammates with disabilities across the region. We've raised awareness through various channels, including our internal newsletter and regional meetings. We have also introduced concrete measures, such as contributing to the financing of CESUs (universal service vouchers) and granting a paid day of absence for RQTH (disability recognition) procedures. Through this proactive approach, we're fostering a culture where disability can be acknowledged without stigma and addressed with appropriate solutions. »

Sébastien Silva

Greater Paris North-West Regional Director

« I'm convinced that disability should not be seen as a barrier to a successful career. Personally, I've experienced hearing loss and, despite initial hesitation, decided to take action to address it. Kiloutou's supportive policies and the arrival of a dedicated Diversity Manager gave me the confidence to formalise my situation.

Thanks to the resources available, I received the support I needed without encountering any obstacles. Every disability has its own solutions, and I strongly encourage anyone in a similar position to take that step forward. »

Jean-Charles Marin

Technical Director Kiloutou France



EQUAL TREATMENT OF WORKERS (DIVERSITY AND INCLUSION)

Gender equality and the right to equal pay for equal work

The Kiloutou Group is actively working to raise awareness among its teams, challenge gender stereotypes, and promote greater inclusion of women in a traditionally male-dominated sector. These initiatives aim to ensure equal opportunities for career advancement and uphold transparent, fair compensation for all employees.

SPAIN

Promoting gender equality through awareness, prevention, and action

In 2024, Kiloutou Spain launched a series of online training sessions to inform employees about the company's Equality Plan. These sessions provided an overview of the various forms of harassment. The goal was to foster collective awareness, prevent inappropriate behaviour, and cultivate a respectful, inclusive workplace.

2024 was also marked by the implementation of initiatives to promote equal opportunities. Under the Gender Equality Plan, steps were taken to ensure that all employees – regardless of gender – have equal chances to grow and thrive within the company. Work-life balance initiatives and career development programs were reinforced to support fair and inclusive professional growth.

To improve female representation in operational and technical roles – traditionally male-dominated – targeted recruitment efforts were introduced. Specialised recruitment companies were asked to identify female talent and integrate them into positions for which it is often difficult to find candidates.

FRANCE SPAIN ITALY

Les Immersives: working with young people to feminise the professions

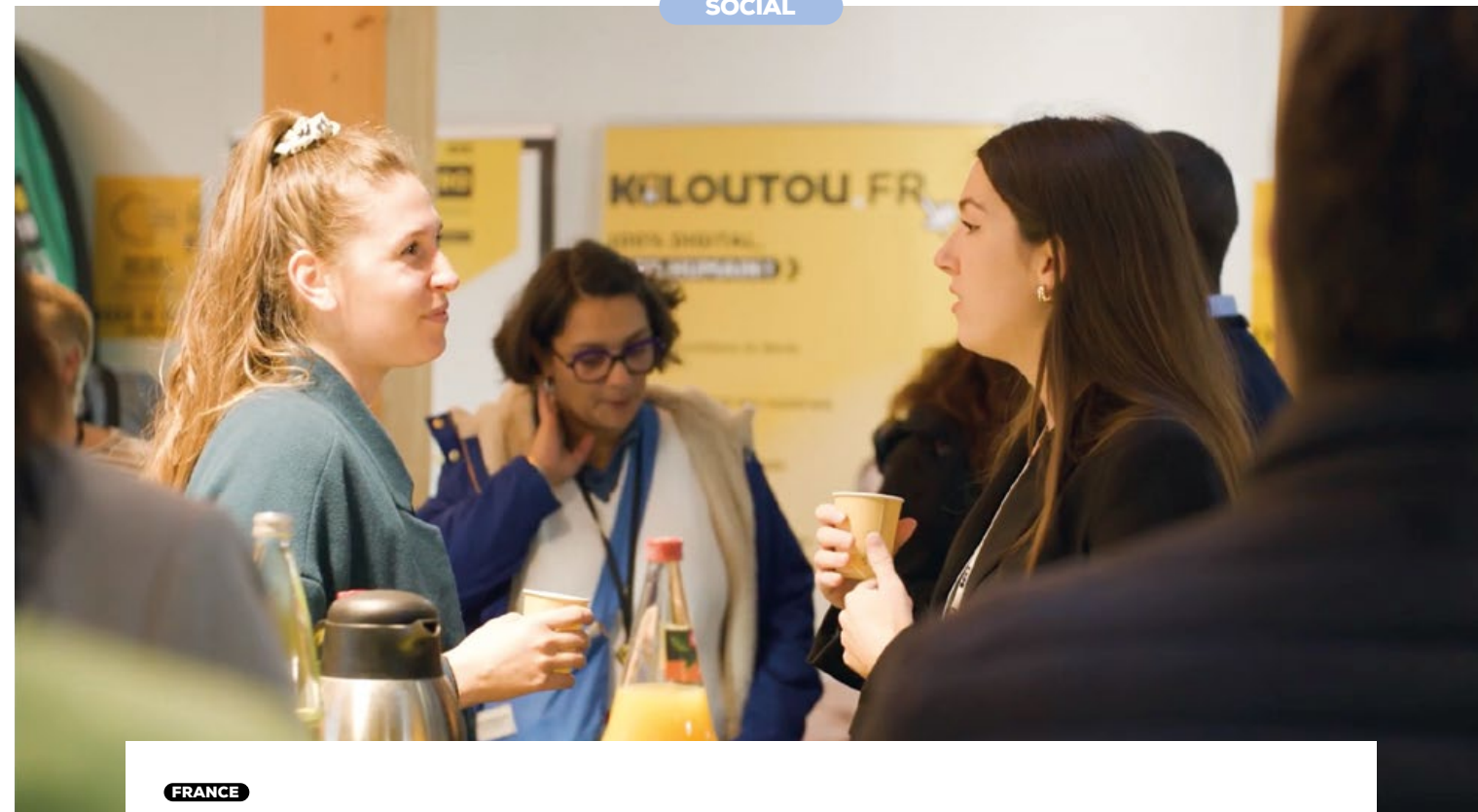
Les Immersives is an initiative launched by the Fondation Agir Contre l'Exclusion (FACE), aimed at breaking down gender stereotypes by introducing young girls to technical careers. This operation allows schoolgirls to discover careers often perceived as male, by offering them an immersion in partner companies. The objective is to expand the professional prospects of young girls and increase the representation of women in technical fields.

In 2024, Kiloutou renewed its commitment by twice hosting groups of schoolgirls, in order to introduce them to technical careers.

The schoolgirls began their week with a visit to Lesquin's Technical Services. Kiloutou employees shared their passion for their profession, offering the young participants a practical insight into their work lives and the opportunities they have seized in technical professions such as maintenance and mechanics.

Jean Castex, former Prime Minister and President of the Fondation Agir Contre l'Exclusion (FACE) concluded the week with a debrief. These discussions highlighted the importance of such initiatives for the feminisation of technical professions, which are still too often dominated by men.

In Italy and Spain, open days for schools are also organised to introduce young people to careers at Kiloutou. These events provide an overview of the professional opportunities in technical fields and encourage participants to consider diversified careers.



FRANCE

Feminisation Hackathon: collective intelligence at the service of diversity

A Hackathon is a collaborative event where a multidisciplinary group of Kiloutou employees is challenged to find solutions to specific challenges. It is a format based on collective intelligence, where each participant brings their skills and creativity to solve a common problem. The aim is to stimulate reflection, cooperation and the emergence of new ideas.

The first Feminisation Hackathon took place at the Kiloutou headquarters, with the participation of 25 teammates from various backgrounds and professions. The event included brainstorming sessions, leading to the presentation of ideas to improve diversity in the workforce. At the end of the day, each team pitched their solutions to a jury of employees, customers and partners, to determine the most relevant initiatives to be implemented.

The objective of this Hackathon was to generate solutions to feminise careers at Kiloutou, especially in sectors traditionally perceived as the prerogative of men, such as transport and technical. As a company that currently has 19% women in its workforce, with men over-represented in some sectors, Kiloutou wants to break gender stereotypes and make these professions more accessible to women.

« The idea is to challenge stereotypes. In an increasingly responsible society, Kiloutou, of course, wants to do its part. The first feminisation Hackathon marks another step forward in our daily efforts to move things forward. »

David Lamiaux

Group Human Resources Director



Discover the video on the
feminisation hackathon

RESPONSIBLE CUSTOMER EXPERIENCE

Listening to customers

Delivering an optimal customer experience starts with active listening and ongoing service enhancement. To support this approach, Kiloutou has implemented a solution to gather and analyse customer feedback across its European subsidiaries.

GERMANY SPAIN POLAND ITALY

International NPS: a new step for customer satisfaction at Kiloutou

Kiloutou takes a new step in improving its customer experience by rolling out the Net Promoter Score (NPS) across all its international subsidiaries through a unified solution.

NPS is a metric that helps identify areas for improvement, benchmark customer satisfaction against the Group's competitors, and measure customer loyalty. To ensure a consistent and structured approach to collecting and managing customer feedback across countries, Kiloutou has partnered with Goodays, a specialist in customer experience analysis.

This shared platform enables the Group to evaluate key aspects of the customer journey, including equipment quality, delivery efficiency, branch reception, and incident resolution.

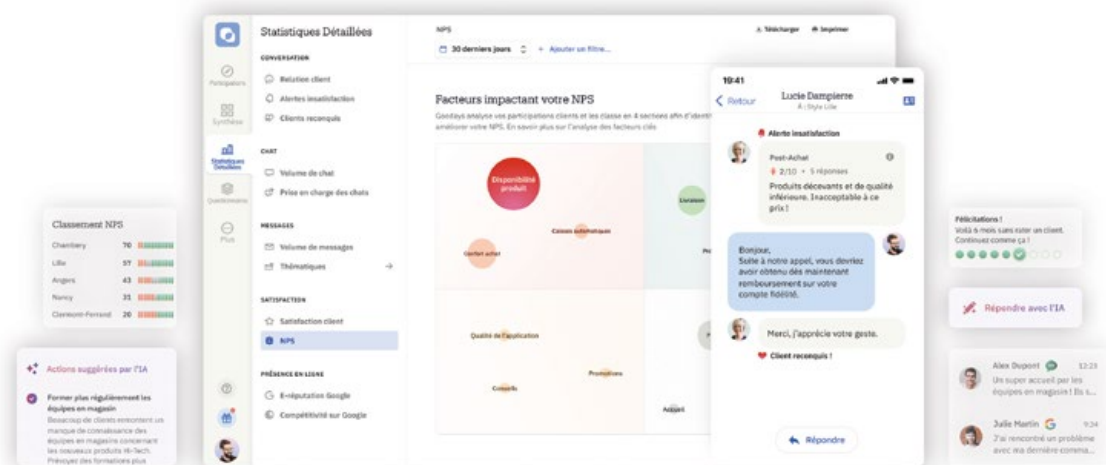
Goodays also provides a dedicated space for customers to leave suggestions, compliments, or report issues, ensuring faster and more effective follow-up.

By leveraging this feedback and the strong engagement of its teams, Kiloutou continuously improves customer satisfaction by addressing needs with targeted, on-the-ground actions. As part of this initiative, Branch Managers commit to responding to all feedback within 72 hours.

To support them and simplify the process, the Goodays interface offers an intuitive dashboard, including AI-powered features for drafting responses.

Already implemented in Germany and Spain, the platform will soon be rolled out in Poland and Italy, underscoring Kiloutou's commitment to delivering an outstanding customer experience worldwide!

The NPS measurement is based on a simple methodology: each customer scores their level of satisfaction from 0 to 10, identifying three distinct profiles: detractors (0 to 6), passives (7 to 8) and promoters (9 to 10). Feedback is collected through three channels: directly on the website, by a QR code available in branches or by email following up a rental.



Rapid response to customers' needs

To meet the specific needs of each customer, Kiloutou offers a wide range of products and services. Since 2006, Kiloutou Global Service (KGS) has met the most demanding needs by leveraging a network of nearly 500 qualified partners across Europe, giving access to equipment beyond its catalogue, regardless of the area of expertise required.

FRANCE

Kiloutou Global Service, a tailor-made solution to cover all needs

Supported by KGS, Kiloutou can meet all non-standard equipment needs, whether for high reach access platforms, stackers or bulldozers. With more than 750 references and a team of 14 business experts, each request is handled with an adapted and personalised response.

Kiloutou Global Service's tailor-made approach is based on responsiveness, trust and transparency. By collaborating with French and European partners, the availability of equipment is optimised, thereby enhancing quality of service.

This year, Kiloutou Global Service recorded impressive growth of 112%, with revenue reaching €12,694,254, demonstrating its efficiency in meeting the requirements of its customers.



RESPONSIBLE CUSTOMER EXPERIENCE

Developing responsible marketing practices

Kiloutou harnesses digital innovation to enhance both performance and sustainability by developing connected solutions tailored to the specific needs of the construction industry. These initiatives are consistent with the Group's commitment to responsible marketing and a digital transition that creates value for all stakeholders across the sector.

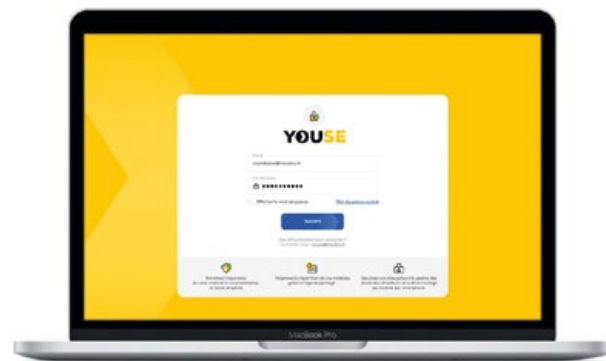
POLAND FRANCE

YOUSE and KONNECT: optimised management and control of access to equipment on construction sites

Kiloutou has developed solutions designed to address the construction sector's key challenges: resource optimisation, user safety, and carbon footprint reduction.

YOUSE
UN SERVICE KILOUTOU

Developed in partnership with customers, YOUSE was created to simplify the sharing and secure management of equipment fleets equipped with ICT boxes. Ideal for rentals exceeding six months, it optimises equipment usage on a single site, prevents unnecessary duplication of similar equipment, and enables planning and controlled access through an integrated calendar. Tested extensively in 2023 to fine-tune its features based on real-world needs, the application ensures smooth operation and clearly defines user responsibilities.



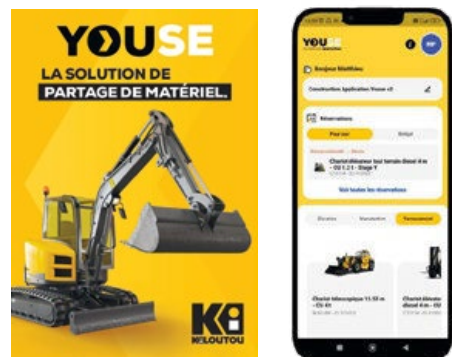
YOUSE offers several benefits:

- optimised resource use on construction sites,
- enhanced traceability and transparent management of responsibilities,
- reduced carbon footprint by minimising redundant equipment,
- improved safety by decluttering construction sites.

« The application is user-friendly and highly effective, particularly when implemented from the very start of a construction project. It streamlines fleet management and provides precise tracking of equipment usage hours. Moreover, machine traceability secures lending between service providers. »

Rémy Barbeau

Construction Manager at Eiffage



KONNECT
UN SERVICE KILOUTOU

Building on this approach, the Konnect solution – a sister innovation to YOUSE – enables site managers to restrict equipment access exclusively to authorised personnel via a secure access card. This ensures that only designated employees can operate equipment, preventing unauthorised use and enabling precise geolocation at all times.

With controlled access and automated inventory tracking, KONNECT brings structure and efficiency to equipment management, encouraging seamless sharing of resources among service providers. By integrating digital technology and ICT into construction workflows, Kiloutou is helping the industry anticipate needs, reduce risks, and streamline collaboration between all stakeholders on-site.



« Following YOUSE, KONNECT expands our ICT services for construction sites. Working with our customers allows us to develop effective and practical digital services that directly address their daily operational challenges. These solutions help control equipment usage and minimise damage. »

Vincent Ranaivoson

Group Chief Transformation Director

FRANCE

APIZEE PARTNERSHIP: video conferencing for remote troubleshooting in record time

Kiloutou has developed a fast, efficient and responsible remote troubleshooting solution to improve the quality of its customer service.

apizee

To reduce unnecessary travel and minimise wait times during troubleshooting, Kiloutou offers customers remote assistance via video-conference. This service is delivered in partnership with Apizee, a Brittany-based start-up specialising in video communication. Their tool requires no downloading, making access simple and immediate for customers. Exchanges are streamlined, promoting a close and direct relationship with technical assistants.

It works as follows: when a technical issue occurs, Kiloutou sends an SMS invitation linking to a live video session. Customers can then share real-time images of the equipment in question. A Kiloutou technician provides remote guidance using interactive tools such as pointers, screenshots, annotations, and the ability to share technical documents.

This solution strengthens Kiloutou's commitment to fast, responsive customer service, while enhancing satisfaction and reducing the need for on-site visits. As a result, it significantly lowers CO₂ emissions, supporting a more sustainable approach to customer service.





SHARING

A SUSTAINABLE CORPORATE STRATEGY



72
**G1 • CORPORATE
CULTURE**

78
**G1 • BUSINESS
ETHICS**



SHARING A SUSTAINABLE CORPORATE STRATEGY

Kiloutou's expansion lies in its ability to expand its reach through strategic acquisitions. In fact, it is one of the pillars of its business strategy.

This success also stems from its capacity to integrate new companies that align with its distinctive culture, starting with its shared values. Simplicity, a core principle embraced across all seven countries where the Group operates, fosters open and efficient communication both internally and with partners. Kiloutou's common values - customer satisfaction, team spirit, and performance - serve as a foundation for its operations across all markets. Each country is encouraged to define a unique value that reflects its local identity.

Ethical business conduct is also a priority to maintain the trust of Kiloutou's stakeholders.

Policies are shared with all teammates and an alert platform allows any deviant practices to be reported.

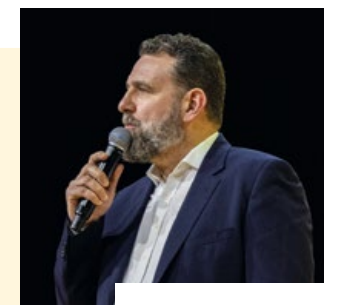


Whether through acquisitions or organic growth, each step brings Kiloutou closer to its ambition: becoming the leading reference in equipment sharing solutions across Europe.

Through its corporate culture and its business conduct policies, Kiloutou steers through coherent acquisitions and continues the Group's expansion in Europe and in different markets.



Kiloutou's strong corporate culture supports its growth. Each acquisition represents not only a chance to expand market share, but also an opportunity to embrace new expertise and diverse cultures - enriching the Group and fuelling its continued growth.



Jan-Luc AMBRE
Group Chief Financial
Officer

KEY EVENTS 2024



GROUP

Multi-country participation in the European Sustainable Development Week

From 18 September to 8 October, 2024, Kiloutou engaged all its international teams in a week-long campaign to raise awareness about sustainable development, centred around five key themes aligned with the United Nations Sustainable Development Goals.

Employees were given access to a Group-wide overview highlighting the initiatives carried out in each country, focusing on key areas such as waste management (SDG 12), safety (SDG 3), the iPAKT range (SDG 13), and gender equality (SDG 5) as well as the ecosystem and partnerships (SDG 17).

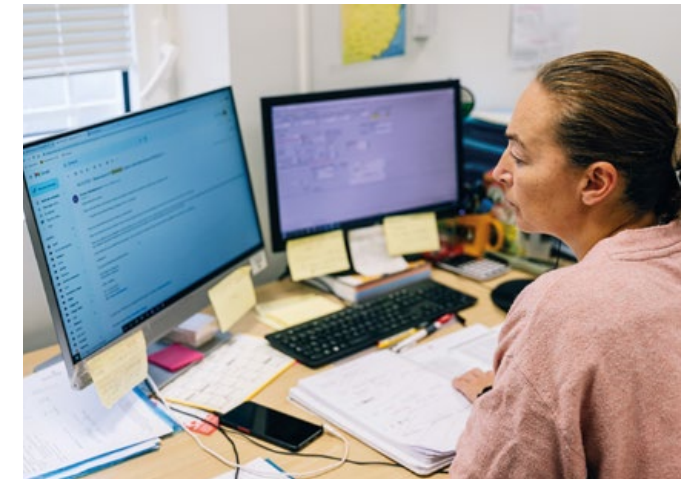


FRANCE

Cybersecurity awareness: high vigilance on a daily basis

Throughout the year, French employees meet regularly and participate in an internal awareness-raising scheme on cybersecurity.

The topics covered include password management, distinguishing between personal and professional use, secure web browsing, phishing prevention, responsible use of social media, and securing equipment while on the move. These initiatives aim to reinforce awareness and ensure Kiloutou's digital security on a daily basis.



PORTUGAL

Kiloutou comes to Leroy Merlin!

Between January and June 2024, Vendap, Kiloutou's Portuguese subsidiary, opened seven rental corners within Leroy Merlin stores in Guia, Aveiro, Leiria, Gaia, Braga, Lisbon, and Amadora. These spaces now give both professionals and individuals access to a wide range of equipment - from heavy-duty tools for construction and demolition to more specialised devices for drilling, welding, and painting. Vendap also provides seasonal and outdoor solutions, including air conditioning units and gardening tools like brush cutters, chainsaws, augers, and wood chippers.

By establishing a presence within Leroy Merlin stores, Kiloutou makes professional-grade equipment more accessible to all.



G1 BUSINESS CONDUCT

THE KILOUTOU GROUP'S CORPORATE CULTURE

As the Group continues its international development, it is essential to build a unified organisation grounded in joint commitments and a strong and harmonised culture.

In a sector facing recruitment challenges and high turnover, Kiloutou's ability to retain talent and attract new professionals is key to sustaining growth.

Kiloutou has defined values common to the Group's 7 countries. In addition, each country has its own value that reflects its uniqueness.

4 shared values:

SIMPLICITY
CUSTOMER
SATISFACTION
TEAM SPIRIT
PERFORMANCE

1 value specific to each country:

Portugal: Ambition
Spain: Passion
Poland: Involvement
Germany: Entrepreneurship
France: Conviviality
Italy: Transparency
Denmark: "People first"

THE PURPOSE

« We believe in the power of sharing to solve today and tomorrow's challenges. Through our collective commitment, we rent equipment that makes our client's projects more sustainable. »

In the way it conducts its business, Kiloutou develops a strong corporate culture with its employees and stakeholders to tackle various challenges:



FOR TEAMMATES

The commitment of teammates and their pride in working at Kiloutou reflect the Quality of Working Life that prevails in the company. This enhances their motivation and, therefore, boosts their productivity.



FOR STAKEHOLDERS

A positive corporate image, supported by a strong corporate culture, contributes to the Group's attractiveness.

The company's culture shapes its influence, enabling it to attract new talent.

GENERAL OBJECTIVES

» The Kiloutou Group fosters a set of shared, observable behaviours - its "DNA". This common culture aims to create a positive social impact and drive greater engagement among teammates.



THE ROAD MAP

» Continue the UPI project, which facilitated the co-creation of core values, the updating of the company purpose, and the development of a detailed action plan to bring these to life.

» Bring the «Rent, Share.» brand platform to life, defining and ensuring consistent expression of the brand.

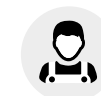
» Value teams through various initiatives within a social action plan.

- Reward contributions at the Yellow convention.
- Share the benefits of growth with teammates.
- Promote responsible recruitment and improve the candidate experience.
- Encourage co-opting.
- Support local associations through philanthropic initiatives.

AFFECTED STAKEHOLDERS



Investors



Suppliers



Teammates



Customers



Legislators

CORPORATE CULTURE

Growth and corporate culture at Kiloutou

The Kiloutou corporate culture is rooted in cohesion, solidarity, and collective commitment. Through unifying events, solidarity initiatives, and inclusive governance, the Group fosters strong connections among teammates and cultivates a dynamic work environment. People are at the core of Kiloutou's growth and development.

GROUP

Growth in line with corporate culture

For the past 10 years, the Kiloutou Group has been accelerating its growth to meet a dual challenge: expanding its territorial network across France and Europe, and broadening its expertise to become a multi-specialist rental company. Combining organic growth with targeted acquisitions, Kiloutou has strengthened its position as one of Europe's leading equipment rental companies. The Group ensures every acquisition aligns perfectly with its DNA and corporate culture, for smooth and respectful integration of existing teams alongside new partners that share its values. This approach guarantees sustainable growth and continuity in the services offered to customers.

The development of Kiloutou is also based on dynamic organic expansion. In 2024, the Group strengthened its presence in Europe with the opening of 7 new branches in Portugal, 7 in France, 4 in Spain, 4 in Poland and 1 in Germany.



Alongside these openings, Kiloutou is developing its external growth through acquisitions in Spain. At the end of the year, the Group completed three key acquisitions in just one month:

- **ToolQuick**, a specialist in small professional construction machinery rental, with 30 branches and 98 teammates;
- **Liftisa**, an expert in access platform and scissor lift rentals for renovation and industrial maintenance, with 3 branches and 80 teammates;
- **Gloobal Movingrent**, a specialist in bucket trucks for outdoor public roadwork, with 3 branches and 30 teammates.

Thanks to these acquisitions, Kiloutou Spain now operates 62 branches with 510 employees, a fleet of over 20,000 pieces of equipment, and ranks among the top three players in the Spanish site equipment rental market. **Through this hybrid strategy, Kiloutou strengthens its position in Europe while remaining true to its values and DNA.**

« To grow, we've chosen to expand internationally - always partnering with companies that share our DNA of collaboration and commitment to a sustainable future. »

Olivier Colleau

Chief Executive Officer, Kiloutou group



FRANCE

Technical Cup: a friendly competition to excel and cultivate team spirit

At Kiloutou, working hard while keeping a light-hearted spirit is part of its corporate culture. The Technical Cup perfectly illustrates this mindset.

Following the Transport Cup in 2023, the technical team stepped up for the 2024 Technical Cup. Technical preparers, specialised, nomadic and expert technicians competed in hands-on challenges covering inspection, maintenance, and fault diagnosis across the full range of equipment.



The grand finale was held at headquarters in Park, bringing together the top teams for a spirited day of challenge, camaraderie, and self-improvement. After a fierce yet friendly competition, Benoît, Anaël, and Pierre - representing Brittany - proudly claimed victory in the 2024 Technical Cup.

In 2025, it is the turn of the Transport Cup. Drivers of light vehicles, heavy goods vehicles and super heavy goods vehicles as well as operators will once again have the opportunity to showcase their expertise.



FRANCE

Promote collective involvement with the FCPE (Company Employee Investment Fund)



Since its creation, Kiloutou has placed sharing at the core of its development. Inspired by the vision of founder Franky Mulliez, the «Les Kiloutiens» FCPE (Company Employee Investment Fund) enables teammates to directly benefit from the company's success - reflecting a true culture of profit-sharing and collective engagement.

This initiative is open to all employees in France with a current contract (fixed-term or permanent) and at least three months of service, giving them the opportunity to become shareholders in the fund.

In 2024, the fund's share value reached €180 - a 13% year-on-year increase! This upward trend highlights Kiloutou's financial strength and its ongoing commitment to sharing the rewards of success with its employees.

More than just a financial tool, the FCPE embodies Kiloutou's spirit of solidarity and collective responsibility. It strengthens the bond between the company and its employees, recognising the vital role they play in the Group's success.

Today, 30.2% of teammates who have been with the company for over two years are shareholders - an approach that perfectly reflects Kiloutou's philosophy: involving every employee in collective achievement and valuing their commitment to foster a motivating and collaborative workplace.



GROUP

Bringing teams together around moments of sharing

Kiloutou takes pride in bringing its corporate culture to life through events that unite its teams. These moments of sharing foster opportunities for employees to meet, exchange ideas, and strengthen their sense of belonging around shared values.

Every year, the Yellow kicks off for the Kiloutou teams. This event, held in all the Group's countries, is an opportunity to take stock of the previous year, to set future objectives, to share long-term ambitions but also to reward the most deserving teammates or teams.

This year, GSV, Kiloutou's Danish subsidiary, launched its own version of the event: the "Green Days." This event was held over four days across the country.

GROUP

Kiloutou is committed to regional development

As part of its social responsibility commitment, Kiloutou actively supports communities across Europe through a range of sponsorship and philanthropic initiatives, demonstrating its dedication to local engagement wherever it operates.

Wherever it is established, the Group fosters long-term involvement in local life through targeted partnerships and solidarity actions:

- In Germany, Kiloutou supports several local sports clubs and proudly sponsored the Willingen Ski Jumping World Cup, a major national event



In addition, the Group Yellow, intended for international top managers, was held in Frankfurt bringing together nearly 130 participants. The agenda included a review of 2023, goals for the current year, and a long-term outlook to 2030 aligned with the UPI business project and its five pillars: customer experience, Group expansion, process improvement, team pride, and environmental stewardship. The event concluded with the Kiloutou Cup, awarded to the Group's top-performing Business Unit according to performance, HR and equipment criteria - Portugal earned this distinction in 2024.

Finally, for the second edition of the Branch Managers Seminar, nearly 300 employees met to discuss the challenges of their profession. Branch Managers are an essential part of the Kiloutou mechanism and play a key role in the Group's organisation and development. During this seminar, discussions focused on best practices in business, human resources management and Health, Safety and Prevention. These moments of sharing are opportunities to reinforce the skills of the teams and promote a common dynamic.

These meetings allow Kiloutou's teammates to get to know each other better, share their experiences and build the Group's future together.

- In Italy, the Group invests in sport by sponsoring renowned teams such as Imoco Volleyball in Serie A and Atalanta in football. Its commitment also extends to cultural events and social causes, such as training and education.
- In France, Kiloutou recently took part in a solidarity mission alongside La Sauvegarde du Nord, an association focused on the inclusion of vulnerable individuals. During a special day at the Therapeutic, Educational, and Pedagogical Institute (DITEP) in Tressin, employees joined children in building insect hotels, wooden teepees, and planting trees.

The company has also been engaged for several years in skills-based volunteering, connecting employees with local associations. The objective is twofold: to give more meaning to work and to transmit know-how and interpersonal skills to more vulnerable populations.



FRANCE SPAIN

Solidarity: a culture shared by all Kiloutou employees

At Kiloutou, corporate culture is based on sharing and mutual help. Solidarity is a core value demonstrated daily - both among employees and in support of local communities.

Severe storms struck Spain and France in the summer of 2024. While there were no casualties within the Kiloutou teams, the urgency of the situation led to an outstanding mobilisation of employees to support affected branches and local communities. In Spain, teammates volunteered their time to clean streets and distribute donations to disaster victims. Notably, the Arazuri and Mutilva branches launched several key initiatives:

- **Donations to the Red Cross:** six pallets and three wheelbarrows of essential equipment were sent to flood victims in Valencia. These included Personal Protective Equipment (PPE) such as gloves, boots, and waterproof clothing, along with cleaning tools.

- **Logistical support in Madrid:** equipment was loaned to the Alcobendas town hall to assist with donation delivery and ease the burden on volunteers.

- **Collaboration with emergency services:** teams were mobilised, and machinery and generators were provided in partnership with local firefighters to help move vehicles and restore access to affected areas.



FRANCE

Sharing expertise and resources with the next generation

Kiloutou is committed to supporting young people in training by sharing not only its expertise but also its equipment, ensuring they benefit from optimal learning conditions. To this end, several donations have been made to technical high schools:

- two rammers were donated to the Lycée Saint-Gabriel in Pont-l'Abbé, an establishment that is currently training two technical students on Kiloutou work-study programs;
- a dryer was given to the Lycée Henri Avril in Lamballe, where Mathis Poidevin was trained as a Technical and Commercial Advisor on a work-study program at the Saint-Brieuc branch.



G1 BUSINESS CONDUCT

BUSINESS ETHICS IN THE KILOUTOU GROUP

Aligned with its sustainability strategy, Kiloutou is committed to an ethical approach in its relationships with customers, partners, employees, suppliers, and all stakeholders, and expects these commitments to be mutually upheld.

Kiloutou's ethical standards and commitments are outlined in the Group's official guidelines and charters, including:

- **Kiloutou's Anti-Corruption and Fraud Policy** (code of conduct, internal reporting and alert system, Sapin II investigation scheme),
- **the Anti-trust Policy,**
- **the GDPR policy.**


70.1%
of teammates
having completed
ETHICS TRAINING


0
Number of **CONVICTIONS**
for violation of
anti-corruption laws


**NUMBER OF GDPR
INCIDENTS:**
NO VIOLATIONS
of data reported to
the CNIL in 2024

ANTI-CORRUPTION POLICY

» **The anti-corruption policy is an integral part of Kiloutou's DNA.** With its commitment to the 10 principles of the United Nations Global Compact and in accordance with the Sapin II Act, Kiloutou has put in place a comprehensive system covering several years including:

- **risk mapping,**
- **a due diligence program with its third parties,**
- **a charter and a code of conduct,**
- **a whistleblowing platform and training of teammates in the prevention of corruption.**

Kiloutou is committed to setting a standard of excellence, positioning itself as a trusted partner for its employees and all stakeholders.

GDPR POLICY

» **As technology continues to evolve, it brings with it new risks to individual privacy. Kiloutou fully recognises these challenges and has made the protection of personal data a central part of its strategy. This commitment extends to safeguarding the interests of its customers, employees, suppliers, and service providers.**

Every day, Kiloutou processes personal data for purposes such as human resources management and maintaining business relationships. Given the sensitivity of this information, the company has implemented a robust governance framework to ensure data is handled responsibly and securely.

Strategic decisions are guided by four core principles:

- **data minimisation,**
- **transparency** with regard to data subjects,
- **team training and awareness,**
- **implementation of appropriate security measures.**

These principles are embedded in the design of every new project, ensuring ongoing protection of privacy.

ANTI-TRUST POLICY

» **Kiloutou operates in a highly competitive environment and upholds strong ethical values across all its activities.**

Recognising the constant presence of competition-related risks in its core business, the Group prioritises raising awareness among all teammates – at every level – about the legal requirements and principles that must be observed. This ensures that individual actions align with the Group's ethical standards, economic goals, and reputation.

The anti-trust policy outlines the rules governing fair competitive practices, providing simplified explanations of legal concepts along with practical examples to facilitate understanding. The goal is to equip all teammates, managers and shareholders with the knowledge and tools to manage interactions with competitors responsibly. This helps maintain a balance in their actions without betraying the Group's core values and avoiding potentially costly legal sanctions for the company and damaging impacts for individuals.

Kiloutou is committed to ensuring that every teammate understands, adopts, and complies with this policy, in accordance with competition laws in each country where it operates.

THE WHISTLEBLOWING PLATFORM

With clearly defined rules outlined in each of its policies, Kiloutou empowers every teammate to identify situations that may compromise the Group's ethical standards.

The company's expert support services are also available to help all teammates assess the risks of the situations they face. The Kiloutou whistleblowing platform enables employees, customers and suppliers and any third party to report situations that do not comply with those rules. There they can report incidents that violate applicable regulations or Kiloutou charters. These incidents can relate to topics as diverse as:

- **harassment and discrimination** in all forms,
- **violent radicalisation,**
- **fraud, bribery, corruption, improper kickbacks, facilitation payment,**
- **anti-trust violations** such as cartels, abuse of dominance or unjustified abrupt contract terminations,
- **embezzlement, theft, misappropriation, money laundering,**
- **conflicts of interest, equity,**
- **breaches of data protection and IT security incidents and confidentiality.**

This system allows for early detection and intervention by Kiloutou's ethics and compliance teams, helping prevent harm to the company, and its relations with stakeholders or harm to the stakeholders themselves. The ethics whistleblowing platform is now deployed in all the countries where the Group operates and is accessible in the local languages of each country.

SUSTAINABLE DEVELOPMENT INDICATORS

2024



KAPLA HOLDING SAS

Limited assurance report by the independent auditor on certain sustainability-related information of KAPLA HOLDING SAS

Limited assurance report by the independent auditor on certain sustainability information of KAPLA HOLDING SAS

To the Executive Management of KAPLA HOLDING SAS,
30 bis rue Sainte Hélène
69002 Lyon

Limited assurance conclusion

We have performed a limited assurance engagement on the sustainability information of KAPLA HOLDING SAS (hereinafter the 'Entity') presented in Appendix 1 to this report and identified by an '*' in the section 'Sustainability indicators from 1 January to 31 December 2024' of the 2024 Engagement Report (hereinafter the 'Engagement Report') (hereinafter the 'Sustainability Information') for the financial year ended 31 December 2024.

Based on the work we have performed and the information we have collected, we have not identified any significant anomalies that would call into question the compliance, in all material respects, of the Sustainability Information with the internal methodological protocol 'FY24 Engagement Report Protocol V1' available upon request from the Entity's registered office.

Regulatory provisions and applicable professional standards

We conducted our limited assurance engagement in accordance with *International Standard on Assurance Engagements 3000* (revised), *Assurance engagements other than audits or reviews of historical financial information*, issued by the International Auditing and Assurance Standards Board (IAASB).

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard are set out in the 'Responsibilities of the Independent Auditor' section of this report.

Independence and quality control

We conducted our engagement in accordance with the ethical requirements and independence requirements set out in Article L.821-28 of the French Commercial Code, the Code of Ethics for Statutory Auditors and the Code of Ethics for Professional Accountants developed by the International Ethics Standards Board for Accountants (IESBA). These are based on compliance with the fundamental principles of integrity, objectivity, professional competence and diligence, confidentiality and professional behaviour.

We also apply the *International Standard on Quality Management 1*, which requires the definition and implementation of a quality management system that includes policies and procedures relating to ethical rules, professional standards and compliance with applicable laws and regulations.

Translated by Kiloutou.

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A chartered accountancy registered in Paris and Greater Paris. Statutory auditor, member of the Versailles and Centre regional company. Simplified joint stock company with capital of €2,510,460. Registered office: 63 rue de Villiers 92200 Neuilly-sur-Seine. RCS Nanterre 672 006 483. VAT no. FR 76 672 006 483. Siret 672 006 483 00362. APE Code: 6920 Z. Offices: Bordeaux, Lille, Lyon, Marseille, Metz, Nantes, Neuilly-Sur-Seine, Rennes, Rouen, Strasbourg, Toulouse, Montpellier.

Responsibilities of the Entity

The Entity's management is responsible for:

- preparing Sustainability Information in accordance with the internal methodological protocol 'FY24 Engagement Report Protocol V1' (hereinafter the 'Framework');
- designing, implementing and maintaining the internal control system it deems necessary to establish Sustainability Information in accordance with the Framework, free from material misstatement, whether due to fraud or error; and
- determining and implementing appropriate methodologies for determining Sustainability Information and formulating assumptions and estimates that are reasonable in the circumstances.

The Entity's management bodies are responsible for overseeing the process of preparing the Entity's Sustainability Information.

Limitations inherent in the preparation of Sustainability Information

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of Sustainability Information allows for the use of different, but acceptable, measurement techniques that may affect the comparability of entities with each other and over time.

Sustainability Information may be subject to uncertainty inherent in the state of scientific or economic knowledge and the quality of external data used. In addition, certain information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation.

Furthermore, the quantification of greenhouse gases is subject to inherent uncertainty due to incomplete scientific knowledge used to determine emission factors and the values required to combine emissions from different gases.

Responsibilities of the independent auditor

It is our responsibility to plan and perform the engagement to obtain limited assurance that the Sustainability Information is free from material misstatements, whether due to fraud or error, and to issue a limited assurance report including our conclusion. Misstatements may be due to fraud or error and are considered material if they could reasonably be expected to influence the decisions of users of the Sustainability Information, either individually or in the aggregate.

In a limited assurance engagement conducted in accordance with the international standard ISAE 3000 (revised), we exercise professional judgment and maintain critical thinking throughout the engagement. In addition, it is our responsibility to:

- determine the appropriateness of the Framework selected by the Entity for the preparation of the Sustainability Information in light of the Entity's circumstances;
- identify and assess the risks that the Sustainability Information contains material misstatements, whether due to fraud or error, including familiarising ourselves with the internal control and risk management procedures implemented by the Entity that are relevant to the production of Sustainability Information, it being specified that it is not our responsibility to express an opinion on the operational effectiveness of the Entity's internal control system;

- define and implement procedures in response to these risks. The risk of not detecting a significant misstatement resulting from fraud is higher than that of a significant misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.

Nature and scope of the work

A limited assurance engagement on Sustainability Information involves performing procedures to obtain evidence. In a limited assurance engagement, the nature, timing and extent of the procedures are less extensive than those required for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than that obtained in a reasonable assurance engagement.

The nature, timing and extent of the procedures performed, including the identification and assessment of the risks of material misstatement in the Sustainability Information, whether due to fraud or error, depend on professional judgment.

As part of our limited assurance engagement, we performed the following procedures:

- Obtaining an understanding of the Sustainability Information included in the Engagement Report;
- Obtaining an understanding of the Entity's activities;
- Obtaining an understanding of the process for collecting and compiling the Sustainability Information, the Entity's control environment and the information systems relevant to the production of the Sustainability Information, it being specified that we did not test the design and operational effectiveness of the information systems and controls relevant to the production of the Sustainability Information;
- Assess whether the methods used by the Entity to prepare the Sustainability Information are appropriate in light of the Framework and, where applicable, assess the relevance of changes in methods and assumptions;
- Evaluate, by sampling, the process for collecting and compiling Sustainability Information in order to assess the completeness and accuracy of the information collected and implement procedures to verify the correct consolidation of the data collected;
- Verify that the Sustainability Information has been determined for the entire scope indicated in the Framework;
- Perform detailed tests, based on sampling or other means of selection, consisting of verifying the correct application of the calculation methods and assumptions used and reconciling the underlying data with the supporting documents;
- Assess the overall consistency of the Sustainability Information with our knowledge of the Company.

Done at Neuilly-sur-Seine, on 21 May 2025

One of the Statutory Auditors
PricewaterhouseCoopers Audit

Alexandre Decrand

Annexe 1 : List of Sustainability information

- Number of members on the Supervisory Board ;
- Number of executive members ;
- Representation of employees and other workers ;
- Share of independent directors on the Supervisory Board ;
- Share of women on the Supervisory Board ;
- Share of women on Executive Committee ;
- Share of women on management committees ;
- Number of alerts received through the ethics whistleblowing procedure ;
- Rate of employees who have completed the Ethics training ;
- Number of convictions for violating anti-corruption laws ;
- CSR score - EcoVadis ;
- Total number of employees* ;
- Total number of female employees ;
- Total number of male employees ;
- Average number of employees (headcount) ;
- Number of female employees on a permanent contract ;
- Number of female employees on a temporary contract ;
- Number of female employees on a zero-hour contract ;
- Number of male employees on a permanent contract ;
- Number of male employees on a temporary contract ;
- Number of male employees on a zero-hour contract ;
- Number of female work-study trainees ;
- Number of male work-study trainees ;
- Turnover rate ;
- Exit rate ;
- Number of interns ;
- Share of employees covered by agreements ;
- Share of total workforce covered by worker representatives ;
- Share of women in senior management ;
- Share of women in senior management ;
- Share of female managers ;
- Share of employees aged over 50 ;
- Number of employees aged over 50 ;
- Share of employees aged under 30 ;
- Number of employees aged under 30 ;
- Share of employees aged between 30 and 50 ;
- Number of employees aged between 30 and 50 ;
- Share of employees with disabilities ;
- Training access rate ;
- Share of employees who participated in regular performance and career development assessments ;
- Share of employees who participated in regular performance and career development evaluations - women ;
- Share of male employees who participated in regular performance and career development evaluations - men ;
- Average number of women's training hours ;
- Average number of men's training hours ;
- Percentage of people in own workforce who are based on legal covered by the health & safety management system requirements ;
- LITF rate: TF1(10) ;
- Occupational accident frequency rate: TF2 (with and without lost time) ;
- Occupational accident severity rate ;
- Number of deaths among workers as a result of accidents at work and occupational diseases

- Number of deaths due to work-related injuries and ill health of other workers working on company sites ;
- Number of occupational accidents recorded for company workers ;
- Absenteeism rate ;
- Share of employee shareholders present within the Group for more than two years ;
- Pay gap between men and women ;
- Share of strategic suppliers whose CSR performance has been assessed ;
- Share of strategic suppliers having signed the Kiloutou ;
- Net Promoter Score (NPS) Customer ;
- Scope 1* emissions ;
- Scope 2 Emissions (Location-Based) ;
- Scope 2 Emissions (Market-Based) ;
- Scope 1+ 2 Emissions (Location-Based) ;
- Scope 3 Emissions (upstream) ;
- Scope 3 Emissions (downstream) ;
- Scope 3 Emissions (upstream + downstream) ;
- Scope 1+ 2 + 3 Emissions (Location-Based) ;
- Scope 1+ 2+ 3 Emissions (Market-Based) ;
- Carbon intensity ratio ;
- Total energy consumption within the organisation ;
- Total fossil energy consumption ;
- Total consumption of nuclear energy ;
- Total consumption of renewable energy ;
- Consumption of fuels from renewable sources ;
- Electricity, heat, steam and cold consumption purchased or acquired from renewable sources ;
- Energy intensity ratio ;
- Share of renewable electricity ;
- Share of audited operational sites for which an environmental risk assessment has been carried out ;
- Share of own operating fleet (including breakdown vehicles) using alternative energy ;
- Share of CAPEX dedicated to the purchase of rented earthmoving and access equipment using alternative energy ;
- Total amount of hazardous waste generated ;
- Total quantity of WEEE treated

INDICATORS

SUSTAINABLE DEVELOPMENT

1 JANUARY - 31 DECEMBER

In 2024, as part of its voluntary commitment, Kiloutou expanded the publication of its ESG indicators, primarily at the Group level. The indicators marked with a «*» in the table below have been reviewed by an independent auditor. The report is available in the “Independent Auditor’s Report” section of the Engagement Report.

We choose to publish only the 2023 and 2024 indicators, as the scope of previous years differed and is therefore not directly comparable.

ENVIRONMENT SHARING RESOURCES AND THE PLANET			UNIT	SCOPE	2023	2024	SUSTAINABLE DEVELOPMENT GOALS
ESRS E1 CLIMATE CHANGE							
E1-1 GHG EMISSIONS ⁽²⁾							
E1-11	Scope 1* emissions	tCO2eq	Group		44,821	43,758	13
E1-12		%	Group		6%	5.9%	
E1-13	Scope 2 emissions (Location-Based)*	tCO2eq	Group		1,832	1,895	13
E1-14		%	Group		0.2%	0.3%	
E1-15	Scope 2 emissions (Market-Based)*	tCO2eq	Group		2,869	1,858	13
E1-16	Scope 1 + 2 emissions (Location-Based)*	tCO2eq	Group		46,653	45,653	13
E1-17		%	Group		6.2%	6.2%	
E1-18	Scope 3 emissions (upstream)*	tCO2eq	Group		288,344	265,606	13
E1-19		%	Group		38.6%	36%	
E1-110	Scope 3 emissions (downstream)*	tCO2eq	Group		411,536	427,547	13
E1-111		%	Group		55.1%	57.9%	
E1-112	Scope 3 emissions (upstream + downstream)*	tCO2eq	Group		699,880	693,153	13
E1-113		%	Group		93.8%	93.8%	
E1-114	Scope 1 + 2 + 3 emissions (Location-Based)*	tCO2eq	Group		746,533	738,806	13
E1-115	Scope 1 + 2 + 3 emissions (Market-Based)*	tCO2eq	Group		747,570	738,769	13
E1-116	Carbon intensity ratio*	kg CO2eq/k€	Group		619	592	13
E1-2 ENERGY CONSUMPTION							
E1-2.1	Total energy consumption within the organisation*	MWh	Group		203,024	205,164	13
E1-2.2	Total energy consumption from fossil sources ^{(1)*}	MWh	Group		-	178,966	13
E1-2.3	Total energy consumption from nuclear sources ^{(1)*}	MWh	Group		-	1,714	13
E1-2.4	Total energy consumption from renewable sources*	MWh	Group		10,244	24,534	13
E1-2.5	Fuel consumption from renewable sources ^{(1)*}	MWh	Group		-	3,122	13
E1-2.6	Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources ^{(1)*}	MWh	Group		-	21,411.8	13
E1-2.7	Energy intensity ratio*	kWh/k€	Group		168	164	13
E1-2.8	Share of renewable electricity consumption*	%	Group		30.3%	81.2%	13
E1-3 ENVIRONMENT TRAINING							
E1-3.1	Share of total workforce trained (internal or external) in environmental issues	%	Generalist France		80.4%	79.1%	12 13
ESRS E2 POLLUTION							
E2-1 ENVIRONMENTAL IMPACT MANAGEMENT							
E2-1.1	Share of audited operational sites for which an environmental risk assessment has been carried out*	%	France Denmark		96.4%	89.6%	12 13
E2-1.2	Share of certified environmental activity - ISO 14001 or KAP labelling ⁽³⁾	%	France Denmark		96.4%	89.6%	3 4 5 6 8 12 13

E2-2 OPERATING VEHICLE IMPACTS						
E2-2.1	Share of own operating fleet (including breakdown vehicles) using alternative energy ^{(4)*}	%	Group	18.6%	38.1%	13
E2-3 IMPACTS OF THE RENTAL FLEET						
E2-3.1	Share of CAPEX spent on the purchase of earthmoving and access rental equipment using alternative energy*	%	Group	24.3%	19.7%	13
ESRS E5 CIRCULAR ECONOMY						
E5-1 WASTE						
E5-1.1	Total amount of hazardous waste generated*	Tonnes	Group	931	1135	12
E5-1.2	Total quantity of WEEE treated*	Tonnes	Group	245	281	12

SOCIAL SHARING OUR PASSION AND KNOW-HOW			UNIT	SCOPE	2023	2024	SUSTAINABLE DEVELOPMENT GOALS
ESRS S1 WORKFORCE							
S1-6 CHARACTERISTICS OF THE COMPANY’S EMPLOYEES							
S1-6.1	Total number of employees*	Number	Group	6,715	7,028	8	
S1-6.2	Total number of female employees*	Number	Group	1,228	1,341	8	
S1-6.3	Total number of male employees*	Number	Group	5,487	5,687	8	
S1-6.4	Share of females in the total workforce	%	Group	18.5%	19.1%	5 8	
S1-6.5	Average number of employees (headcount) ^{(1)*}	Number	Group	-	993	8	
S1-6.6	Share of permanent contracts	%	Group	96.1%	92.2%	8	
S1-6.7	Number of female employees on a permanent contract ^{(1)*}	Number	Group	-	1,212	8	
S1-6.8	Number of female employees on a temporary contract ^{(1)*}	Number	Group	-	68	8	
S1-6.9	Number of female employees on a non-guaranteed hours contract ^{(1)*}	Number	Group	-	1	8	
S1-6.10	Number of male employees on a permanent contract ^{(1)*}	Number	Group	-	5,267	8	
S1-6.11	Number of male employees on a temporary contract ^{(1)*}	Number	Group	-	201	8	
S1-6.12	Number of male employees on a non-guaranteed hours contract ^{(1)*}	Number	Group	-	13	8	
S1-6.13	Number of female work-study trainees ^{(1)*}	Number	Group	-	58	8	
S1-6.14	Number of male work-study trainees ^{(1)*}	Number	Group	-	198	8	
S1-6.15	Turnover rate*	%	Group	22.9%	20.4%	8	
S1-6.16	Exit rate ^{(1)*}	%	Group	-	20.2%	8	
S1-7 CHARACTERISTICS OF EXTERNAL WORKERS FORMING PART OF THE COMPANY’S WORKFORCE							
S1-7.1	Number of interns*	Number	Group	357	348	4	
S1-8 COVERAGE OF COLLECTIVE BARGAINING AND SOCIAL DIALOGUE							
S1-8.1	Share of employees covered by collective bargaining agreements ^{(5)*}	%	Group (excluding Poland)	96.6%	88.5%	3 8	
S1-8.2	Share of total workforce covered by workers’ representatives ^{(6)*}	%	Group	79.1%	80.4%	3 8	

SOCIAL SHARING OUR PASSION AND KNOW-HOW			UNIT	SCOPE	2023	2024	SUSTAINABLE DEVELOPMENT GOALS
S1-9 DIVERSITY							
S1-9.1	Share of females at top management level ^{(1) (20)*}	%	Group	-	21.2%	5	
S1-9.2	Number of females at top management level ^{(1)*}	Number	Group	-	11	5	
S1-9.3	Share of female managers*	%	Group	14.5%	14.8%	5	
S1-9.4	Professional Equality Index	Score (/100)	Generalist France	88	88	5	
S1-9 DIVERSITY AND INCLUSION (EXCLUDING GENDER) ⁽¹⁷⁾							
S1-9.5	Share of employees aged over 50 ^{(1)*}	%	Group	-	23.3%	8	
S1-9.6	Number of employees aged over 50 ^{(1)*}	Number	Group	-	1,638	8	
S1-9.7	Share of employees aged under 30 ^{(1)*}	%	Group	-	23.5%	8	
S1-9.8	Number of employees aged under 30 ^{(1)*}	Number	Group	-	1,652	8	
S1-9.9	Share of employees aged between 30 and 50 ^{(1)*}	%	Group	-	53.2%	8	
S1-9.10	Number of employees aged between 30 and 50 ^{(1)*}	Number	Group	-	3,738	8	
S1-12 PERCENTAGE OF EMPLOYEES WITH DISABILITIES							
S1-12.1	Share of employees with disabilities ^{(8) (21)*}	%	Group	3.4%	3.4%	8	
S1-13 TRAINING AND DEVELOPMENT							
S1-13.1	Training access rate ^{(9)*}	%	Group	83.1%	81%	4 8	
S1-13.2	Share of employees that participated in regular performance and career development reviews ^{(5)*}	%	Group	71.3%	63.5%	3 8	
S1-13.3	Share of employees that participated in regular performance and career development reviews - Female ^{(1)*}	%	Group	-	59.7%	3 8	
S1-13.4	Share of employees that participated in regular performance and career development reviews - Male ^{(1)*}	%	Group	-	64.4%	3 8	
S1-13.5	Average number of women's training hours ^{(1)*}	Number	Group	-	15.1	3 8	
S1-13.6	Average number of men's training hours ^{(1)*}	Number	Group	-	20.1	3 8	
S1-14 HEALTH AND SAFETY							
S1-14.1	Percentage of people in its own workforce who are covered by the undertaking's health and safety management system based on legal requirements and/or recognised standards or guidelines ^{(1)*}	%	Group	-	92%	3	
S1-14.2	Share of operational sites for which a health & safety at work risk assessment has been carried out	%	France / Denmark / Portugal	67.8%	74%	3	
S1-14.3	Frequency rate of work-related accidents (with stop only) ^{(10)*}	%	Group	47.7%	35.1%	3	
S1-14.4	Rate of recordable work-related accidents for own workforce (with and without lost time) ^{(1)*}	%	Group	-	142.2%	3	
S1-14.5	Occupational accident severity rate ^{(11)*}	%	Group	1.4%	2.9%	3	
S1-14.6	Number of fatalities in own workforce as result of work-related injuries and work-related ill health ^{(1)*}	Number	Group	-	0	3	
S1-14.7	Number of deaths due to work-related injuries and ill health of other workers working on company sites ^{(1)*}	Number	Group	-	0	3	
S1-14.8	Number of recordable work-related accidents for company workers ^{(1)*}	Number	Group	-	1,332	3	
S1-14.9	Absenteeism rate*	%	Group	5.5%	5.7%	3	
S1-14.10	Share of total workforce in all sites represented on a committee occupational health & safety parity ⁽¹⁾	%	Group (excluding Germany / Italy)	-	97%	3	

SOCIAL SHARING OUR PASSION AND KNOW-HOW			UNIT	SCOPE	2023	2024	SUSTAINABLE DEVELOPMENT GOALS
S1-16	COMPENSATION MEASURES						
S1-16.1	Share of employee shareholders present within the Group for more than two years*	%	France	30.9%	30.2%	8	
S1-16.2	Equity ratio: the total annual remuneration ratio ⁽¹²⁾	Number	France	9.2	17.2	8	
S1-16.3	Gender pay gap*	%	Group	4.9%	4.6%	5	
S1-20	RISK ASSESSMENT						
S1-20.1	Share of operational facilities certified in accordance with ISO 45001 or another standard relating to the management of social or human rights or KAP Labelling ⁽¹⁾	%	Group	-	85.5%	3458	
ESRS S2 WORKERS IN THE VALUE CHAIN							
RESPONSIBLE PURCHASES							
S2-1	Share of strategic suppliers whose CSR performance has been assessed ^{(13)*}	%	Group	90%	93.9%	35681213	
S2-2	Share of strategic suppliers having signed the responsible purchasing Kiloutou charter ^{(14)*}	%	Group	100%	96.3%	35681213	
S2-3	Share of targeted strategic suppliers with contracts containing clauses on environmental, labour and human rights requirements ⁽¹⁾	%	Group	-	96.3%	35681213	
S2-4	Share of buyers purchases from strategic suppliers who have received training on responsible purchases ⁽¹⁾	%	Group	-	100%	35681213	
ESRS S4 CONSUMERS AND END USERS							
CUSTOMER SATISFACTION							
S4-1	Net Promoter Score (NPS) Customer ⁽¹⁵⁾	%	Generalist France*	52.8%	54.6%	8	
			Kiloutou Energy*	52.5%	49.9%	8	
			Kiloutou Module*	50.3%	52%	8	
			Denmark*	74%	-	8	
			Spain ^{(1)*}	-	73%	8	
			Poland ^{(1)*}	-	79%	8	
			Germany ^{(1)*}	-	78%	8	
			Italy ^{(1)*}	-	67%	8	
QUALITY							
S4-2	Share of activities benefiting from quality certification (e.g. ISO 9001) ⁽¹⁶⁾	%	Generalist France / Poland / Spain / Denmark / Kiloutou Energy / Kiloutou Module	98.5%	93.1%	312	

GOVERNANCE SHARING A SUSTAINABLE CORPORATE STRATEGY			UNIT	SCOPE	2023	2024	SUSTAINABLE DEVELOPMENT GOALS
ESRS G1 BUSINESS CONDUCT							
GOV1 SUPERVISORY BOARD							
GOV1.1	Number of members on the Supervisory Board*	Number	Group	10	11		
GOV1.2	Number of executive members*	Number	Group	0	0		
GOV1.3	Representation of employees and other workers*	Number	Group	0	0		
GOV1.4	Share of independent Supervisory board members*	%	Group	20%	18%		
GOV1.5	Share of females on the Supervisory Board*	%	Group	10%	9%	5	

GOUVERNANCE SHARING A SUSTAINABLE CORPORATE STRATEGY		UNIT	SCOPE	2023	2024	SUSTAINABLE DEVELOPMENT GOALS
GOV1 EXECUTIVE COMMITTEE & MANAGEMENT COMMITTEES						
GOV1.6	Share of females on Executive Committee ^{(17)*}	%	Group	0%	0%	5
GOV1.7	Share of females on management committees ^{(18)*}	%	Group	10,5%	15%	5
G1-3 ETHICS						
G1-3.1	Number of alerts received through the ethics whistleblowing procedure*	Number	Group	17	57	8
G1-3.2	Rate of employees who have completed the Ethics training ^{(19)*}	%	Group	96.9%	70.1%	8
G1-3.3	Number of data violations filed with CNIL ⁽¹⁾	Number	Group	-	0	8
G1-4 CORRUPTION						
G1-4.1	Number of convictions for violating anti-corruption laws ^{(1)*}	Number	Group	-	0	8
G1-4.2	Number of fines for violating anti-corruption laws ^{(1)*}	Number	Group	-	0	8
G1-5 CSR MANAGEMENT						
G1-5.1	CSR score - EcoVadis*	Score (/100)	Group	72	79	3 5 6 8 12 13

*Indicator reviewed by the independent auditor.

(1) Data not available in 2023. (2) Calculation based on GHG Protocol methodology. The emissions calculated for 2023 have been reviewed following the use of methodological elements specific to our sector of activity. (3) KAP labelling: CSR management system. (4) Alternative energy natural gas, biogas, electric, hydrogen, biofuel, hybrid. (5) Scope 2023: France / Portugal / Denmark. (6) Scope 2023: Group excluding Germany / Poland / Spain. (7) In 2024: compliance with CSRD requirements i.e. under 30 and over 50 (2023: under 25 and over 55). (8) Scope 2023: Group excluding Denmark. (9) Scope 2023: Generalist France/ Portugal. (10) Scope 2023: Group excluding Poland. (11) Scope 2023: Group excluding Spain: (12) Scope 2023: France Generalist/Portugal/Denmark - Change in formula for 2024. (13) Strategic suppliers are those representing 90% of Group equipment and Speciality equipment Assessment by EcoVadis. Scope 2023: France. (14) Strategic suppliers are those representing 90% of Group equipment and Speciality equipment. (15) Tool change for Group harmonisation. Scope 2024: Group excluding Portugal / Denmark / Kiloutou Signalisation / event rental entity, Loca Réception. (16) Scope 2023: Generalist France / Poland / Spain / Denmark. (17) Group Executive Committee. (18) Management Committee of the 7 countries. (19) Scope 2023: France. (20) Executive Committee and N-1 Executive Committee. (21) Figure based on an estimate.

CARBON ASSESSMENT PER COUNTRY FOR 2024

tCO2eq	FRANCE	DENMARK (GSV)	PORTUGAL (VENDAP)	POLAND	ITALY	GERMANY	SPAIN
Scope 1	26,472	5,540	6,828	1,319	994	1 516	1,089
Scope 2 - Location-Based	671	291	108	367	217	163	77
Scope 2 - Market-Based	64	104	473	522	488	13	193
Scope 3	399,157	112,758	71,614	25,419	24,782	20,645	38,777
TOTAL (Scope 1 + 2 Location-Based + Scope 3)	426,301	118,589	78,550	27,106	25,993	22 324	39,943
TOTAL (Scope 1 + 2 Market-Based + Scope 3)	425,693	118, 402	78,916	27,260	26,264	22,174	40,059

BIBLIOGRAPHY OF INDICATOR CALCULATIONS

SUBJECT	CSRD REPORTING STANDARDS	SOURCE
ENVIRONMENT - SHARING RESOURCES AND THE PLANET		
Emissions	ESRS E1-6 Gross GHG Emissions	ADEME Footprint Base DEFRA - Emissions conversions factors (UK) IEA
Emissions	ESRs E1-6 Gross GHG Emissions	GHG Protocol. ERA Carbon Reporting Guidance for equipment rental industry
Emissions	ESRS E1-4 GHG emission reduct	SBTi Corporate Near-Term Criteria (v5.2)
Emissions	ESRS E1-5 Energy Consumption and Energy Mix	European Residual Mixes 2023 (AIB)
Waste		Commission Decision of 3 May 2000 known as the European Waste Catalogue
SOCIAL - SHARING OUR PASSION AND KNOW-HOW		
Employment	S1-6 – Characteristics of the company’s employees S1-7 – Characteristics of self-employed workers	French Labour Code: the company’s workforce is calculated in accordance with the following provisions
Gender diversity	S1-9 – Diversity measures	Ministry of Labour, Full Employment and Integration, Index of Professional Equality
Non-Gender Diversity	S1-12 – Persons with disabilities	Compulsory Declaration of Employment of Workers with Disabilities (DOETH)
Non-Gender Diversity	S1-16 – Compensation indicators	
Training	S1-13 – Training and skills development measures	GRI 404: Training and Education 2016
Labour	S1-8 – Coverage of collective bargaining and social dialogue	GRI 102: General Disclosures 2016
Social - Health & Safety	S1-14 – Health & Safety Measures	
Social - Serious incidents, complaints and impacts on human rights	S1-17 – Serious incidents, complaints and repercussions on human rights	
GOVERNANCE - SHARING A SUSTAINABLE CORPORATE STRATEGY		
Governance bodies	ESRs 2 GOV-1 – The role of administrative, supervisory and management bodies	Bouton Report (2002) «For better governance of listed companies»
Corruption	G1-3 – Prevention and detection of corruption and bribery G1-4 – Confirmed incidents of bribery or corruption	GRI 205: Anti-corruption 2016

Kiloutou has signed up to the United Nations Global Compact and contributes to the following Sustainable Development Goals:



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