KILOUTOU
RENT, SHARE.

ENGAGEMENT REPORT 2025

Olivier Colleau › Chief Executive Officer, Kiloutou Group

KILOUTOU held steady in 2025

Kiloutou stayed on track in 2025 despite the turbulence in the construction and public works markets.

Our Group continues to grow by pursuing its clear strategy – diversifying its business, growing internationally and innovating for its customers. The creation of Kiloutou Climatec and the ramp-up of our European operations are two examples of this momentum.

These past 15 months, Kiloutou has completed nine acquisitions – including two at the end of 2025 in Italy and Spain, which reflect our plan to continue growing on the continent. The second, for instance, pushed our revenue in Spain over the €100 million mark and ranks us among the top three players in that market.

While driving this growth, we are concurrently structuring our environmental transition targets and roadmap. In 2025, the validation of our carbon trajectory by the Science Based Targets initiative (SBTi) confirmed our ambition to move towards aligning our strategy with the objectives of the Paris Agreement. EcoVadis upgraded our status to Platinum in 2025, in recognition of our robust strategy and our teams' commitment.

Growth, however, only makes sense if we keep what puts Kiloutou in a class by itself: its strong culture grounded in trust, responsibility and sharing. That is the spirit we captured in our new brand signature, "Rent, Share.", which reflects the core principle at the heart of our model. We share equipment with our customers, share the value we create with our teammates and share our insights with our sector. This culture is the foundation on which we are building our Group's future.

This is the spirit that will guide us moving forward: we will keep innovating, supporting transformation across our industry, and making sure Kiloutou's growth always brings about enduring, collective and shared progress.

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INTRODUCTION

ESG REPORT

Kiloutou pledged to share information about its ESG performance openly with all its stakeholders several years ago. The aim of this voluntary commitment report, drawn up in accordance with the Kiloutou group's own framework, is to present the company's actions and objectives, using an approach based on the Corporate Sustainability Reporting Directive (CSRD), which is founded on three pillars: Environment, Social and Governance.

The Group has been deepening its ESG strategy for a decade, in step with growing stakeholder expectations. We started by limiting our branches' impacts drawing inspiration from ISO 26000, adopted an ambitious environmental policy in 2020, and stepped up our climate commitment and embarked on our CSRD roadmap in 2024.

Now Kiloutou is taking one step further on its CSRD journey compliance, aiming for full compliance in 2028 based on financial year 2027 figures. In the meantime, and until that point is reached, reporting is carried out in accordance with the current internal protocol. In the meantime, and until this target is reached, reporting is carried out in accordance with the current internal protocol.

Membership of GOVERNANCE BODIES

STATUTORY BODIES

MONITORING COMMITTEE

ROLE: can decide, by simple majority, to set up advisory committees tasked with examining matters referred to them by the Committee or its Chair. It appoints advisory committee members, defines their responsibilities and oversees them.

MEMBERSHIP: the Monitoring Committee has 11 non-executive members (1 woman, 10 men) including 2 independent members.

MEETINGS: the Monitoring Committee meets whenever the Group's interests so require and may be convened by its Chair or any of its members. It has met 4 or more times a year since 2024.

Assist in decision-making

COMPENSATION COMMITTEE

ROLE: advises the Monitoring Committee on remuneration and other benefits for corporate officers and employees.

MEMBERSHIP: 4 men.

MEETINGS: at least once a year.

AUDIT COMMITTEE

ROLE: oversees the Kiloutou Group's internal control procedures and monitors the risks to which it is exposed. It verifies control procedures, and works on risk mapping and response implementation. It also reviews and approves the Group's charter of corporate governance, ensuring compliance with International Ethics Standards Board for Accountants (IESBA) regulations.

MEMBERSHIP: 2 women, 1 man.

MEETINGS: at least 3 a year.

ACQUISITIONS COMMITTEE

ROLE: reviews material external growth opportunities for the Kiloutou Group.

MEMBERSHIP: 4 men.

MEETINGS: as often as necessary.

OPERATIONAL BODIES

EXECUTIVE COMMITTEE

ROLE: defines Kiloutou's strategy in accordance with the direction set by the Monitoring Committee.

MEMBERSHIP: 8 men.

MEETINGS: every 2 weeks on average.

ESG COMMITTEE

ROLE: defines sustainability strategy and policy in accordance with the CSRD double materiality assessment.

MEMBERSHIP: 1 woman, 7 men.

MEETINGS: 2 or 3 a year.

SUSTAINABLE DEVELOPMENT DEPARTMENT

ROLE: recommends sustainability strategy and policies, and rolls out the resulting roadmap based on the CSRD double materiality assessment. It is also responsible for training and upskilling teammates, works with a network of ambassadors to ensure the company's initiatives are implemented effectively on the ground, and liaises with the Human Resources Department on people-related matters.

SUSTAINABLE DEVELOPMENT AMBASSADORS

ROLE: implement the company's initiatives at the local level, and monitor and fine-tune action plans to support all teammates through change. Kiloutou currently has a solid network of ambassadors spanning all French regions and will have one ambassador per country outside France in 2026.

MEETINGS: once a month with the Sustainable Development team.

FINANCE & ADMINISTRATIVE DEPARTMENT

ROLE: recommends ethics strategy and compliance policies. It prepares the roadmap to ensure compliance with the Group's rules and applicable regulations, and trains teams in matters relating to ethics and regulation. It works with a network of compliance officers and data protection officers in each country to ensure adherence to the Group's rules. It also liaises with the Human Resources department on people-related matters.

Coordinates

COMPLIANCES OFFICERS AND DATA PROTECTION OFFICERS

ROLE: implement the company's initiatives at the local level, and monitor and fine-tune action plans to support all teammates through change, particularly as regards adherence to ethical rules and applicable regulation.

TRAINING FOR GOVERNANCE BODIES AND MANAGEMENT

Kiloutou's Executive Committee has enhanced its expertise in the main ESG issues through structured, progressive training programmes built into the Group's governance.

OCCUPATIONAL HEALTH AND SAFETY

Health and safety are two of the central pillars of Kiloutou's corporate culture and sustainable performance. All teammates, including members of governing bodies and the Executive Committee, are trained in these issues, so they are fully understood and taken into account at the highest decision-making level.

ENVIRONMENT

The Executive Committee is trained in environmental issues, particularly with the Climate Fresque. The management committees in Denmark and Germany were trained in 2025 and the goal is to train all country management committees in 2026, in order to solidify environmental expertise within governance.

DIVERSITY AND INCLUSION

Training in diversity and inclusion is divided into three modules (Diversity Fresque, harassment prevention and sexist conduct prevention). The management committee in France was trained in 2025 and all Executive Committee members will be trained using the Diversity Fresque in 2026, before the programme is cascaded to the rest of management.

ETHICS AND COMPLIANCE

The Executive Committee is trained in essential ethical matters, including anti-corruption, compliance with competition (anti-trust) rules and protection of personal data (GDPR), to ensure governance is aligned with regulatory requirements as well as the Group's standards.

In 2024 and 2025, the Board deepened its understanding of requirements in the European CSRD in order to support its sustainability strategy.

INFORMATION PROVIDED TO GOVERNANCE BODIES

Kiloutou's shareholder Dentressangle set out its 2022-2026 ESG roadmap in 2021, following a series of collective seminars and with assistance from an audit firm. All teams were trained in the Corporate Sustainability Reporting Directive (CSRD) and business ethics. Dentressangle's Strategic Committee discusses ESG at one of its meetings every year.

In 2025, the Kiloutou Group and its strategic shareholders – HLD and Dentressangle – prioritised several issues associated with sustainability and set goals relating to extra-financial performance including double materiality and a greenhouse gas emissions trajectory aligned with SBTi guidelines.

FACTORING SUSTAINABILITY RESULTS INTO INCENTIVE MECHANISMS

The variable compensation for Executive Committee members is linked to three essential sustainability criteria (safety, diversity and climate) and the variable bonus for employees in France has been linked to a safety criterion since 2025, in both cases reflecting the company's strong commitment to sustainable, all-round performance.

This strategic initiative aims to integrate financial objectives with environmental and social considerations by incentivising leaders to take into account the long-term impact of the decisions they make in their day-to-day work.

IDENTIFYING, PREVENTING AND LIMITING ESG RISKS: DUE DILIGENCE

Respect for human rights, labour rights and ethical principles is a priority for Kiloutou, and applies to its entire value chain. The Group has accordingly implemented a responsible procurement policy to identify, prevent and limit ESG risks. The policy is sponsored at the highest level of governance and requires active involvement among internal as well as external stakeholders.

EMBEDDING DUE DILIGENCE IN THE KILOUTOU GROUP'S GOVERNANCE AND STRATEGY

Kiloutou's Chief Executive Officer oversees the Group's responsible procurement strategy and the Procurement Department is responsible for its operational implementation. It is drafted and approved by the Procurement and Sustainable Development departments, and implemented by the Group's product managers with Kiloutou's suppliers. Together, all teammates contribute at their own level to achieving these goals.

ENGAGING WITH STAKEHOLDERS

Kiloutou builds trust-based relationships with its suppliers grounded in shared environmental, social and governance commitments. Beyond trust, transparency is the other component in the enduring, profitable and responsible relationships that the Group establishes with its suppliers – all of which sign the Group's Responsible Purchasing Policy.

The Group's policy pursues three goals and includes measures and tools to monitor progress towards them:

- Identifying supplier-related risks;
- Preventing them;
- Limiting them.

IDENTIFYING SUPPLIER-RELATED RISKS

To understand ESG risks associated with its suppliers, Kiloutou:

- Maps them individually and prioritises them accordingly. It updated its risk map in 2025.
- Trains procurement teams in responsible practices, equipping them to understand the risk map and to apply responsible practices with our suppliers. A new training course, following the risk map update, will be rolled out in 2026.
- Identifies and assesses impacts, risks and opportunities associated with the Group's operations, based on the double materiality analysis covering all stakeholders. These elements, including their identification, prevention and limitation when appropriate, are at the core of Kiloutou's operations.

PREVENTING RISKS ASSOCIATED WITH STRATEGIC SUPPLIERS*

Kiloutou has several tools and communication channels to manage the risks it identifies throughout its value chain:

- Suppliers sign its Ethics Charter, which includes commitments regarding the environment, working conditions, human rights, ethics and anti-corruption;
- EcoVadis assesses suppliers' ESG management system;
- Production sites are identified in order to assess potential risks;
- Full oversight of suppliers' supply chains.

LIMITING RISKS ASSOCIATED WITH SUPPLIERS: MONITORING AND COMMUNICATION

Kiloutou conducts stringent audits to limit risks associated with its suppliers. Its process also includes:

- Invariably calling for tenders, reviewing bids using a multi-criteria grid and scoring bids objectively;
- Implementing corrective action plans when a supplier's EcoVadis score is below Group targets or if on-site audit findings are unsatisfactory;
- Auditing production sites of suppliers identified as presenting a risk.

MONITORING AND REPORTING DUE DILIGENCE INDICATORS

The Kiloutou Group uses specific due diligence indicators to monitor and steer its responsible procurement strategy. They are audited annually and the detailed results for the past three years are presented at the end of this Report.

TARGET

100%

of strategic suppliers'* ESG management systems assessed by EcoVadis.

TARGET

100%

of strategic suppliers* sign the Ethics Charter containing commitments regarding the environment, working conditions, human rights, ethics and anti-corruption.

*Strategic suppliers account for 90% of the Group's equipment, consumables and spare parts purchases in France over the past three years, and include suppliers of specialist equipment with purchases amounting to at least €300,000 over the same period.

RISK MANAGEMENT AND INTERNAL CONTROL

The Group has structured its ESG process around precise risk identification based on the double materiality principle and its risk mapping. The process follows a continuous improvement cycle and includes specific policies, enhanced reporting and a risk management framework ensuring data transparency and reliability.

MAPPING RISKS

Kiloutou identifies risks through the double materiality matrix, supplier risks mapping exercise and French Sapin 2 Act risk mapping method.

To continuously improve its reporting and communication, the Group plans to periodically refine its process to map risks and to assess the materiality of the impacts, risks and opportunities linked to its operations. It will also integrate best practices from its peers' publications as well as the new guidelines and standards published by the European Financial Reporting Advisory Group (EFRAG).

THE COMMITMENTS, POLICIES AND ACTION PLANS TO PREVENT RISKS

We address every identified risk with a specific policy and detailed action plan reflecting Kiloutou's continuous efforts to anticipate, manage and limit its impacts.

These systems incorporate KPIs, which are monitored regularly and subject to a limited annual assurance review by an independent body, thereby ensuring the reliability of the data and enabling strategies to be adjusted accordingly. The report is available in the section entitled 'Report by one of the statutory auditors' within the engagement report.

Meanwhile, we are gradually tightening control of sustainability information to improve the quality of reporting. Taken as a whole, these measures illustrate the Group's proactive approach and determination to permanently embed ESG issues in its strategy and governance.

MEASURING ACTION PLAN EFFECTIVENESS AND MONITORING PROGRESS

Kiloutou introduced an ESG KPI* reporting protocol and monitoring system in 2025 designed to:

- Ensure sustainability information is reliable and complies with applicable regulations;
- Streamline data collection;
- Ensure internal reporting processes relating to the ESG report function properly;
- Ensure objectives set by General Management are fulfilled and that reporting complies with forthcoming European Sustainability Reporting Standards (ESRS) requirements.

*"Non-financial reporting protocol", available on request: ESGSupport@kiloutou.fr

KAP SUPPORTS CONTINUOUS IMPROVEMENT AND PERFORMANCE IN KILOUTOU'S ESG MANAGEMENT SYSTEM

The KAP (Kiloutou Amélioration et Performance) management system is aimed at achieving business performance objectives, earning customer satisfaction and reducing environmental impacts at all Kiloutou branches in France. It is based on 11 pledges reflecting the company's Sustainable Development commitment and ISO 9001 quality requirements.

We commission audits to ensure the system is applied in practice and to take action if and as required. These audits are carried out by EuraCRP, an independent certification body, which verifies that action on the ground remains consistent with the Group's strategy.

The environmental chapter in KAP covers soil protection, minimising pollution, reducing CO2 emissions and energy consumption, and waste management and recycling.

The social chapter covers teammate health, safety, fulfilment and engagement. The system also enables us to monitor procedures and conduct regulatory inspections of buildings.

The customer chapter aims to inspire teammates to deliver an optimal customer experience and maintain high standards in equipment preparation.

The chapter on ethics raises teammate awareness of the risks of corruption and familiarises them with the rules of conduct.

Kiloutou's STRATEGY AND BUSINESS MODEL

Kiloutou's ESG Report outlines its structured and proactive approach to sustainability, which is inspired by CSRD requirements. The company identifies and manages ESG risks, and integrates ESG considerations into its strategy and governance. It follows robust processes to ensure its disclosures are transparent and reliable, and has earned recognised certifications to endorse its processes.

HISTORY

1980 Franky Mulliez founds Kiloutou, opening **three branches** in Marcq-en-Barœul, Lille and Roubaix (northern France), offering **700 product references.**

1998 Kiloutou becomes the first **ISO 9002-certified** company in the equipment rental sector.

2000 Kiloutou has **1,400 teammates and 75 branches.** It launches Kiloutou.fr, its first step on its **digital journey.**

2002 Opens its **Test Centre.**

2004 On-lines its **e-learning platform** to build its teammates' skills, secures **ISO 9001 certification.**

2007 Kiloutou reaches **200 branches** and **2,000 teammates.**

2010 Kiloutou France completes its **first carbon assessment.**
The network reaches **300 branches.**

2012 Kiloutou starts **expanding internationally** and joins the United Nations Global Compact.

2013 Moves into **Poland.**

2015 Expands into **Spain,** begins diversifying by launching **Kiloutou Énergie, Kiloutou Module and Loca Réception.**

2016 Kiloutou moves into **Germany,** sets up **Kiloutou Matériel d'Occasion (KMO)** in France.

2017 Expands into **Italy.**

2018 Introduces the **Kare range** to enhance worksite ergonomics and safety.

2020 Innovates with **Kiloutou Signalisation,** tightens its digital working methods, wins first EcoVadis Gold medal

2021 Launches the **iMPAKT range** featuring 3,500 lower-impact options.

2022 Expands into **Denmark** and **Portugal.**

2024 The Group redefines its **values** and **purpose,** the **iMPAKT range** reaches Denmark.
The **Sustainable Equipment Community,** chaired by Kiloutou, Manitou Group and Bouygues Construction, is created.

2025 Kiloutou unveils its **new signature: "Rent, Share."**
It sets up a fifth specialist division, **Kiloutou Climatec** (cooling, heating and air conditioning solutions).
SBTi validates Kiloutou's **carbon reduction targets.**
It earns **EcoVadis Platinum** status.

THE KILOUTOU SPHERE
(2025)

637 branches

7 107 teammates

1 000 references

7 countries

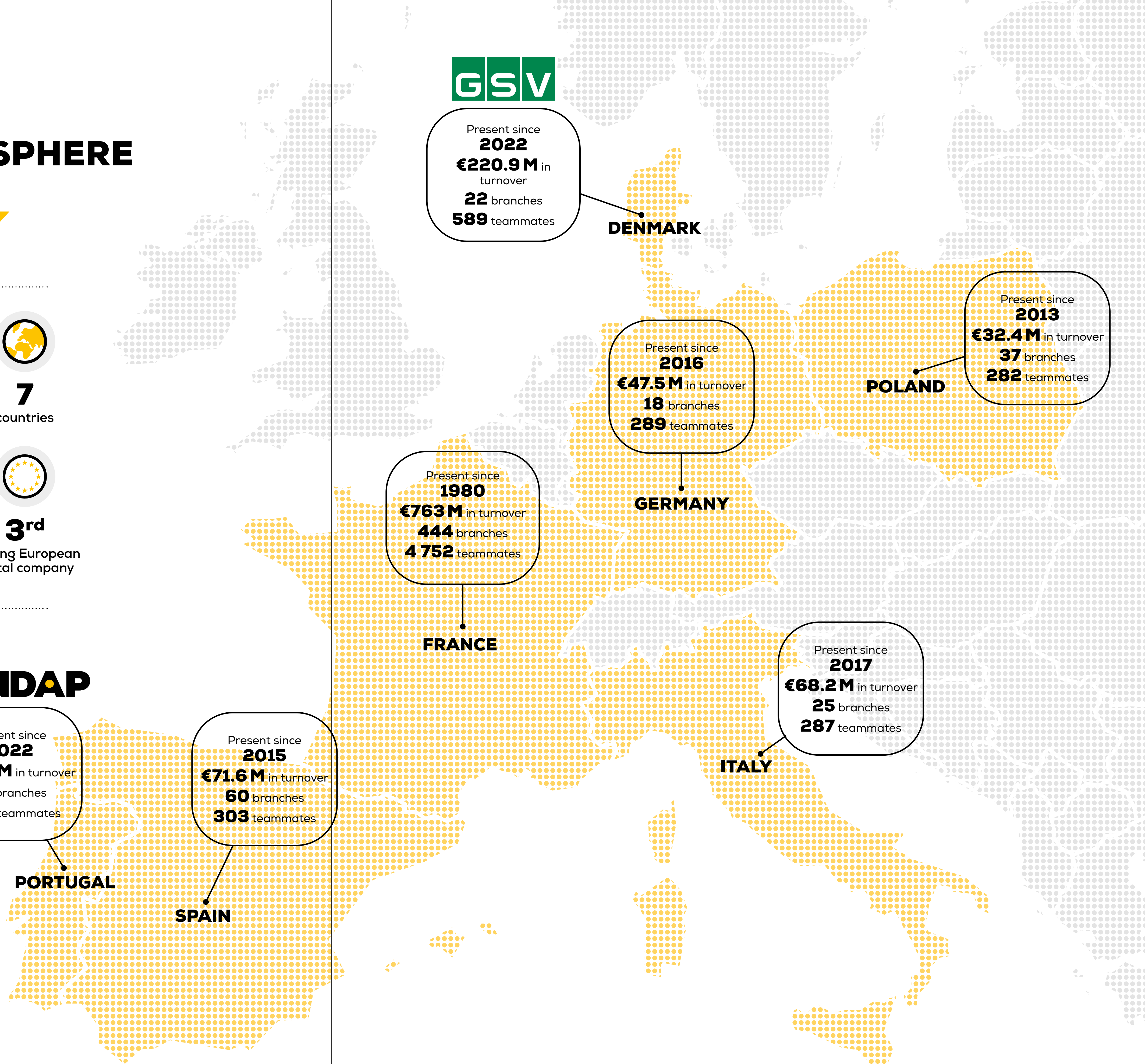
400K customers

350K pieces of equipment

96% professional customers

3rd leading European rental company

€1,289 M
IN REVENUE



Specialties

KILOUTOU ENERGIE
KILOUTOU MODULE
KILOUTOU SIGNALISATION
loca réception GROUPE KILOUTOU
KILOUTOU CLIMATEC

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THE 5 STRATEGIC GOALS

1 OFFER THE BEST CUSTOMER JOURNEY

The customer experience is central to Kiloutou's strategy. Everything we do is aimed at providing an accessible, seamless and efficient service. This includes:

- **Deepening our local footprint** so that teammates and equipment are always conveniently within reach across our extensive Europe-wide network.
- **Providing tailored training** to ensure customers use equipment safely and efficiently.
- **Simplifying services** with innovative systems such as co-rental to companies working on the same site to reduce transport and optimise resource use.
- **Supporting the transition to sustainable worksites** with solutions that meet their requirements.
- **Engaging teams:** every teammate is responsible for and has an active role to play in the customer's experience.
- **Accelerating digitalisation to enhance efficiency,** leveraging digital tools to optimise services and simplify equipment management.
- **Measuring Net Promoter Score (NPS)** across all our business units to track progress in customer satisfaction and action effectiveness.

2 FOSTER PRIDE OF TEAMMATES

Because Kiloutou puts people first, we want our employee experience to shine through their everyday work, in the form of strong engagement, a customer-centric culture and high standards combined with a caring attitude. Kiloutou teammates believe in individual initiative and collective strength, and harness both to work together on pioneering initiatives. They enjoy working together and being part of a group that is constantly moving forward.

The Group strengthens their sense of belonging by:

- Constantly investing in recruitment and training.
- Optimising employees' career paths.
- Nurturing team spirit.
- Providing a variety of opportunities for teammates to connect, share and learn from each other.
- Showing its appreciation for all its teammates.
- Encouraging engagement and fostering fulfilment.
- Supporting pro bono initiatives in the communities where Kiloutou is active.

3 CONTINUOUSLY IMPROVE OPERATIONS

Kiloutou implements innovative approaches to optimise its practices and processes in order to build professional skills throughout its organisations. These include:

- **Rolling out a new ERP system** Group-wide to **standardise and streamline operational and financial processes.**
- **Maintaining equipment in outstanding condition and extending its useful life** through preventive maintenance.
- **Making it easier to report breakdowns, geolocate equipment, carry out remote diagnostics and prevent theft** using an in-house telematics solution.
- **Simplifying on-site** using a technical assistance tool.
- **Monitoring machinery deliveries in real time** with a tracking tool.
- **Meeting ISO 9001 requirements.**

5 CARE FOR PEOPLE AND THE PLANET

In line with its commitment to more sustainable and responsible development, Kiloutou shows its respect for people and the planet by:

- **Caring for its teammates and partners.**
- **Actively protecting the planet** in two ways: rolling out its sustainability programme with its stakeholders and reducing its own environmental impact.
- **Working in synergy with its ecosystem** to speed up the environmental transformation of the construction equipment sector.

4 EXPAND INTO NEW MARKETS

Kiloutou's strategy aims to deliver profitable and responsible growth, combining organic growth and acquisitions and building business in existing and future markets. This includes:

- **Expanding its existing network,** which Kiloutou continues doing both by opening new branches and making acquisitions.
- **Expanding internationally,** which it started doing in Europe in 2014, through a combination of acquisitions and organic growth. Its revenue outside France has increased from 0% to 38% of its total in a decade.
- **Diversifying its markets:** the Group continues diversifying in its host markets, notably by branching into the industrial, energy and service sectors.
- **Offering specialist solutions** through its specialised divisions Kiloutou Module, Kiloutou Energie, Loca Réception, Kiloutou Signalisation and, most recently, Kiloutou Climatec.
- **Broadening its product line-up:** the Group stays in close contact with its customers to adapt its product range to their evolving needs – for example by introducing a railway machinery range in France.

These moves have solidified Kiloutou's position as the third-largest group in its sector in Europe, while diversifying its markets, customer base and operations.

CARE FOR PEOPLE AND THE PLANET

A LONG-STANDING COMMITMENT

2011 › 2016
FIRST STEPS

› Signed the UN Global Compact.
› Completed its first and second carbon assessments.
› Drafted its first CSR reference framework.
› Published its first CSR report.

2017 › 2020
STRATEGY AND STRUCTURE

› Carried out its health and safety (H&S) assessment.
› Appointed its first H&S coordinators, started rolling out the programme.
› Implemented its responsible procurement policy and supplier evaluation process.
› Achieved compliance with the French Sapin 2 Act.
› Mapped out its environmental strategy.
› Completed its third carbon assessment.
› Created a Head of Diversity & Inclusion role.

2021 › 2023
RAMP-UP

› Solidified its climate commitments, mapped out the related action plans.
› Implemented non-financial reporting.
› Drafted a new Health & Safety policy.
› Completed its first Group-level carbon assessment (2023).
› Non-financial report approved by chartered accountants.

2024 › 2025
NEW DIRECTION

› Progress towards CSRD compliance and on the SBTi pathway.
› Progress towards Corporate Sustainability Due Diligence Directive (CSDDD) compliance, updated supplier ESG risk map.
› Secured EcoVadis Platinum status.

DEEPENING COMMITMENT TO PEOPLE AND THE PLANET

Kiloutou stepped up its ESG commitments and initiatives in 2025 to enhance well-being while protecting the planet. This move earned it EcoVadis Platinum status (after six Gold medals).

People are Kiloutou's top priority and a cornerstone of its success. Solidarity and engagement are two of the Group's core values and it fosters them by:

› **Promoting gender equality.**

› **Supporting diversity and inclusion for people with disabilities.**

› **Providing equal professional opportunity.**

› **Sharing the benefits of its growth through employee shareholding – a core feature in Kiloutou's corporate culture since its inception.**

› **Supporting charitable initiatives.**

Kiloutou's commitment to its host communities and partners also explains why it plays a central role in its local ecosystems. It for instance promotes employability and supports local non-profits around its operations.

ADVANCING THE ECOLOGICAL TRANSITION AND ACTION FOR THE PLANET

The Group has factored sustainability into its overall strategy since 2011, and stepped up its efforts in 2025 when it focused them on two main areas: rolling out its sustainability programme with its stakeholders and reducing its own environmental impact.

Kiloutou's active contribution to the ecological transition includes offering more responsible products and services while aiming to **reduce its Scope 1 and 2 CO2 emissions by 42% from 2023 to 2030 by:**

› **Enhancing energy efficiency at branches.**

› **Transitioning to an electric and biofuel-powered vehicle fleet.**

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

› **Investing in its iMPAKT range (alternative electric and hybrid products).**

› **Offering machinery running on biofuel.**

WORKING IN SYNERGY WITH THE ECOSYSTEM

Kiloutou's initiatives to advance transformation include holding Sustainable Equipment Meetings revolving around the energy transition in construction machinery. These yearly highlights gather stakeholders from across the ecosystem to discuss their shared challenges, and these Kiloutou-led gatherings are becoming a catalyst for the sector's transformation.

As a result of these meetings 10 key players in the sector (equipment manufacturers, rental companies and construction contractors)* decided to team up in the Sustainable Equipment Community. This community – which arose from conversations at Sustainable Equipment Meetings – is now active year-round. Its members aim to work alongside and synergise with professional federations to speed up environmental transformation in the sector.

The Future of Construction conference that Kiloutou's Danish subsidiary GSV hosts every two years brings together stakeholders from the entire construction and civil engineering value chain to explore forward-looking solutions. GSV's fourth conference, on 4 September, focused on "Shared responsibility" and its central message was that the ecological transition will only succeed if suppliers and partners embrace their collective responsibility.

The conference is also an opportunity for the sector's decision-makers and other players to discuss down-to-earth solutions relating to ESG, digitalisation, talent development and zero-emission worksites. It encourages collaboration and action, and included presentations and practical demonstrations featuring the latest electric machinery and technologies.

Support for the event continues to grow and in 2025 more than 750 participants attended an inspiring day at Lokomotivværkstedet, a venue in Copenhagen.

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

CERTIFICATIONS AND ACCREDITATIONS

Ecovadis: awarded the Group Platinum status in 2025 along with a 93/100 score, ranking it among the top 1% of companies worldwide in terms of the quality of its environmental, social and ethical management and its responsible procurement policy.

ISO 9001: the branches in Denmark, Poland, Spain and France are ISO 9001-certified, attesting to their commitment to delivering high-quality services and continuously improving customer satisfaction.

The **KAP** management system covers 11 commitments mirroring the company's sustainability pledges and ISO 9001 quality standard requirements. All branches in France are audited by EuraCRP, an independent certification body, to ensure policies and their implementation on the ground remain consistent.

ISO 14001: all branches in Denmark are ISO 14001-certified, attesting to their commitment to shrinking their environmental footprint and adopting more positive-impact practices.

ISO 20121: Loca Réception is ISO 20121-certified on account of the responsible management principles it applies to its event-related operations and its commitments to its customers, suppliers and teammates.

ISO 45001: certification covers all aspects of occupational health and safety – from regulatory compliance to all-round well-being and on to including employees in decisions about action to be taken. GSV earned this certification in 2025, recognising its long-standing pledge to be a People First company.

Great Place to Work – Top Employers – Happy Candidates – Happy Trainees: Kiloutou has been Top Employers-certified for 13 years, Happy Candidates-certified for 6, Happy Trainees-certified for 3, and renewed its Great Place to Work certification in 2025, reflecting its commitment to providing its teammates with positive working environments that foster well-being, trust and growth.

France's favourite brand: this private label is awarded based on an opinion survey by an independent polling company (often with a representative panel of French consumers).

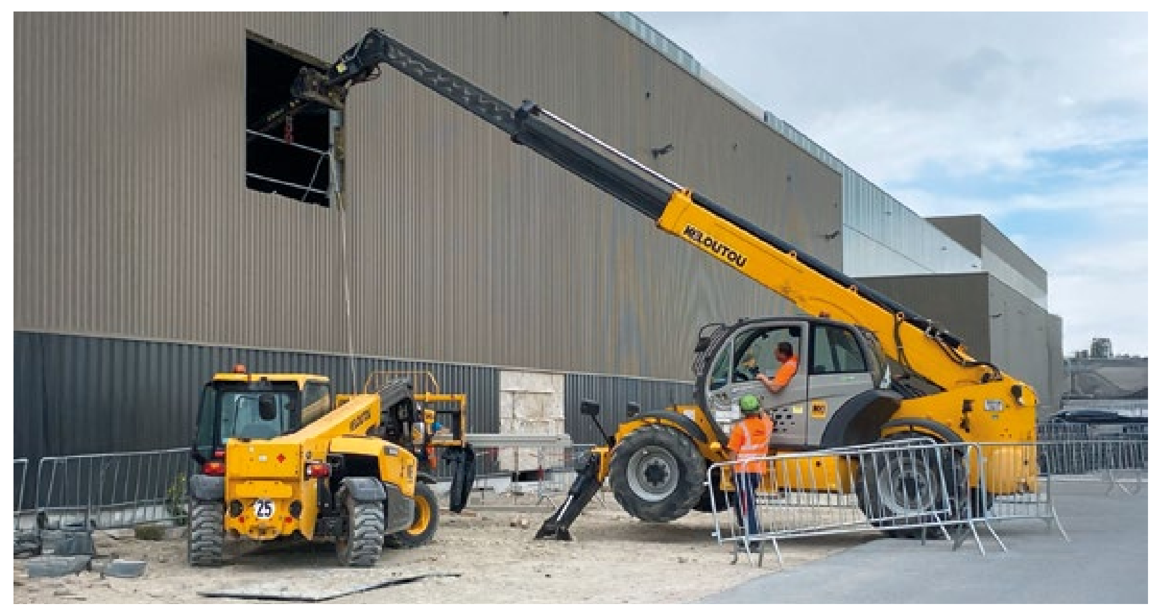
MASE: this framework focuses on continuous improvement in health, safety and environmental (HSE) performance. It helps companies organise their operations in order to reduce accident frequency and severity rates, prevent risks and improve overall working conditions, by leveraging management's commitment, employees' skills and qualifications, the work organisation, the risk control function and continuous improvement principles. Eight group branches were MASE-certified in 2025.

KEY MARKETS AND TARGET CUSTOMER GROUPS

Kiloutou meets the needs of a wide variety of customers with solutions tailored to each of its markets:

- CONSTRUCTION
- CIVIL ENGINEERING
- INDUSTRY
- PUBLIC SERVICES
- EVENTS
- INDIVIDUALS

Kiloutou simplifies project management for its customers, through its local network and its practical, versatile and extensively available services and solutions, wherever they may be.



THE MAIN PRODUCT AND SERVICE FAMILIES

A FULL EQUIPMENT LINE-UP TO MEET EVERY WORKSITE'S NEEDS

Kiloutou's extensive range including 1,000 product references and 350,000 units covers seven main product families: earthmoving, lifting, utility vehicles, tooling, restroom units, energy and pumping, and air and other specialist equipment.

SPECIALIST EXPERTISE FOR SPECIFIC REQUIREMENTS

Kiloutou has built specialist operations to meet specific market needs:

- **Kiloutou Module:** modular construction solutions ranging from simple site cabins to sophisticated multi-storey living quarters (Portugal, Denmark, France).
- **Kiloutou Signalisation:** a full range of road signage, display systems, floor markings and floor protection systems.
- **Kiloutou Énergie:** a leading supplier of temporary power and pumping systems for worksites.
- **Loca Réception:** a specialist in event-related requirements.
- **Kiloutou Climatec:** a new subsidiary, set up in 2025, and specialised in large cooling, heating and air-conditioning units.

Combined, all these fields of expertise position Kiloutou as a prime partner for professionals seeking specific, efficient and effective solutions.

A SERVICE DIVISION PROVIDING TAILORED SOLUTIONS IN FRANCE

Besides renting equipment, Kiloutou has a division providing a choice of services designed around customers' specific needs and covering several fields of expertise:

- **Kiloutou Global Service:** a network of highly specialised partners to handle all off-catalogue requests in France and the rest of Europe.
- **Kiloutou Unikcall:** a service for key customers and major projects, centralising all rental requests and coordinating equipment management across all branches to meet those requests.
- **Kiloutou Formation:** a choice of Caces® and other regulatory training courses, available since 2011, designed to enhance skills and safety at worksites.
- **Kiloutou Sport & Event:** a central logistics hub to support event organisers (communications agencies, local authorities companies, etc.).

These divisions cover every type of project, provide customers with personalised support and optimise resource management.

IN A CLASS OF ITS OWN ON THE EQUIPMENT RENTAL MARKET

The construction equipment rental market is growing at a brisk pace – by 3% on average over the past decade. Several long-term trends are buoying it:

1 THE SHIFT TO A PAY-PER-USE ECONOMY

Companies increasingly prefer to be able to use high-performance equipment without bearing all the costs associated with owning it. For several reasons:

- Operational and financial flexibility: renting enables customers to adjust resources according to their projects' specific needs or seasonal variations.
- Skills shortages: owning equipment entails servicing it, which is becoming increasingly complex as machinery is becoming increasingly sophisticated and skills increasingly rare.
- Budget constraints: renting enables companies to carry out projects while optimising investment.
- Environmental transition: lower-carbon equipment is still costly and technology risks remain considerable, making rental a sensible option.

2 PROCESS DIGITALISATION

Digital transformation is fundamentally reshaping user expectations:

- Online booking and ordering: more and more customers want to reserve equipment online, and Kiloutou enables them to do so with efficient and effective digital tools.
- Traceability and real-time monitoring: customers can track equipment availability, machine condition and deliveries.
- Remote assistance: specific applications enable customers to troubleshoot equipment and receive advice at any time.

3 REGULATORY PRESSURE AND GREEN WORKSITES

Evolving environmental standards are prompting companies to switch to more environmentally-friendly equipment – which is having a direct impact on their rental decisions.

- Low-carbon equipment: Kiloutou is expanding its range of electric and hybrid machinery meeting the latest regulatory requirements.
- Waste reduction: customers increasingly prefer sturdier equipment that is properly maintained - which Kiloutou provides through regular fleet servicing.

4 BESPOKE TOOLS

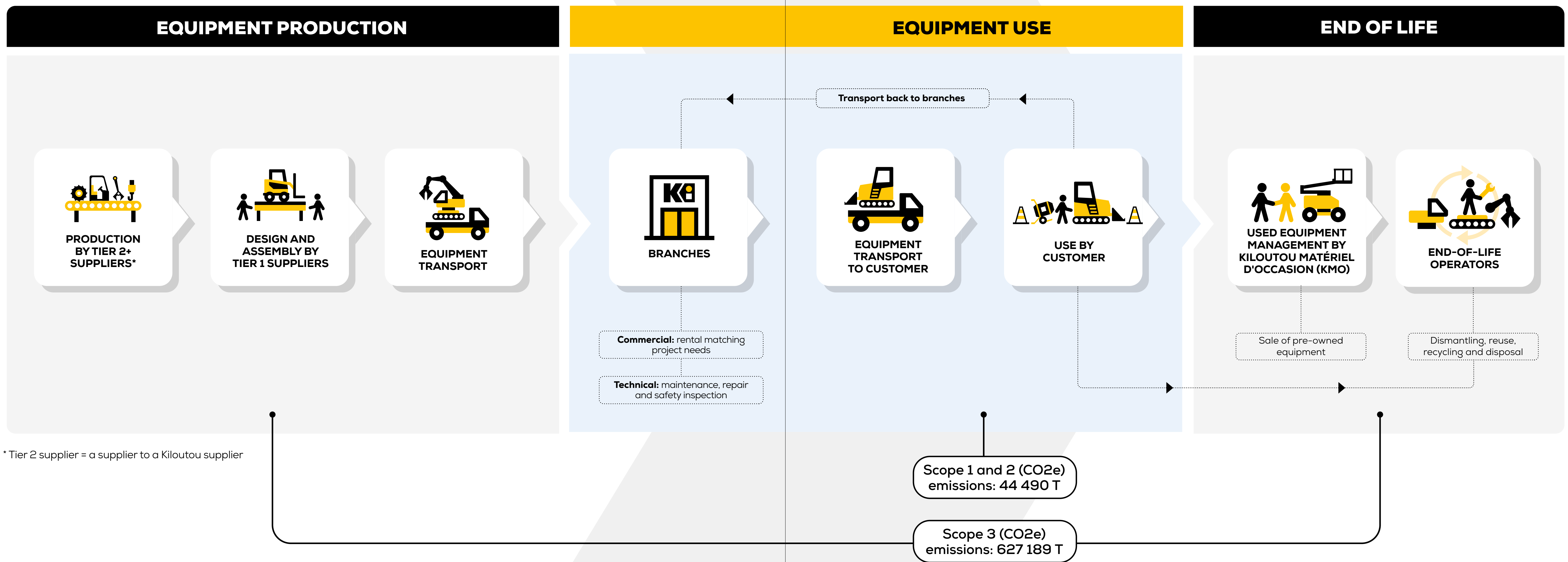
As some equipment is complex to set up and use, some companies are interested in all-in-one solutions including:

- Training and advice: Kiloutou trains customers to use machinery and advises them on ways of optimising its use.
- Package deals: Kiloutou provides tailored services including delivery, installation and assistance to simplify worksite operations.

The Group's strategy, built on sustainability, innovation and closeness to customers has positioned it as a prominent player in the equipment rental landscape in France and the rest of Europe.

THE VALUE CHAIN

Analysing the Group's value chain enables it to factor all its impacts and opportunities – upstream, midstream and downstream – in its policies. It also provides a snapshot of the resources it enlists and the stakeholders involved.



* Tier 2 supplier = a supplier to a Kiloutou supplier

STAKEHOLDERS

The Group's double materiality analysis includes a review of the Group's stakeholders, their expectations, the Group's responses and the channels for dialogue:

STAKEHOLDERS	STAKEHOLDER EXPECTATIONS AND THE GROUP'S RESPONSES	DIALOGUE CHANNELS
TEAMMATES	• Take concrete action to advance environmental and social commitments • Ensure employee health and safety • Build skills, support career growth and internal mobility • Provide optimal working conditions • Promote diversity and inclusion within the Group • Encourage social dialogue	• Annual reviews • Regular one-to-one conversations • Seminars • Responsible recruitment and onboarding • Works council • Internal communications
SUPPLIERS AND SUBCONTRACTORS	• Enforce anti-corruption measures • Advance responsible procurement through EcoVadis assessments and compliance with the Ethics Charter • Include ESG criteria in calls for tenders to encourage sustainable and responsible practices	• Supplier webinars • Sustainable Equipment Meetings • Calls for tenders and supplier meetings
CUSTOMERS	• Comply with stringent standards to ensure customer health and safety • Carry out maintenance on a regular basis and conduct stringent inspections to ensure equipment quality and reliability • Treat customers to a smooth and efficient experience • Offer solutions to reduce carbon footprints, including low-carbon equipment and sustainable practices • Provide high-quality, responsible service tailored to customers' needs • Meet ESG requirements, supported by EcoVadis and other ESG assessments	• Calls for tenders and customer meetings • Individual business reviews including carbon assessments • Sustainable Equipment Meetings • Net Promoter Score • Annual customer conference • Collaborative workshops on sustainability, diversity, etc.
FEDERATIONS AND NGOS	• Report on the Group's progress towards UN Global Compact targets • Play an active role in the European Rental Association and its French equivalent, DLR, to promote best practices across the sector • Take part in local and national sustainability networks • Jointly lead the Sustainable Equipment Community, work alongside the sector's stakeholders to expand sustainable initiatives	• Meetings • AGM • Sustainable Equipment Meetings
SHAREHOLDERS AND FINANCIAL PARTNERS	• Meet shareholders' requirements regarding ESG • Meet financial partners' expectations	• Board • AGM
LAWMAKERS	• Meet current regulatory requirements • Monitor developments to anticipate future requirements	
COMMUNITIES	• Contribute to causes that resonate with the Group's values	• Volunteering days

ESG PARTNERSHIPS

Kiloutou is aware that teamwork is one of the keys to advance ESG issue and works with the following NGOs and industry organisations.

As a signatory to the **United Nations Global Compact,** Kiloutou aligns its ESG objectives with the UN's Sustainable Development Goals. In doing so, it contributes to the following SDGs:

3 GOOD HEALTH AND WELL-BEING · 4 QUALITY EDUCATION · 5 GENDER EQUALITY · 6 CLEAN WATER AND SANITATION · 8 DECENT WORK AND ECONOMIC GROWTH · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION · 17 PARTNERSHIPS FOR THE GOALS

Teammates are active in working groups in France and Denmark to make progress together towards these objectives.

CAMD (Sustainable Equipment Community): Kiloutou, represented by Olivier Colleau in his capacity as Chief Executive Officer of the Group and President of CAMD, is one of the founding members of the organisation. The community is working to support the environmental transition of the construction sector.

Its five key objectives follow:

- Develop concrete solutions and lead cross-sector projects.
- Build a shared knowledge base and a common decarbonisation pathway.
- Raise the sector's profile in the construction industry's transitions.
- Advocate for a sustainable sector alongside the professional federations.
- Champion a shared vision and aims for the sector's decarbonisation.

CEC (Convention des Entreprises pour le Climate), which engages Kiloutou's leadership in a process to deeply transform the Group's business model.

The goal is to plot out and roll out an operational roadmap to achieve carbon neutrality and reshape the model accordingly.

C3D (Collège des Directeurs du Développement Durable): Kiloutou is a member of this forum to share best practices, collectively address the challenges around the ecological transition and accelerate the transformation of the Group's business model with a view to expanding responsibility and sustainability.

Acts & Facts: this organisation supports executives, leaders and their stakeholders in efforts to fast-track their ecological transition. Kiloutou is especially active on issues relating to the climate, responsible procurement, biodiversity and the CSRD.

Réseau Alliances: Kiloutou is also part of the leading network of business players committed to promoting a more responsible economy.

The organisation is a forum for businesses to exchange ESG best practices, particularly in northern France, and to actively contribute to more responsible growth.

ERA (European Rental Association): Olivier Colleau, Kiloutou's Chief Executive Officer, is a member of ERA's Board. The association brings together suppliers and rental companies to address issues relating to ethics, responsible procurement, climate, safety and the CSRD, and ultimately aims to promote the rental model as the key to a sustainable and professional sector in Europe.

DLR (Distributeurs, Loueurs, Réparateurs) represents and defends the interests of French companies that distribute, rent and repair construction, industrial and handling equipment.

It supports its members through advisory services, training and studies, while promoting high professional standards, skills development and the sector's appeal. Kiloutou is active on DLR's rental and sustainable development commissions (the latter focusing on environmental concerns and responsible procurement).

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THE GROUP'S REQUIREMENTS VIS-À-VIS ITS SUPPLIERS

Kiloutou's relationships with its suppliers are an integral part of its overall strategy to step up sustainability throughout its value chain. It maintains high standards in all areas – equipment safety, performance, and environmental and social responsibility – and accordingly carries out stringent tests at its Test Centre while implementing its responsible procurement policy based on ESG criteria that it reviews on a regular basis.

THE TEST CENTRE

Kiloutou subjects all construction equipment to an exacting test programme before approving it for rental. Suppliers widely appreciate this essential stage because it provides feedback based on real-world experience from demanding customers, offering manufacturers pointers to further improve their products.

KILOUTOU'S RESPONSIBLE PROCUREMENT POLICY WITH SUPPLIERS

Since 2019, the Group has implemented a Responsible Procurement policy to formalise its requirements towards its strategic equipment suppliers, who account for 90% of the Group's purchases of equipment, consumables and spare parts in France over the last three years, as well as specialist suppliers representing a minimum of €300,000 in purchases over the last three years.

This policy involves precisely identifying environmental, social and ethical risks associated with suppliers, mapping them, and then preventing and limiting them. To do so, the Group asks each of its strategic suppliers to:

- **Sign its Ethics Charter, which includes clauses covering environmental standards, working conditions and human rights.**
- **Openly disclose the location of its production plants.**
- **Provide full traceability across its supply chain.**
- **Have EcoVadis assess their sustainability management system.**
- **Implement an action plan if their performance does not meet the Group's requirements.**

Kiloutou relies on the EcoVadis platform to structure and assess these action plans. This approach enables the Group to monitor its management system, keep it up to date, and enhance it when and as needed. EcoVadis assesses the quality of companies' ESG management systems in light of their policies, actions and results, and its assessments cover four main areas: the environment, human and labour rights, ethics, and responsible procurement. Its platform is widely acknowledged to be reliable and objective, and provides an effective tool for evaluating suppliers' ESG performance. **To roll out this policy effectively, all Kiloutou procurement officers are trained in responsible procurement and action plan implementation.**

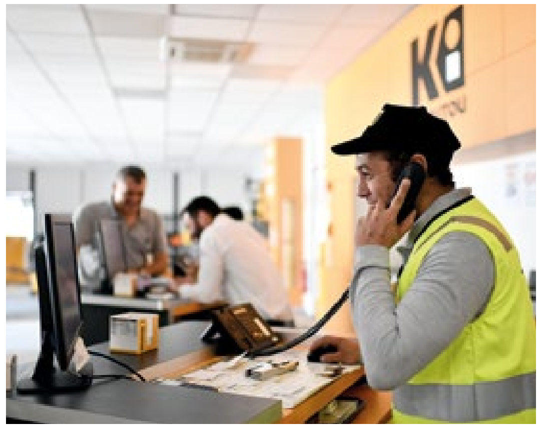
LISTENING TO CUSTOMERS AND MEETING THEIR NEEDS

Customer satisfaction is one of Kiloutou's top priorities – and a key indicator to track the quality of customer relationships. It was previously measured using varied and sometimes ad-hoc methods, but is now tracked through a structured approach at international level.

The Group has rolled out a shared Net Promoter Score (NPS) measurement system across its host countries in order to listen to customers more effectively, harmonise practices and standardise indicators. The NPS reflects the likelihood of customers recommending Kiloutou and helps identify areas for improvement.

It has also selected a single provider – Goodays, an expert in this field – to ensure that processes and KPIs are similar and to provide an accurate Group-wide picture of customer satisfaction.

The solution gathers feedback through several channels (the website, QR codes in branches and emails) and analyses customer perceptions of various aspects of their experience including equipment quality, transport, reception and issue resolution. As a result, customer opinions are gathered more frequently and shared more extensively, enabling teams to identify expectations and respond swiftly, and to take corrective action whenever necessary.



Another advantage of this solution is that feedback can be compared across countries and circulated more widely. This makes it an important step towards structuring a channel to listen to customers at Group level, and is contributing to continuously improving service quality at all branches.

THE BUSINESS MODEL

Kiloutou's business model aligns with the principles of the circular economy and is supported by a clear sustainability strategy. The commitments it has made – which include offering more sustainable supplies and optimising its logistics – strengthen its contribution to the ecological transition.

RESOURCES

ENVIRONMENT

- **350.000** units for rent
- **18%** of Capex allocated to buying earthmoving and access equipment powered by alternative sources of energy
- **637** branches
- Quality and sustainable development management system
- Commitment to the UN Global Compact

SOCIAL

- **7.107** teammates
- **162** strategic equipment suppliers

GOVERNANCE

- Equity: **€424,1 million**
- Net debt: **€1.971,6 million**
- Active in 7 countries through established brands: Kiloutou, GSV, Vendap
- Test and Innovation Centre

OPERATION

MISSION

KILOUTOU
RENT, SHARE.

PURPOSE

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

CUSTOMERS

96% **PROFESSIONNAL**

Construction · Trades · SMEs · Local authorities · Industry & services

4% **INDIVIDUALS**

5 STRATEGIC GOALS

Offer the **BEST CUSTOMER JOURNEY**

Expand into **NEW MARKETS**

Continuously **IMPROVE OPERATIONS**

FOSTER PRIDE of teammates

Care for **PEOPLE AND THE PLANET**

VALUE CREATION

ENVIRONMENTAL VALUE

- **Kiloutou's business model is grounded in sharing** – to maximise equipment use while minimising carbon footprint.
- We offer low-carbon machinery **to reduce carbon emissions.**
- **We optimise equipment maintenance** to extend its service life and reduce the carbon footprint associated with its replacement.
- We reuse and recycle end-of-life equipment **to keep materials in circulation.**

SOCIAL VALUE

- **Safety:**
  - › We are building a safety culture across our value chain.
  - › We train customers and teammates to use equipment safely and responsibly.
- **Diversity:**
  - › We promote our sector and its trades to the public, to encourage greater diversity and attract more women.
  - › **92,5%** of teammates have permanent contracts.
  - › Our local branches grow deep roots in their area.
  - › Customer Net Promoter Score*: **64%.**

* Excl. Specialities, scope: France.

GOVERNANCE VALUE

- Revenue: **€1.289 million**
- EBITDA: **€493,7 million**
- Responsible purchasing: we assess the ESG performance of **94%** of our strategic suppliers.
- We share the benefits of our growth: **27%** of employees who have been with us for over 2 years are shareholders in the Group.
- **60,4%** of our teammates have completed anti-corruption training.

ODD

6 CLEAN WATER AND SANITATION
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
3 GOOD HEALTH AND WELL-BEING
4 ÉDUCATION DE QUALITÉ
5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
17 PARTNERSHIPS FOR THE GOALS

Combining FINANCIAL AND NON-FINANCIAL performance

To align its sustainability strategy with the realities around it, the Kiloutou Group is aware that it is essential to accurately identify the issues in its ecosystem that affect its operations and, in the opposite direction, the ways in which its operations impact its ecosystem. This process plays a crucial part in setting priorities and keeping our action plan consistent.

THE DOUBLE MATERIALITY ANALYSIS METHOD

Even though it is not subject to CSRD (Corporate Sustainability Reporting Directive) requirements, the Group has carried out an analysis of the impacts, risks and opportunities in its own operations and its entire value chain. It will deepen this analysis over the coming years.

The Group's method to identify and assess IROs (impacts, risks and opportunities) follows six strict steps, to ensure that the strategic decisions made based on them are sound and that the Group is able to meet growing expectations relating to sustainable performance.

STEP 1 **MAP STAKEHOLDERS**

We identify and characterise the Group's internal and external stakeholders to make sure we include all the parties affected by the Group's operations throughout our value chain.

STEP 2 **LIST ALL POTENTIAL ISSUES**

We compile an initial list of issues based on the European Sustainability Reporting Standards (ESRS), then run a comparative analysis of existing frameworks (the Group's ESG roadmap, the Global Reporting Initiative Standards, UN Sustainable Development Goals, sector benchmarks and document reviews). This enables us to comprehensively list our stakeholders' expectations and the ESG issues relating to the Group.

STEP 3 **PRIORITISE RELEVANT ISSUES**

We organise workshops involving managers (up to the highest level in the Group) and across our global operations, to challenge and refine the initial list. The goal at this point is to distil the issues that are most relevant to the Group's operations business model and value chain. Then we group the selected issues into themes to improve reporting clarity.

STEP 4 **IDENTIFY IMPACTS, RISKS AND OPPORTUNITIES (IROS)**

Then we hold cross-departmental workshops bringing together in-house experts (in finance, human resources, health and safety, environment, procurement, legal affairs, marketing, customer relationships, etc.) to review each issue and identify the associated:

- positive and negative impacts on stakeholders and the environment;
- the related risks and opportunities in terms of current or potential financial effects for the company.

STEP 5 **ASSESS AND RANK IROS**

We analyse and assess impacts, risks and opportunities in light of the double materiality criteria (impact materiality and financial materiality) to identify the material issues we need to include in our ESG reporting.

STEP 6 **APPROVE THE DOUBLE MATERIALITY MATRIX**

The Executive Committee conducts its final review and approves the issues and analysis outcomes, to ensure strategic alignment, in light of CSRD requirements.

This mechanism provides a full and detailed understanding of the key issues and the ESRS sub-topics taken into consideration.

IDENTIFYING THE IMPACTS, RISKS AND OPPORTUNITIES FOR EACH ISSUE (ESRS) AND THEIR MATERIALITY

The process to assess impacts, risks and opportunities follows two distinct stages:

1 ASSESS IMPACTS TO IDENTIFY MATERIAL IMPACTS

We assessed each impact on the list then rated it on a scale from 1 (very low risk) to 4 (high risk) according to the following criteria:

- The probability of it occurring (4 levels);
- Its severity should it occur (irreversible or long-term nature of the impact, scope and scale of the impact).

2 ASSESS MATERIAL RISKS AND OPPORTUNITIES

We assessed each risk and opportunity on the list then rated it according to the following criteria:

- The probability of it occurring;
- The financial effects (magnitude of potential financial effects).

TOWARDS CSRD COMPLIANCE

2024 was a decisive year as regards identifying the sustainability-related challenges facing the Group. In 2025, we took the next step: refining the initial analysis. In 2026 and 2027 we will turn to strategy, specifying and quantifying the material impacts, risks and opportunities for Kiloutou and the way in which the Group addresses them.

This structural approach is essential to meet future CSRD requirements – and solidifies Kiloutou's policy on sustainability.

ANALYSIS OF PRIORITY ISSUES

In 2025, Kiloutou deepened and solidified its analysis aimed at identifying and ranking the most significant non-financial issues. The structured and stringent double materiality approach shed light on the high-priority material issues for the Group in 2025. They are listed below, organised into three pillars:

ENVIRONMENT	
CLIMATE	Réduire et éviter les émissions de gaz à effet de serre en favorisant l'utilisation de matériels de location et d'exploitation alternatifs et en optimisant les consommations énergétiques globales. Préparer et adapter les agences et les activités du Groupe aux impacts du changement climatique.
CIRCULARITY	Suivre et évaluer la chaîne de valeur en ce qui concerne l'approvisionnement, la production, l'utilisation et la fin de vie des matériels. Valoriser et développer l'économie d'usage.
SOCIAL	
TEAMMATES, SUPPLIERS AND CUSTOMERS: HEALTH & SAFETY	Safeguard the health and safety of the women and men who manufacture, rent and use our equipment, by taking measures to prevent accidents, circulating information and providing training.
TEAMMATES: WORKING CONDITIONS	Provide supportive working conditions for employees, foster their long-term employment.
TEAMMATES: EQUAL TREATMENT AND EQUAL OPPORTUNITY	Ensure they are not discriminated against, directly or indirectly, on the grounds of their gender, origin or any disability, and foster their employability.
GOVERNANCE	
CORPORATE CULTURE	Promote a common core of shared attitudes, ensure all stakeholders in our value chain embrace and uphold our corporate culture.
BUSINESS ETHICS	Continue strengthening the Group's business ethics, especially with close oversight of corruption, anti-competitive practices and other issues in all entities.
DATA PROTECTION	Protect the personal and sensitive data of customers, teammates, suppliers and service providers with a strict governance framework to strengthen protection and responsible use.

DISCLOSURE REQUIREMENTS COVERED BY KILOUTOU'S ESG REPORT

After completing their analysis of impacts, risks and opportunities through the double materiality lens, the ESG teams defined their disclosure scope and identified the relevant data points for the Group's 2025 ESG report. Their process was based on the topics covered by the European Sustainability Reporting Standards.

POLICIES TO ADDRESS MATERIAL SUSTAINABILITY ISSUES

The policies that Kiloutou has adopted are discussed in detail in this report's Environment (E), Social (S) and Governance (G) chapters. Each of the chapters presents the measures the Group has taken to prevent, mitigate and manage the identified impacts, risks and opportunities.

MEASURES AND RESOURCES RELATING TO MATERIAL SUSTAINABILITY ISSUES

Details of the measures taken and resources allocated to address material sustainability matters are provided in the chapters discussing each issue throughout this report.

MONITORING AND ASSESSING POLICIES AND MEASURES IN LIGHT OF OBJECTIVES

In addition to monitoring the performance indicators provided in this report's various chapters, Kiloutou relies on the ESG roadmaps that constitute the Group's operational ESG action plan and enable it to track and steer progress towards its medium- and long-term objectives.

METRICS TO TRACK MATERIAL SUSTAINABILITY ISSUES

These metrics constitute a series of key indicators designed to assess and report on the Group's progress regarding sustainability. They are presented in each chapter and listed in full in the appendix.

ENVIRONMENT

Sharing resources and the planet

« Our rental business is – by its very nature – part of the answer to reducing worksite impacts. But we need to do more.

Kiloutou reaffirmed its environmental commitment in 2025, when it strengthened its carbon pathway and set up new initiatives around climate adaptation and circularity.

The validation of our emissions reduction targets by the Science Based Targets initiative (SBTi) marks a significant milestone for our Group, confirming our ambition to align our strategy with the goals of the Paris Agreement.

And we are seeing tangible results: we have for instance reduced our transport emissions (by optimising our fleets) and our branches' emissions (by improving building energy efficiency). Every little helps: many small streams make a river.

Our priority is still to reduce equipment-related emissions, and there are more and more initiatives rolling out all around the Group – growing the iMPAKT low-carbon equipment range, retrofitting combustion engines and others – to make that happen.

On other fronts, we are also working on recycling carpets and innovative energy solutions for worksites.

These initiatives all rely on the daily dedication of our teams, who are aware of the issues and trained to help customers transform their worksites.

Our goal now is to embed these approaches across the Group. We will do this – in particular – by compiling a consolidated carbon footprint while encouraging local initiatives such as installing solar PV panels and switching to hydrotreated vegetable oil (HVO).

Lastly, nobody can transform the sector on their own. That is why Kiloutou continues to cooperate with its peers, notably through the Sustainable Equipment Community (CAMD) and the working group on sustainable, low-impact worksite led by Paris&Co.

Through these initiatives, we are reaffirming our determination to permanently reduce the Group's environmental footprint and work side by side with our partners to transform our sector. »

Audrey Miclard
Sustainable Development Director

2025 highlights

INTERNATIONAL COLLECTIVE ACTION FOR WORLD CLEANUP DAY AND DIGITAL CLEANUP DAY

As they have done for the past eight years, Kiloutou teammates gathered to collect waste for World Cleanup Day. This initiative helps to heighten their awareness about the need to reduce waste and their collective responsibility. Nearly 1,500 of them got to work in six countries (France, Germany, Italy, Spain, Denmark and Poland) and picked up 12.2 tonnes of waste in all. The Group organised 250 cleanups (more than any other company in France) and attracted the second-highest number of participants.

As it is also aware of the impact of digital technology, Kiloutou took part in **Digital Cleanup Day** last March. More than 700 teammates deleted 4.72 terabytes of data from IT systems.

DRIVING THE SECTOR'S ENVIRONMENTAL TRANSITION TOGETHER

One year after the Sustainable Equipment Community came together in France, the seventh Sustainable Equipment Meeting reaffirmed the sector's collective commitment to fulfilling its responsibility and advancing its transformation. In the same spirit, GSV, Kiloutou's subsidiary in Denmark, organised its fourth **Fremtidens Byggeri – Future of Construction** event, gathering experts and leaders to discuss collective responsibility. The conversations revolved around the role of European policies, the use of recycled equipment, the electrification shift at worksites, the integration of ESG considerations in corporate strategies, safety and talent management. The discussions also shed light on the important role that innovation, digitalisation and cross-border cooperation are playing in the construction sector's long-term development.

RETROFIT: THE FIRST ELECTRIC TELESCOPIC HANDLER TESTED AND APPROVED

In 2024, Manitou Group and Kiloutou introduced the first telescopic handler retrofitted with an electric motor in place of its internal combustion engine – the result of several months of research. In 2025, the handler was tested at several worksites in partnership with Bouygues Construction. In the spring, it was used daily by Equans, a Bouygues subsidiary, on the Nantes university hospital project to supply and unload materials. Bouygues Travaux Publics then tested it for two months on their La Rochelle viaduct project, once again confirming its capabilities.

These on-site trials confirmed that this handler performs as well as its IC equivalent – and enhances comfort and reduces noise, with the same range and responsiveness. An electric powertrain upgrade is being considered to enable more intensive use.

BIODIVERSITY AND TEAMMATE WELL-BEING GUIDE THE HEAD OFFICE REDEVELOPMENT PROJECT

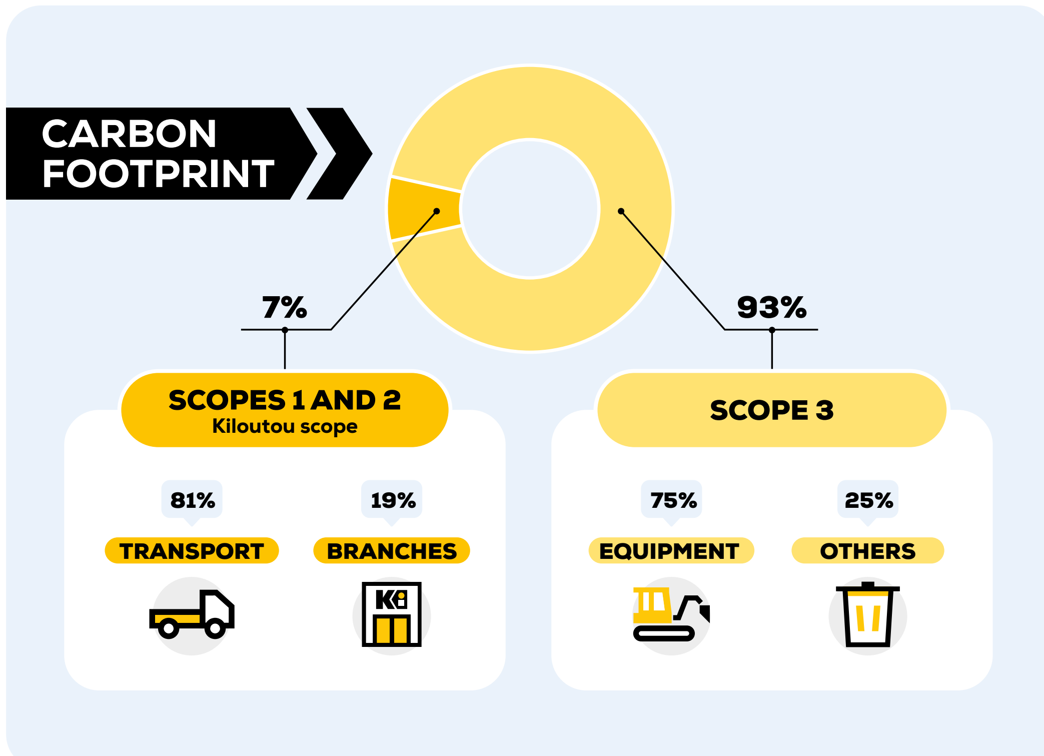
Upgrades throughout the year at Park, Kiloutou's head office, have helped to foster biodiversity as well as teammate wellness. The goal with this project is to provide a haven for local wildlife while creating natural areas for relaxation and heightening team awareness of biodiversity. The new amenities include a shelter for hedgehogs, nest boxes for birds, hedgerows including local fruit trees, aromatic plants and a flowering meadow.

Selective mowing is also attracting more pollinating insects (butterflies and bees). All these initiatives are helping to provide food and shelter for wildlife, enabling insects and animals to move more freely, and gradually transforming the area into a more welcoming ecosystem.

The Kiloutou Group's CLIMATE POLICY

Kiloutou's nearly 637 branches are active across seven countries. The Group's main business activities involve rental of construction equipment and tools, and equipment transport to and from worksites. The Kiloutou Group, in other words, is in the building and construction sector's value chain, and the sector is responsible for more than 20% of the world's greenhouse gas emissions.

Kiloutou calculates its carbon footprint once a year. Its CO2 emissions break down as follows:



Operations at Kiloutou and throughout its value chain contribute to climate change and are affected by its consequences.

PRIORITY ISSUES

CLIMATE CHANGE MITIGATION

Equipment production and use, vehicle use, branch operation and necessary purchases cause a significant carbon footprint and therefore have a direct and indirect negative impact contributing to climate disruption.

Reducing greenhouse gas emissions is therefore a priority issue. Efforts to do so span the entire value chain, from upstream activities – equipment suppliers and production processes – to downstream activities – which includes optimising the use of equipment by customers and managing equipment at the end of its useful life.

ENERGY

The production and use of rental equipment are energy-intensive, so operations rely on a variety of sources of energy (non-road diesel, electricity, gas, etc.). Branches also consume energy, notably to heat and light their buildings and, especially, to operate their own vehicle fleets.

The priority is to cut fossil energy use, by using energy more efficiently, while concurrently taking action to mitigate climate change.

CLIMATE CHANGE ADAPTATION

Kiloutou's operations – at its branches and customer sites – are exposed to various climate hazards. Its operations will be affected if it does not take measures to adapt.

Kiloutou ran a climate risk analysis (exposure and vulnerability) at all its bases. The analysis shed light on the main risks affecting its direct activities, namely river flooding, heatwaves, strong winds and forest fires.

These events could have consequences affecting Kiloutou's infrastructure and equipment, employees' working conditions and travel, and continuity of service.

OVERALL OBJECTIVES

The Kiloutou Group's sustainable development strategy aims to limit the impact of its activities on the environment as far as possible, and to anticipate the effects of environmental changes on its operations. The Group has been rolling out a proactive environmental policy, focused on reducing its impacts, for several years.

Kiloutou has also pledged to measure its greenhouse gas emissions across all its scopes and to take measures to reduce them at every point in its value chain.

Concurrently, Kiloutou is committed to assessing climate risks (physical as well as transition risks) in various scenarios, identifying its priority issues and mapping out short-, medium- and long-term adaptation plans to reduce the exposure and vulnerability of its operations to climate disruption.

ROADMAP

CLIMATE CHANGE MITIGATION

» **REDUCE DIRECT EMISSIONS:**

- **Transport:** green the fleet (replace with electric, hybrid, biofuel and gas vehicles), optimise equipment deliveries, adopt eco-driving practices, deploy electric vehicle charging stations.
- **Buildings:** renovate branches, introduce less energy-intensive technologies, run campaigns to raise awareness around optimising energy consumption, implement monitoring systems.

» **REDUCE INDIRECT EMISSIONS:**

- Expand the iMPAKT range of alternative equipment to lower worksite emissions.
- Build a range of advisory and practical services around worksite performance and energy use.

ENERGY

» **ENERGY STEWARDSHIP AND EFFICIENCY:**

- Continue rolling out a platform to track energy consumption inside and outside France.
- Upgrade facilities with more LED lighting, electric heating, improved isolation, etc.
- Comply with Ecowatt and Ecogaz charters in France.

» **RENEWABLE ENERGY DEPLOYMENT:**

- Secure certification for the use of renewable energy with contracts including guarantees of origin, principally in France, Denmark, Poland and Germany.
- Continue setting up solar PV panels to produce renewable energy on site.

CLIMATE CHANGE ADAPTATION

- Use findings from studies on the physical risks at sites, roll out an adaptation plan to reduce their vulnerability.
- Identify strategic sites and implement appropriate adaptation action plans.
- Identify the financial impacts from transition risks on the rental business, build an operational roadmap to limit the cost of inaction.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Kiloutou has committed to setting short-term greenhouse gas emission reduction targets across the entire company, in collaboration with the **SBTi** and in line with climate science.

The **Science Based Targets initiative** (SBTi) is an organisation dedicated to combating global warming through corporate action. This organisation was established through collaboration between several institutions: the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).

The validation of the targets by the SBTi reinforces the robustness of Kiloutou's carbon trajectory.

OBJECTIVE

42% reduction in Scope 1 and 2 greenhouse gas emissions from 2023 to 2030.

OBJECTIVE

25% reduction in Scope 3 greenhouse gas emissions (linked to the rental and sale of equipment and its production) from 2023 to 2030.

METRICS

		UNIT	SCOPE	2023	2024	2025	SDG
E1-6-52a	Scope 1, 2 and 3 emissions (location-based)*	tCO2eq	Group	746 534	738 806	671 679	13
E1-6-52b	Scope 1, 2 and 3 emissions (market-based)*	tCO2eq	Group	747 450	738 769	671 351	13
E1-5-37a	Total energy consumption from fossil sources* (21)	MWh	Group		178 916	174330	13
E1-5-37b	Total energy consumption from renewable sources* (21)	MWh	Group		1 714	2 376	13
E1-5-37c	Total renewable energy consumption*	MWh	Group	10 244	24 534	32 483	13

* An indicator that has been reviewed, on a limited assurance basis, by one of the statutory auditors. The report is available in the section entitled 'Report by one of the statutory auditors' of the engagement report.

RELEVANT STAKEHOLDERS

Investors · Suppliers · Teammates · Customers · Lawmakers

Reducing the group's DIRECT EMISSIONS

Kiloutou is using several levers, involving transport operations and building energy performance, to reduce its greenhouse gas emissions. These include greening its vehicle fleets, optimising deliveries, setting up electric vehicle charging stations and promoting eco-driving practices – all of which help to support more energy-efficient mobility. It is concurrently renovating its branches, switching to less energy-intensive technologies, introducing monitoring systems and rolling out eco-friendly practices to improve energy efficiency in its buildings. All these initiatives are aligned with a science-based pathway and aim to support all stakeholders on their transition to more sustainable practices.

GREENHOUSE GAS EMISSION REDUCTION TARGETS MOVING TOWARDS ALIGNMENT WITH THE PARIS AGREEMENT

In June 2025, Kiloutou reached a significant milestone when its greenhouse gas emission reduction targets were validated by the Science Based Targets initiative (SBTi), confirming progress towards our ambition to align our environmental strategy with the Paris Agreement.

The Group's near-term (2023-2030) trajectory is based on scientifically grounded commitments:

- a 42% reduction in direct and indirect emissions in Scopes 1 and 2;
- a 25% reduction in Scope 3 emissions (from the production and use of equipment rented and sold).

These targets are set in absolute terms, use 2023 as the baseline year, and mirror a proactive, Group-wide strategy.

« We have a special responsibility in the building and construction sector, which generates a significant share of the world's CO2 emissions. We can't just follow the movement: we must drive change. »

Olivier Colleau
Chief Executive Officer,
Kiloutou Group

ELECTRIFYING VEHICLE FLEETS ACROSS EUROPE

In 2025, Kiloutou replaced 159 service vehicles – 41% of the vehicles due for renewal – with electric ones in France.

As a result of these investments, over half of Kiloutou France's operating fleet now runs on alternative fuel. This replacement programme will continue in 2026. Poland has streamlined its fleet to reduce its impact: in 2024, 45% of its vehicles had hybrid or LPG (liquid petroleum gas) engines. Spain is gradually phasing in hybrid vehicles and prioritising the use of electric ones. In Germany, management committee members and managers can opt for electric vehicles. Denmark has significantly expanded its fleet, and its goal is to exclusively add electric vehicles.

The Group is thus moving forward on its decarbonisation pathway and gradually extending this strategy across Europe.

HEIGHTENING TEAMMATE AWARENESS WITH CLIMATE FRESQUES

Sustainable Development teams have been organising Climate Fresque workshops at regular intervals for three years to give teammates a clearer picture of the causes and consequences of climate disruption.

These workshops involving card-sorting exercises enable participants to explore key issues, engage in constructive conversations and identify practical measures they can take in their day-to-day work. In France, members of the Management Committee, the Executive Committee, Regional Management and many teammates have already taken part in these workshops, as have their counterparts on the management committees in Germany and Denmark.

By 2026, the Group aims to roll out this experience across all country management committees, in order to strengthen environmental expertise within its governance. Since its launch, nearly 300 teammates in France have taken part.

Working groups have also been set up in France with Sustainable Development ambassadors to help spread operational best practices more widely. Their work focuses on two priorities: training – notably through modules dedicated to the iMPAKT range – and teammate awareness. These ambassadors regularly run internal workshops on topics such as waste management, energy savings and alternatives to conventional equipment. In Denmark, teammates complete an environmental training module every two years.

Reducing the group's INDIRECT EMISSIONS

Kiloutou is breaking new ground to reduce its indirect emissions at customers' worksites. The iMPAKT range, which it introduced in 2021, offers alternative equipment powered by electric, hybrid or dual-fuel systems instead of internal combustion engines. It is also providing new services to encourage customers to make more energy-efficient choices. At branches and on site, digital check-in/check-out tools and telematics systems collect data to enable customers to use equipment more responsibly, and manage their energy consumption and emissions more effectively.

EXPANDING THE IMPAKT RANGE TO ENCOURAGE THE SWITCH TO LOWER-EMISSION SYSTEMS

Kiloutou continues to develop low-carbon options to support customers on their transition. Its new demonstrator showroom and pioneering equipment provide customers with alternatives enabling them to lower emissions on their construction projects – for example by up to 99% in the case of CO_2 emissions – while also improving working conditions by limiting fine particulate emissions, noise and vibration.

This line-up is also growing in Denmark, where the Group's subsidiary GSV has opened a second iMPAKT City in Aarhus, in the west of the country (the first is in Greve, in the east). Besides featuring low-carbon machinery, this showroom provides a venue for demonstrations and a forum for conversations with customers to jointly develop new equipment for the worksites of the future.

The Group is also encouraging adoption of this equipment by supplying suitable charging systems ranging from portable batteries for handheld tools to fast chargers for heavy construction machinery.

Kiloutou Energie tested a new higher-capacity battery pack in 2025 to improve equipment performance and support customers on their transition low-carbon pathway. It is also developing several systems including Wattmétric, which optimises charging across several generator units using a load-balancing system to improve overall energy efficiency.

« The ecological transition is not something we can achieve alone: it will take collaboration across the value chain. That is why we joined the By Monday project with GSV and Danfoss.

It enables us to explore existing electric equipment as well as future needs. It is starting a meaningful and necessary conversation to achieve this transition all together. »

Anne-Mette Gjeraa
Head of Sustainable Development
NCC Infrastructure - Denmark

KILOUTOU X NGE TRANSITIONS: A FLAGSHIP LOW-CARBON PROJECT

Kiloutou teamed up with NGE Transitions, the NGE group's first mission-driven company, to redevelop the area around the Halle du Réemploi Solidaire, a reuse centre in Rilleux-la-Pape, near Lyon. This eco-designed building is a hub for social and environmental transitions. By supplying electric equipment and biofuel-powered machinery, Kiloutou helped to slash the project's CO2 emissions by two-thirds, while helping NGE Transitions assess its greenhouse gas emissions.

TEAMING UP TO IMAGINE NEW SOLUTIONS FOR SUSTAINABLE AND NEIGHBOUR-FRIENDLY WORKSITES

Balancing the benefits of construction projects with the need to reduce pollution and protect the quality of life of nearby residents has become a significant challenge for the sector.

Paris&Co launched a Sustainable and Neighbour-Friendly Worksite working group to do exactly that, and Kiloutou is taking part in it alongside companies such as Eiffage, Enedis, Volvo and Alkern. The goal is to jointly compile a best-practice guide to make worksites more energy-efficient, better organised and more widely accepted – in Paris and other large cities.

Transforming construction sites in towns - Solutions and best practices for sustainable and peaceful construction sites

MONITORING EQUIPMENT USE TO CALCULATE EACH RENTAL'S CARBON FOOTPRINT AND OPTIMISE MAINTENANCE

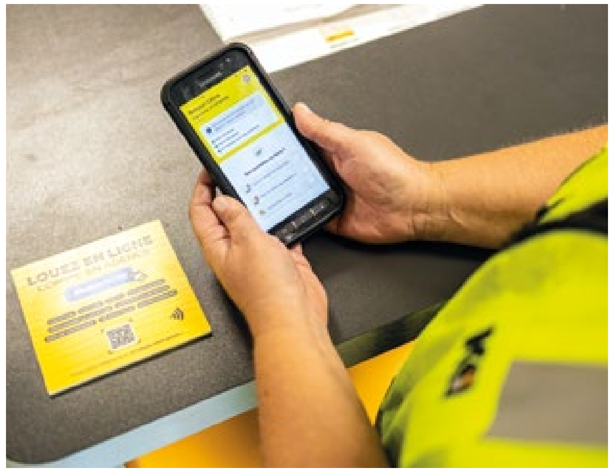
Kiloutou collects detailed data on how machines are used at worksites (operating time, idling time, etc.) through telematics units it installs on them. Then it uses this information to calculate each machine's carbon footprint, which customers can then consult in their MyKiloutou account, and advise them on alternative systems that will help them reduce CO2 emissions at their worksites. Insights into how a machine is used use also help to optimise maintenance and extend its lifespan by anticipating or adjusting servicing.

In the same vein, GSV has set up the MyGSV online platform, an energy dashboard combining consumption and CO_2 emissions data. Customers can track how their equipment is used, identify idle periods and manage their energy consumption more effectively through detailed monitoring and built-in control tools. Monitoring equipment usage also helps streamline maintenance and extend service life by enabling servicing to be planned ahead or adjusted as needed.

This smart solution, embedded within the modules, allows energy consumption and temperature levels to be tracked on an hourly basis, either for individual units or across an entire site. Climate control features – such as reducing temperatures at night and using window sensors – also contribute to lowering energy consumption.

DIGITAL TRACKING TO OPTIMISE EQUIPMENT USE

Simple, smart tools can also improve efficiency at branches. That is what the check-in/check-out app is doing. It was designed to standardise processes and simplify teammates' jobs by centralising photos taken at the start and end of a rental, and linking them to the contract. The app also helps to produce precise condition reports for equipment, accessories and consumables, providing everyone involved with a clear picture of the situation – digitally so there is no need to print them out.



ENERGY EFFICIENCY and renewables

Reducing its energy consumption is another key enabler for Kiloutou's transition.
It is taking a variety of complementary measures to achieve this, with its teammates as well as its customers. These include optimising its property portfolio's energy performance, implementing self-contained solutions and systems running on alternatives to fossil fuels, monitoring energy consumption more closely and upgrading buildings.
It is also using more renewable energy by purchasing Guarantees of Origin and installing solar PV panels at its sites.

MORE COMFORTABLE AND ECONOMICAL STANDALONE MODULES

Kiloutou Module, one of the Group's five Speciality departments, develops innovative self-contained systems to support the energy transition at worksites. In France, it has deployed two solar panel prototypes that adapt to various types of modules, in partnership with their manufacturer. These panels can power an office module (lighting, heating, an outlet for a computer and a microwave) without a generator set. This completely standalone system is also more comfortable (it is quieter, more spacious, reduces costs and, most importantly, reduces CO2 emissions). And it includes an app to monitor consumption remotely.

Kiloutou Module also offers Colibri, an economical self-contained bungalow for hire. It is fitted with solar panels, a rainwater harvesting system and a filtration unit to produce drinking water. It is designed to accommodate up to six workers and improve living conditions on worksites while limiting environmental impact.

In Denmark, GSV offers a next-generation welfare facility in its iMPAKT range, featuring superior insulation and a smart system to monitor and regulate electricity consumption. This technological breakthrough enables more precise resource management, which helps to reduce energy consumption at worksites.

INSTALLING SOLAR PANELS AT EUROPEAN BRANCHES

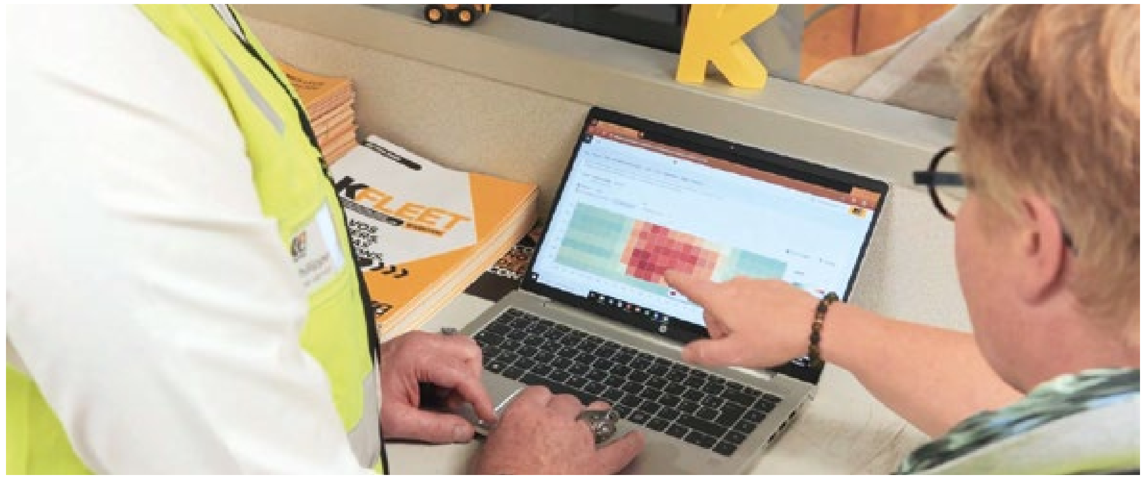
Kiloutou continues to set up solar PV panels to generate renewable energy at its bases. Its Greve site in Denmark is the most outstanding example with more than 1,600 sq. metres of solar panels installed since 2023. In 2024, the panels covered 22.8% of the branch's electricity consumption.

Other companies are moving in the same direction: six additional sites have been equipped in Denmark, and new installations are now up and running in Modena and Codroipo in Italy, Bielsko Biała in Poland, Montpellier in France, and 3 sites in Portugal.

These solar power plants are sometimes combined with energy storage systems or other devices such as thermal films. They illustrate Kiloutou's commitment to improving energy performance at its sites while sustainably reducing their environmental impact.

COLLECTING DATA TO DEAL WITH ENERGY OVERCONSUMPTION

Kiloutou uses Deepki, a data analytics platform, to optimise energy management in its properties and to raise awareness. The system collects data automatically and monitors indicators closely to provide teams with a consolidated view of their building's energy consumption – and issues alerts in the event of overconsumption. The tool can be accessed by branch group directors and operational management teams, enabling them to respond fast and roll out targeted action plans, especially when consumption rises because equipment is running outside the usual timeframes. As well as enabling monitoring, this partnership helps to raise awareness – and to organise challenges between branches to reduce energy consumption during the two periods when demand is at its highest, summer and winter.



ADAPTING THE ORGANISATION AND PROCESSES to climate change

The studies on the physical risks affecting Kiloutou sites in France revealed several vulnerabilities, including high risks associated with flooding, wildfires and strong winds, and moderate risks associated with heatwaves. To limit the impacts linked to climate change, the Group is taking various measures to avoid risks, preserve resources and keep teammates safe.

FILTERING WATER TO REUSE IT

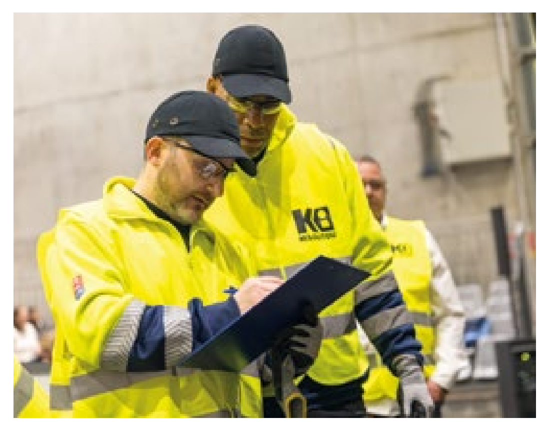
After installing water-saving closed-circuit washing systems in Poland and adding rainwater-harvesting systems at some washing stations in Spain in 2024, Kiloutou continued upgrading its washing circuits with more water-efficient systems to preserve this resource.

In 2025, Denmark introduced a filtering system to recycle all the water used to wash equipment. The several sand filters in the system purify water before it is reused, so as to limit use of mains drinking water (which is only used for the final rinsing). A meter monitors the volume of new water added to the system, which averages 1.5 to 2 cubic meters per day depending on washing activity levels.

GSV, meanwhile, is phasing in a new water, heating and energy management system at all its branches. Once the full system is up and running in 2026, the subsidiary will be able to monitor and manage consumption throughout its network.

INNOVATION TO REDUCE CONSUMPTION

Loca Réception, the Group's reception equipment rental specialist, has set up a new dishwashing system that uses artificial intelligence to fine-tune washing intensity to the amount of dirt on dishes. This limits consumption of water, energy and cleaning products to the necessary amounts. The system's modular design enables it to adapt each stage (pre-wash, wash, rinse, dry and intermediate steps) to the number of dishes and their condition, optimising efficiency and saving resources.



ADJUSTING WORKING HOURS DURING HEATWAVES

Working conditions at construction sites and in workshops are adapting to rising temperatures and increasingly frequent heatwaves. In Spain, for instance, Kiloutou now enables its teammates on technical crews to start and end their working day earlier, so as to avoid working during the hottest hours of the day in workshops or at worksites.

THE IMPORTANCE OF CIRCULARITY for the Kiloutou Group

Kiloutou's business model is naturally aligned with circularity principles. By renting equipment rather than buying then reselling it, it enables multiple users to share a single unit – reducing the need for new equipment production. Sharing also optimises logistics flows and consolidates transport. Kiloutou moreover manages its equipment's full life cycle – from preventive maintenance to responsible end-of-life handling – which is helping to reduce the construction sector's environmental footprint.

RENTING AND SHARING, IN PRACTICE:

- **Shrinks equipment's carbon footprint** by 30% to 50% over its lifetime*
- **Helps to curb climate change** by optimising equipment inventory, deliveries and maintenance.
- **Expands circularity** by improving recovery and recycling at the end of a machine's life.

* Source: 2019 European Rental Association (ERA) study by SGS and CE Delft.

The Group's operations impact the environment at several levels.

Firstly, they require **natural resources,** notably including raw materials (metals and rare earth elements), **energy** and other inputs essential to equipment production.

Secondly, the use of equipment generates **various types of waste** throughout its life cycle and requires **responsible management at the end of its life.**

PRIORITY ISSUES

RESOURCE INPUTS, INCLUDING NATURAL RESOURCE USE

Growing resource scarcity is affecting supplies, and developing alternative ranges requires additional scarce resources – which will hold back development. In the opposite direction, more environmentally friendly materials are being developed (recycled materials, bio-sourced materials, etc.).

Demand for low-carbon solutions, such as biofuels, will increase. These trends need to be anticipated and monitored carefully to ensure the environmental benefits they bring about are real.

RESOURCE OUTPUTS LINKED TO PRODUCTS AND SERVICES (POSITIVE AND NEGATIVE)

As its business model revolves around rental, Kiloutou optimises machine life cycles and limits the need to manufacture new machines by sharing them among a number of users. Managing the end of equipment life also enables the Group to contain its environmental impact and manage the entire value chain more responsibly.

At the same time, Kiloutou give some of its end-of-life equipment a second life by reselling it through Kiloutou Matériel d'Occasion (KMO).

Its operations generate hazardous and non-hazardous waste. It pays particular attention to waste sorting and traceability to ensure appropriate treatment and disposal.

OVERALL OBJECTIVES

Kiloutou has pledged to assess and lessen its impacts throughout the value chain – from equipment sourcing to end-of-life management – and across all its equipment and supplies. It reduces its impact by optimising equipment lifespans and then reselling it through second-life markets.

The Group actively encourages the usage economy and promotes the rental business, particularly by working closely alongside trade federations. Kiloutou is also standardising and accelerating sector-wide initiatives to encourage adoption of more sustainable equipment.

ROADMAP

RESOURCE INPUTS, INCLUDING NATURAL RESOURCE USE

» **Map out and roll out a responsible procurement policy**

Involve strategic suppliers by asking them to sign the Ethics Charter, which includes pledges regarding environmental protection, labour rights and human rights, and by having EcoVadis assess their ESG management systems.

» **Embed circular principles in procurement and design processes**

Encourage the sourcing of secondary, recycled or refurbished resources over the long term, and encourage suppliers to adopt circularity principles and submit their initiatives for Trophée Développement Durable des Fabricants de Matériels (equipment manufacturer sustainable development) awards.

RESOURCE OUTPUTS LINKED TO PRODUCTS AND SERVICES (POSITIVE AND NEGATIVE)

» **Define and implement a circular design and usage policy**

» **Promote reuse and recovery**

Encourage rental rather than ownership (shared use is central in the circular economy model).

» **Optimise equipment lifespans**

- Extend equipment life (through preventive and corrective maintenance, refurbishment and repair), maximise equipment use and minimise the need to produce new equipment.
- Optimise equipment maintenance while reducing waste by carrying out preventive oil analyses and regenerating lead batteries.
- Work with partners to assess the viability and benefits of retrofitting earthmoving machines.
- Continue expanding resale of end-of-life equipment through Kiloutou Matériel d'Occasion (KMO), to give it a send life and avoid premature disposal.

OBJECTIVE

100%
of strategic suppliers*
committed to signing the Ethics Charter in 2025

OBJECTIVE

100%
of strategic suppliers*
ESG management systems assessed in 2025

* Strategic suppliers accounting for 90% of the Group's purchases of equipment, consumables and spare parts in France over the past three years, as well as specialist suppliers accounting for a minimum of €300,000 in purchases over the past three years.

METRICS

Kiloutou is working closely alongside the sector's trade federations to establish meaningful and standardised performance metrics.

These indicators are essential to measure actual impact and track progress in addressing the key challenges associated with equipment life cycles and management in the sector – especially as regards circularity. The goal is to define a common assessment framework to track the effectiveness of reuse, repair and recycling measures as well as efforts to reduce use of virgin resources.

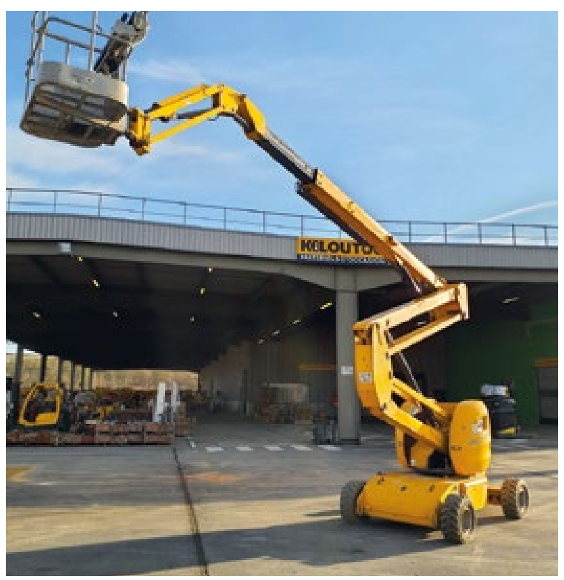
This collaborative initiative seeks to enhance transparency, data comparability and the adoption of best practices throughout the sector.

RELEVANT STAKEHOLDERS

Investors · Suppliers · Teammates · Customers · Lawmakers

Equipment MAINTENANCE, RECYCLING, RECOVERY AND SECOND LIFE

Kiloutou manages its equipment fleet very closely across all its subsidiaries, both to address growing resource scarcity and to strengthen its equipment-sharing model. This includes extending equipment service life, reselling refurbished machines and developing other recovery channels.

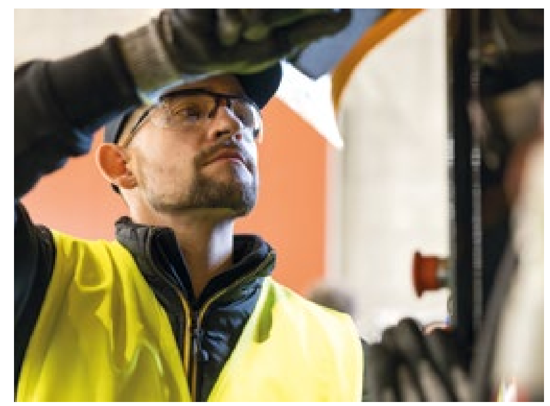


RESELLING REFURBISHED EQUIPMENT ON THE SECOND-HAND MARKET

Kiloutou Matériel d'Occasion sold 6,000 machines from the Group's fleet on the second-life market – and celebrated its 10th anniversary – in 2025. Its operation involves refurbishing equipment at the end of its service life then organising private sales to brokers. In France, equipment is refurbished then tested before resale in Noyelles-Godault (in the north of the country). Outside France, refurbishment and sales are managed locally. The online platform is run from France, and buyers can purchase equipment online then collect it in their country – again reinforcing circularity in Kiloutou's business model.

RECYCLING EVENT CARPETING

As part of its ISO 20121-certified sustainable event management system, Loca Réception, one of Kiloutou's five Speciality departments, has started recovering and recycling carpeting from the trade events it furnishes. More than 26,000 sq. metres of carpeting were used at events then discarded each year. Some of that carpeting is now collected and a partner company converts it into fuel pellets for cement kilns. The ash from combustion is then incorporated into the cement. Seven months into this partnership, more than 1,600 sq. metres of carpeting have been collected and sorted, exceeding the initial target (15% of carpeting recycled in 2025). Loca Réception is now aiming to recover 50% of this volume by 2030 and is exploring other possibilities – for example reusing carpeting to protect floors and furniture at worksites.



INNOVATIVE MAINTENANCE TO EXTEND EQUIPMENT LIFE

Maintenance is one of the key levers Kiloutou uses to enhance its environmental performance. The Group adapts its methods to the rental market's specific requirements to extend equipment life and optimise maintenance resource use.

Rental equipment is used differently from equipment owned by end users: rented equipment is used intensively, then remains idle for relatively long periods of time. To ensure the quality, safety and durability of its equipment, Kiloutou has developed its own maintenance processes based on the actual condition of its equipment, while balancing operational needs with circularity considerations.

Instead of changing oil at fixed intervals, independent laboratories **analyse oil samples** to determine when replacement is necessary. This avoids unnecessary consumption and reduces oil use by 25% each year.

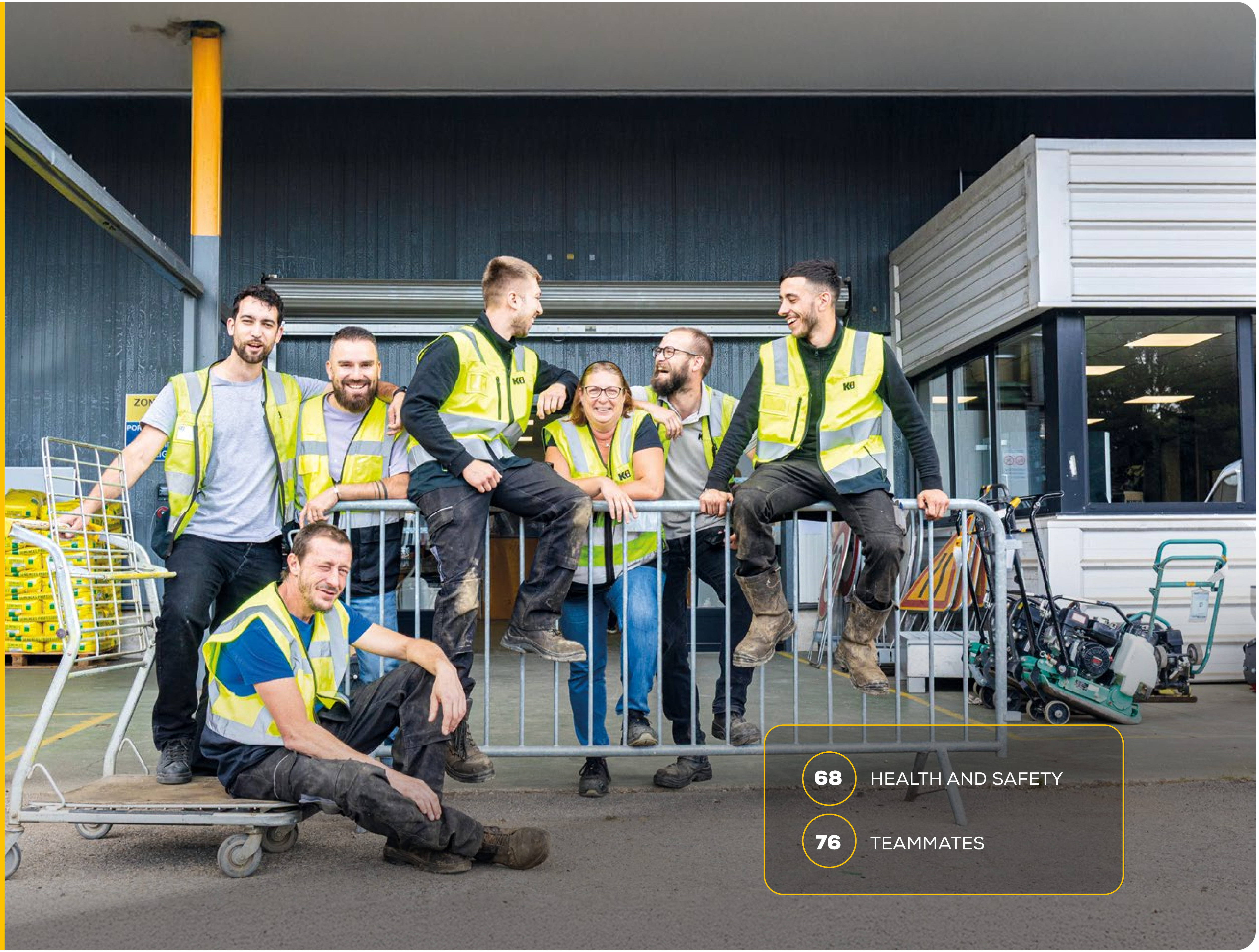
Similarly, lead-acid batteries powering electric articulated boom lifts undergo a **regeneration programme** every year to restore their capacity and extend their lifespan. This saves 140 tonnes of batteries every year.

Generator units, which are often oversized compared with customers' actual needs, are also optimised, as working at low load can cause a loss of efficiency. Kiloutou conducts full-load tests at regular intervals and uses an internal algorithm to detect malfunctions. These tests help to anticipate failure, strengthen preventive maintenance and extend equipment life.

Lastly, as excavator arms and other components are subject to rapid wear, Kiloutou has teamed up with experts in its network to develop a model to **precisely measure acceptable wear thresholds.** Early detection avoids premature replacement without compromising customer safety.

By tailoring its maintenance work around real-world equipment use, Kiloutou is able to extend its equipment's lifespan while limiting the use of resources for maintenance.

SOCIAL



Sharing passion and know-how

« Kiloutou continued to grow, with a strong focus on its teammates' health, safety and well-being, in 2025.

Risk prevention is as central to our policy as ever. The results we have seen in Denmark – for instance – show it: GSV, our subsidiary in the country, has reduced its occupational accident frequency rate for six years straight, to levels well below the sector average. This achievement mirrors the country's strong safety culture and earned it a Best Safety Initiative by a Rental Company award from the European Rental Association in 2025.

At Kiloutou, our HR practices are tailored to local realities but they all aim to build fair workplaces where everyone feels respected. We have taken several initiatives to support employees' work-life balance, including dedicated leave in the event of a miscarriage in France, adjusted working hours during heatwaves in Spain, and parent-friendly working arrangements in Poland.

Upskilling teams is another key lever to support transformation in our lines of work and the Group's growth. To do that, we are rolling out our training programmes internationally, notably by setting up a multilingual e-learning platform in all our host countries.

These initiatives reflect our commitment to creating a safe, inclusive working environment that fosters everyone's growth while strengthening team cohesion at a time of rapid international growth. »

David Lamiaux
Human Resources Director

2025 highlights

RHÔNE ALPES TEAM WINS TRANSPORT CUP!

Kiloutou organises internal competitions for its teams to showcase their skills every year – a Transport Cup one year and Technical Cup the next.

2025 was a Transport Cup year. The teams representing each region (a light-vehicle driver, a heavy-vehicle driver, a heavy-vehicle-and-trailer driver and a coordinator) were selected with a quiz, a regional round was held, and the top four teams met for the final in Barberey Saint Sulpice (north-east France). The challenges they tackled included preparing a route plan and loading and unloading equipment – while strictly observing safety rules.

Florian, Jean-Christophe, Jérôme and François, from the Rhône-Alpes region, won the third Cup.

FRANCE'S FINEST TRADESPEOPLE AT KILOUTOU!

Kiloutou partnered with French radio station RMC for the Tournée des Meilleurs Artisans de France once again in 2025. From 21 May to 11 July, the tour stopped at 14 branches in France in search of France's finest tradespeople. More than 1,000 tilers, carpenters, roofers, electricians, bricklayers, painters, plasterers and other professionals took part in exciting events over coffee or a barbecue.

The tour was also an opportunity to showcase Kiloutou's newest equipment, and included partner stands. Participants also attended recordings for RMC shows or podcasts, including an episode on working safely featuring Baptiste Benier, Kiloutou's Caces® Training Manager, as the guest star.

KILOUTOU SUPPORTS SMALL BUSINESS OWNERS WITH ADIE

In September, Kiloutou teamed up with Adie, a public-interest charity working to give everyone an opportunity, funding and guidance to start a business – with or without qualifications. The goal with this partnership is to remove one of the barriers to business creation: access to professional equipment and skills.

Adie-sponsored small business owners are entitled to a 20% discount on equipment rentals at all Kiloutou branches in France and 15% off Caces®* training courses. This initiative beautifully captures the brand's promise, "Rent, Share."

*Safe equipment operation certification.

KILOUTOU TAKES ACTION AGAINST BREAST CANCER AND MEN'S CANCERS

Kiloutou France supports research and patients with breast or men's cancers every year. To raise awareness, teammates wore pink for a day in October and blue (plus a moustache) in November. They also took part in a self-examination awareness workshop and sewed chemotherapy hats from reclaimed fabrics (making 65 hats in all). Thanks to the strong engagement among teammate throughout the two months, Kiloutou donated €10,000 to Mon Bonnet Rose and €10,000 to Movember.

HEALTH AND SAFETY ISSUES for the Kiloutou Group

Our vision for health and safety at Kiloutou is simple: we want everyone to return home safe and sound every day, while striving for zero accidents.

We are certain that accidents are never inevitable and that we are all responsible for staying safe and keeping everyone else safe. That is why the Group has made **safety a shared core value.** We are also aware of the risks inherent in our line of work. That is why Kiloutou is committed to providing **safe working conditions and building an enduring safety culture** among all its teammates and partners.

This commitment is grounded in a proactive approach, which leverages health and safety as **key, strategic performance drivers.**

Kiloutou's occupational health and safety policy is **organised and led by Management Committee** and part of a broader commitment to **excellence and continuous improvement.** This includes monitoring key indicators such as lost-time occupational accident frequency rates.

The Group applies best practices (including regular workplace audits at branches and partnerships with outside organisations) to ensure compliance and continuously improve working conditions for teammates, other employees throughout the value chain and customers. Training and awareness briefings help to keep the women and man who manufacture, rent and use equipment safe.

LOST-TIME OCCUPATIONAL ACCIDENT FREQUENCY RATE

2023	2024	2025
48	35	30

PRIORITY ISSUES

HEALTH, SAFETY AND WORKING CONDITIONS OF KILOUTOU TEAMMATES

Issues linked to everyday equipment maintenance, repair and handling, which entail risks of accidents for Kiloutou teammates (handling loads, tools, machinery).

HEALTH AND SAFETY OF EMPLOYEES THROUGHOUT THE VALUE CHAIN

Issues linked to the health and safety of suppliers' employees, including their exposure to physical, chemical or ergonomic risks associated with industrial production processes.

As a customer, Kiloutou might indirectly contribute to these risks if working conditions at suppliers' operations are not properly supervised or audited.

HEALTH AND SAFETY OF CUSTOMERS

Issues linked to the health and safety of customers and their employees when using equipment rented from Kiloutou in demanding working environments (worksites, bad weather, unstable ground, etc.).

Improper use of equipment – notably powered equipment – may result in accidents or injuries.

OVERALL OBJECTIVES

Kiloutou's yearly Health and Safety roadmap is focused on three priorities all aimed at substantially strengthening the company's safety culture and at integrating accident prevention into day-to-day management at every level.

1. **REINFORCING RISK MANAGEMENT AT ALL SITES**, in all operations and in all links in the value chain.
2. **PERMANENTLY ENHANCING SAFETY CULTURE** by encouraging all teammates to adopt shared practices and stay alert.
3. **PROACTIVELY PROTECTING CUSTOMERS** by supplying them with reliable equipment, clear advice and user support.

ROADMAP

HEALTH, SAFETY AND WORKING CONDITIONS OF KILOUTOU TEAMMATES

- **Test Centre:** ensure equipment is simple to maintain (ergonomic and safe during servicing) and simple to move around (transport, handling, etc.) for teammates.
- **Safety culture:** spread safety culture across the Group to promote safe behaviour and shared vigilance.
- **Safety performance monitoring:** strictly track key indicators – notably accident frequency rate and severity rate – to measure safety performance and report results via the Scorecard.
- **Continuous improvement:** continue investing in workshop equipment that assists in handling tasks and improves workplace ergonomics to prevent musculoskeletal disorders and injuries, including equipment to upgrade working conditions for drivers. Structure the continuous improvement programme at Group level, based on ISO and MASE standards and internal audits (KAP in France). Audit working conditions and processes at branches every year, implement action plans to address any non-compliance.
- **Expanded health coverage** to all teammates by improving access to protective, monitoring and support measures.

HEALTH AND SAFETY OF EMPLOYEES THROUGHOUT THE VALUE CHAIN

- **Deepen ongoing dialogue with stakeholders:** work with federations (e.g. Distributeurs, Loueurs, Réparateurs in France), associations (e.g. European Rental Association), UNM (French mechanical engineering standardisation body) and the UN Global Compact, include the Group's Occupational Risk Prevention Department in the conversations.
- **Map supplier risks and assess them in depth:** understand the risks associated with strategic suppliers' operations and value chains. Assess their ESG maturity to limit the risks identified by EcoVadis.
- **Limit supplier-related risks:** require them to sign the Ethics Charter, which contains strict contractual clauses on working conditions, human rights and safety. Clearly state Kiloutou's expectations and supplier obligations in supplier contracts. Require action plans whenever suppliers do not meet the Group's stated requirements.

HEALTH AND SAFETY OF CUSTOMERS

- **Preventive measures:** use the Test Centre's expertise to make sure all equipment available for rent meets the Group's high safety standards. Every item available for rent undergoes a strict selection and testing process.
- **Maintenance and audits:** ensure equipment complies with applicable regulations and standards. Equipment undergoes stringent verification based on strict standards (e.g. ISO 9001). Audits help to guarantee that equipment remains compliant and support continuous improvement of services.
- **Handover and training:** assist customers when they retrieve equipment at branches, make sure they know how to use the equipment properly. Provide user manuals and personal protective equipment, and provide tutorial videos on kiloutou.fr. Through Kiloutou Formation, provide a full range of training courses to help professionals become fully familiar with equipment and prevent risks at worksites.

OBJECTIVE

Frequency rate
(France)
20
by 2030

OBJECTIVE

Detailed health and safety targets for employees in our value chain are provided in our
due diligence

METRICS

		UNIT	SCOPE	2023	2024	2025	SDG
S1-14-88X3	Share of operational sites for which an occupational health and safety risk assessment has been completed	%	France / Denmark / Portugal	67,8%	73,6%	64,9%	3
S1-14-88X2	Accident frequency rate SERIOUS: TF1 (with shutdown)* (13)	Number	Group**	48	35	30	3
S1-14-88X5	Workplace accident severity rate* (14)	%	Group**	1,4	2,9	2,6	3

* An indicator that has been reviewed, on a limited assurance basis, by one of the statutory auditors. The report is available in the section entitled 'Report by one of the statutory auditors' of the engagement report. ** 2023 : Group (excluding Poland).

RELEVANT STAKEHOLDERS

Investors | Suppliers | Teammates | Customers | Lawmakers

PRESERVING teammate health, safety and quality of life at work

Kiloutou promotes awareness and protects teammates' health, safety and quality of working life through structured policies and initiatives. It has run a variety of communication campaigns and other initiatives, including awareness weeks and themed days, reflecting its strong safety culture and continuous improvement drive. It also monitors its safety performance to measure its initiatives' impact.

INSPIRING AND CULTIVATING A SAFETY CULTURE

Kiloutou France's health and safety campaign is centred on the message "Think first". The point is that some accidents can be avoided simply by stopping, thinking about what we are about to do, checking our surroundings and staying focused.

Kiloutou chose a hard-hitting internal awareness and communication campaign combining several channels:

- 2 high-impact spots based on fictional scenarios:
  - › Samira (24), who had worked at Kiloutou for three years. Rushing a routine task, she let down her guard for a moment and was paralysed from the waist down.
  - › Frédéric (53), a driver with 22 years' experience, was distracted by a personal phone call, lost sight of what was going on around him, was hit by a car and died instantly.
- A series of posters and banners illustrating dangerous situations that can arise in everyday jobs.
- Practical guides on moving around worksites, driving heavy vehicles, using a grinder and moving around a branch.
- Talks about the same issues are held regularly at branches, providing opportunities for teammates to discuss real-life situations.

Kiloutou held its second annual Health and Safety Week in France, Germany and Poland from 17 to 28 November 2025. During it, teammates took part in various workshops (on addiction, driving regulations, use of personal protective equipment, warm-up exercises, first aid, chemical safety and using handling equipment), organised by regional managers with the relevant departments and regional Health and Safety coordinators.

Alongside the workshops, Health and Safety coordinators trained all frontline managers in safety leadership with a dedicated programme, helping to strengthen safety culture while heightening vigilance among teammates.

« Safety isn't a constraint: it is a pillar of our performance and our collective responsibility. We are currently in a very busy period and I know how hard all our teammates are working to meet our performance goals. But it is precisely at times like these that we need to be especially mindful of safety. We need to be more careful than ever and never take safety for granted. »

Pierre Knoché
Managing Director,
Kiloutou France

6TH CLUB MASE DAY: SHARING AND STANDARDISING PRACTICES ACROSS BRANCHES

Kiloutou held its 6th Club Mase day, bringing together representatives from the Group's eight Mase-certified branches in France and central management, in November 2025.

The goal during this day for branches that have had their safety management systems certified by Mase is to share their best practices and ideas to deal with day-to-day challenges. Linda Vila, Sales Director for France, led a workshop on leveraging MASE certification for business success. Participants also compiled a 2026 roadmap to encourage other branches to embark on the certification process and thus increase the number of certified branches in the country. The initiative, combining external audits and internal inspections such as KAP in France, is another aspect of the Group's continuous improvement drive.

GSV'S CERTIFIED AND RECOGNISED APPROACH TO HEALTH AND SAFETY

GSV Kiloutou's Danish subsidiary once again posted an outstanding safety achievement: its accident frequency rate, which has been declining steadily for 6 years, reached 4.6, well below the sector average, 20!

For one good reason: safety is hard-wired into GSV's culture. It introduces new initiatives every year to improve its teammates' safety at work. These include heightening teammate awareness and management involvement, and a variety of tools to reduce the number of accidents year after year. Reporting near misses and identified risks enables teams to take preventive measures straight away. Teammates also watch out for one another – it is not uncommon for a coworker to remind another of a safety rule if they overlook it.

GSV secured certification for its entire health and safety programme in 2025: it obtained ISO 45001 certification, attesting to its systematic management of occupational health and safety. Its outstanding commitment also earned it a Healthy Workplaces Good Practice Award from the Danish working environment authority's, singling it out as one of Europe's top examples of safe and healthy workplaces in the digital age. This distinction recognises its structured, long-term approach built on leadership commitment, teammate engagement and continuous improvement. Its results are now also valued beyond the Danish market.

SUPPORTING TEAMMATES' HEALTHY LIFESTYLES

Workplace wellness and work-life balance are at the centre of the Polish subsidiary's HR policy.

Gentle exercise and morning stretching sessions are available online for all team members, to help them start the day feeling energised while keeping them fit and flexible.

The subsidiary also ran a campaign to encourage teammates to have their annual medical check-up, covered by the company's health insurance, helping them take responsibility for their own health.

CUSTOMER SAFETY

Using power machinery in worksites and other challenging environments can lead to accidents or entail other health risks for crewmembers. Kiloutou is aware of these risks, and takes preventive measures tailored to the real-world conditions at worksites. The measures are aimed at reducing exposure to risks and improving working conditions, and help customers work more safely.

THE KARE RANGE'S 7 SOLUTIONS TO PROTECT HEALTH AND SAFETY AT WORKSITES

Three Kare range products help reduce risks of musculoskeletal disorders: the versatile and compact Ergosquelette, designed for tasks that require working with arms raised for long periods, provides effective support for stationary as well as moving tasks. The Zero Gravity Arm counterbalances up to 15 kg without hampering the operator's dexterity. Lastly, the Ergo-Gen pad eliminates direct pressure on the knees, reducing joint and muscle strain.

To reduce the risk of collisions – the second most common cause of accidents in the construction sector – Kiloutou's advanced solutions include a connected safety vest with a built-in system that vibrates and emits audible and visual alerts when the wearer is close to a machine. Its laser gauge creates an invisible boundary that triggers an alert when someone enters a high-risk area.

Lastly, the range includes two products to prevent risks linked to exposure to high temperature: a heatstroke-prevention bracelet that emits a sound and light warning when it detects an abnormal increase in the wearer's body temperature, and a high-visibility cooling vest that reduces the wearer's body temperature by up to 7 degrees for about 6 hours after being soaked in water.

The products in Kiloutou France's Kare range are tailored to the risks in the construction sector and help to enhance safety, comfort and performance at worksites.

TEAMMATES at the Kiloutou Group

The construction sector – the core of Kiloutou's customer base – is facing two persistent challenges: a growing shortage of qualified talent and increasingly demanding working conditions in complex environments.

The strategic challenge for Kiloutou, as a key player in this demanding sector, is to sustain its steady growth while strengthening its employer appeal and fostering its employees' loyalty.

To meet this challenge, it has to take a holistic approach centred on continuously improving working conditions, which includes providing suitable equipment, preventing occupational risks and promoting a better work-life balance.

At the same time, Kiloutou is aware that it is essential to build a strong, appealing and distinctive employee value proposition, offering exciting career prospects, fair pay and competitive benefits. And a more proactive inclusion policy to enhance worksite diversity and provide a working environment where everyone feels valued and respected.

Attracting more women into the workforce is another strategic priority for Kiloutou. It is aware that women remain under-represented in its traditionally male-dominated sector and is taking deliberate steps to address this issue – which have already brought about visible progress at various levels: more and more women are filling operational roles, debunking stereotypes and showcasing their expertise in roles historically held by men. Women representation is also growing in leadership roles, bringing new perspectives and contributing to a more balanced and innovative approach to decision-making. This commitment to gender diversity is about more than fairness: it is enriching the company, enhancing collective performance and spurring innovation.

19.4%
WOMEN in the workforce

13.7%
PAY GAP between women and men

24.7%
of employees **OVER AGE 50**

3.0%
of employees have a **DISABILITY***

*Estimates.

PRIORITY ISSUES

WORKING CONDITIONS AND EMPLOYEE RELATIONS

- **Work-life balance:** the equipment rental sector requires extensive availability (extended opening hours), which may adversely affect employees' work-life balance. Addressing this issue by improving working-time arrangements (for example with flexible working hours, remote working, four-day weeks, etc.) is an opportunity to strengthen Kiloutou's attractiveness and employee loyalty.
- **Job security:** a consistently high proportion of permanent jobs plays a key role in stability and appeal. Excessive reliance on temporary contracts and outsourcing often increases job insecurity.

FAIR TREATMENT (DIVERSITY, INCLUSION AND SKILLS BUILDING)

- **Diversity and including people with disabilities:** enhance accessibility of certain sites, workstations or branches to avoid excluding people with disabilities on account insufficient adaptation or other constraints.
- **Gender equality:** increasing the proportion of women in technical or transport-related roles traditionally held by men – where discrimination can occur – is also an opportunity to enhance diversity and leverage it to step up performance and spur innovation.
- **Preventing harassment:** as in any other organisation, moral or sexual harassment undermines employee health and well-being.
- **Building skills** with technical, commercial, driving, logistics and management training strengthens employee loyalty and employability.

OVERALL OBJECTIVES

Kiloutou's identity, values and history are steeped in its people-first culture.

The Group has established a common framework – based on listening to teammates and respecting local management practices and paces – and its implementation, particularly as regards HR policies, is handled at local level. Each country decides on its own measures to tackle its own challenges related to improving working conditions and expanding inclusion.

These issues are built into the Group's strategic plan and cascaded into local action plans, and employee representatives are consulted on major projects.

The Group's HR policy focuses on two fundamental priorities: working conditions and employee relations, and fair treatment of employees, particularly diversity and inclusion. Progress on each of these priorities is guided by a clear roadmap.

ROADMAP

WORKING CONDITIONS AND EMPLOYEE RELATIONS

» **Job security:** continue to limit temporary contracts to less than 10% of the Group's workforce (FTEs).

» **Working hours:** comply with regulations on working hours and rest periods.

» **Work-life balance:**

- Foster a supportive working environment that promotes work-life balance, prevent the risk of excessive workload and stress, cultivate the company's appeal through quality of life at work.
- Monitor quality of life at work through certification (Great Place to Work or equivalent).
- Continue rolling out onboarding processes, performance reviews and people reviews.

» **Social dialogue and freedom of association:** maintain a climate of trust and transparency, respect trade unions' rights, foster constructive conversations.

» **Collective bargaining and agreements:** provide a clear and fair framework for working conditions, encourage collective bargaining, honour all agreements in force.

FAIR TREATMENT (DIVERSITY, INCLUSION AND SKILLS BUILDING)

» **Diversity and inclusion:**

- Promote an inclusive and diverse working environment, uproot all forms of discrimination and harassment, and ensure all teammates enjoy equal opportunities – particularly women and teammates with disabilities.
- Continue increasing the proportion of women in the workforce, notably by extending the training course for women in leadership aimed at encouraging women to grow into management positions.
- Continue combating violence and harassment, using existing whistleblowing channels and training modules addressing discrimination, harassment and sexist behaviour.
- Continue including people with disabilities and striving to meet obligations, by heightening Group-wide awareness, hiring people with disabilities and keeping them in jobs.

» **Training:**

- Encourage skills building by providing an international e-learning platform.
- Continue expanding international careers by hiring people on VIE (international volunteer) contracts in six Group countries.

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

OBJECTIVE
35% women in management by 2030

OBJECTIVE
25% women at Kiloutou generalist France by 2028

OBJECTIVE
< 20% turnover at Group level

METRICS

		UNIT	SCOPE	2023	2024	2025	SDG
WORKING CONDITIONS							
S1-6-50.B9	Share of permanent contracts	%	Group	96,1%	92,2%	92,5%	8
S1-6-50.CX	Turnover rate* (27)	%	Group	22,9%	20,4%	20,7%	8
S1-8-60.A	Share of total employees covered by collective agreements by country* (6) (29)	%	Group	96,6%	88,5%	88,7%	3 8
S1-8-63.A	Share of employees in countries with significant employment (in the EEA) covered by workers' representatives* (7)	%	Group	79,1%	80,4%	83,6%	3 8
DIVERSITY AND INCLUSION							
S1-6-50.A0	Share of women in the total effect	%	Group	18,5%	19,1%	19,4%	5 8
S1-9-66.AX	Proportion of women managers* (30)	%	Group	14,5%	14,8%	15,4%	5
S1-12-79	Employment rate of disabled workers* (10)	%	Group	3,4%	3,4%	3,0%	8
S1-13-X	Rate of access to training* (11)	%	Group	83,1%	81%	83,0%	4 8

*An indicator that has been reviewed, on a limited assurance basis, by one of the statutory auditors. The report is available in the section entitled 'Report by one of the statutory auditors' of the engagement report.

RELEVANT STAKEHOLDERS

Senior management | Teammates | Lawmakers | Works council

Fostering CONSTRUCTIVE SOCIAL DIALOGUE

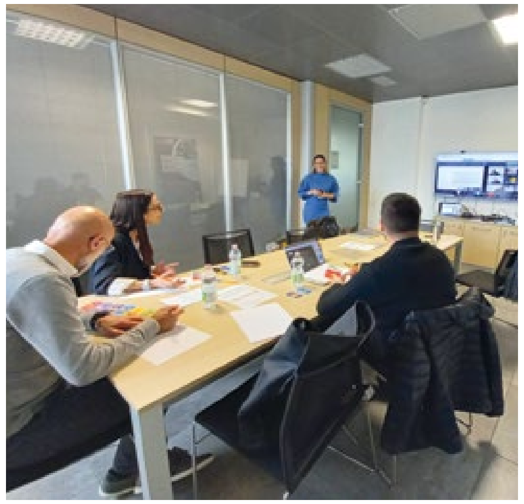
As it is aware that social dialogue plays a key role in working conditions and workplace relations, Kiloutou provides several opportunities for conversations enabling teammates to share their expectations and strengthen transparency. These channels help to build constructive social dialogue and enhance management practices.

INTEGRATING REGULAR CONVERSATIONS IN MANAGEMENT PRACTICES

A management seminar at GSV in Denmark included a session on building a climate of trust that encourages frank discussion and constructive conflict resolution. Besides organisation growth, these practices strengthen teammate engagement and connection to the company and its culture.

In Italy, Kiloutou gathers all its technical teammates once a year to listen to them openly. These meetings enable teammates to share their expectations regarding working conditions and contribute to continuous improvement in management practices.

These channels for conversations help to foster easy-going workplace relations and constructive social dialogue.



Fostering WORK-LIFE BALANCE

Kiloutou has decided to leverage its HR policies to support the Group's growth despite the talent shortage. It is working to improve their work-life balance, support them through difficult times and help them navigate parenthood.

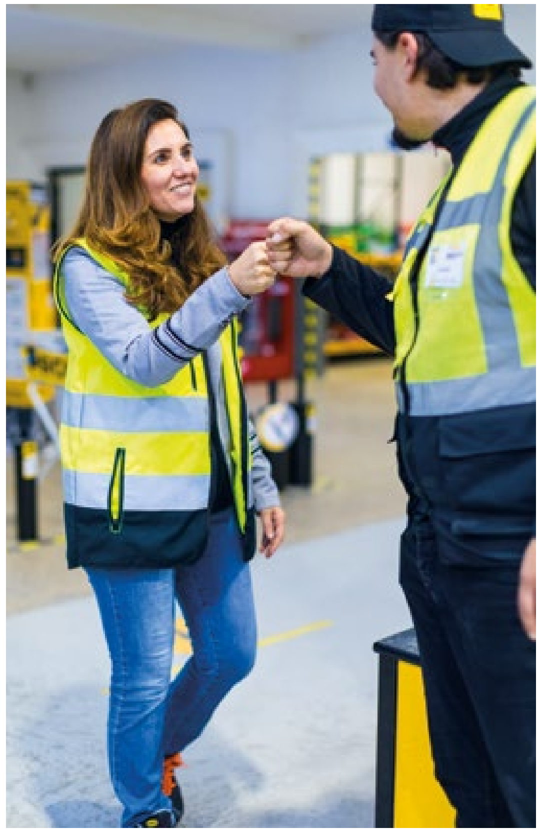
AUDACE PLAN: THREE NEW MEASURES TO IMPROVE WORK-LIFE BALANCE

The Audace plan, which Kiloutou launched in France in 2024, aims to upgrade teammates' fringe benefits. It includes nine key measures, which it is rolling out between 2024 and 2026.

The three measures introduced in 2025, in addition to the four implemented in 2024, follow:

- **An extra €1 per day for lunch:** meal vouchers increased from €8 to €9 with Kiloutou fully funding the difference.
- **A salary increase after one year:** Kiloutou teammates automatically receive a €50 monthly pay rise when they reach their first anniversary.
- **Deferred leave:** teammates can set aside up to three days of leave every year for three years, and that way accumulate up to nine days off for a special event.

With these three new measures, Kiloutou is stepping up talent retention and attraction, addressing a key challenge for the Group.



MEASURES FOR PARENTS

Balancing parenting and a career isn't always easy. Support and understanding from managers can make a real difference to employees' well-being, so Kiloutou offers a range of initiatives to support the parents on its teams.

In Poland, where the sector is still largely male-dominated, Kiloutou supports working mothers as part of its efforts to build gender equality. It joined the Proud to be a Working Mum campaign and was awarded mother-friendly employer status in 2025. It has adjusted its organisation to make everyday life easier – providing fixed working hours and weekends off, and holding no meeting on days that coincide with important events (first day of school, graduation ceremonies, etc.) – as well as flexibility when a child is ill. Mothers also have a peer support group to share their experience and advice. All these measures help to improve working conditions and attract more women into Kiloutou jobs.

In France, teammates who suffer a miscarriage are granted two days of paid leave, providing support to parents during a difficult time.

STIMULUS CARE SERVICES: SUPPORT THROUGH DIFFICULT TIMES

Kiloutou provides access to Stimulus Care Services, a platform to help teammates navigate difficult times and get back on track.

Teammates can contact a social worker by phone, anonymously if they wish, to discuss a wide range of topics in complete confidence and receive guidance on matters including money, family life, disability, housing, health and work-related concerns.

With this option, Kiloutou is helping its teammates deal with a variety of issues that may affect their personal and/or professional lives.

Building EVERYONE'S SKILLS

Encouraging all teammates to grow their skills is one way in which Kiloutou ensures equal treatment and opportunity. By supporting employees when they come on board, build their skills, move to new jobs and grow in their careers, the Group is also nurturing their loyalty.

THE VENDAP ACADEMY TRAINS FUTURE ON-SITE TECHNICIANS

The Vendap Academy, which opened in 2024, trains automotive mechatronics technicians. The first cohort has just graduated and the second has already begun!

The second automotive mechatronics course at the Vendap Academy started in October at Porto Alto, next-door to the Portuguese subsidiary's workshops. The 29 young people on it are learning technical theory and acquiring hands-on experience alongside the company's professionals.

The course opens doors to careers: 89% of the students in the first cohort found hobs after completing it – and 8 of the 29 students are now on Vendap's teams, working as electromechanics technicians in the Maintenance and Environment departments.

This training centre helps train the next generation of technicians while creating career opportunities within the company.

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ONBOARDING: WELCOMING NEW TALENT AND THE GROUP'S CULTURE

Onboarding new teammates is a key step at Kiloutou, aimed at helping them settle into their new role while familiarising them with the Group's culture.

In France, all new Kiloutou teammates follow the HeyTeam process. The system for example sends them personalised emails before their first day at work to introduce them to the company and its commitments.

In Germany, a comparable tool – d.vinci – provides a similar onboarding experience. Italy launched its onboarding programme in 2025.

In 2024, Spain started up a programme for new employees it hires on permanent contracts once they complete their trial period. It holds three sessions a year at its head office in Montcada, to introduce them to the company's culture and its main departments (HR, Quality, Safety, Sales and Finance). Early feedback is very positive, confirming that this approach is effective in supporting professional development and integration.

Each new management committee member – regardless of their country of origin – is invited to a week-long immersion in France to meet employees from other departments, explore the company's culture in more depth and understand how Kiloutou became what it is today.

THE VIE PROGRAMME AND INTERNATIONAL CAREERS: BUILDING AND SHARING TALENT

As international careers become increasingly important in attracting and retaining talent, Kiloutou encourages teammates to work abroad and share their expertise through the (International Corporate Volunteer in Europe) programme. As part of its international HR roadmap, over the past two years the Group has used the scheme to attract new talent and give teammates the opportunity to work outside their home country. Today, French VIE employees are working in every Group host country.

> *« The VIE programme was a unique opportunity to grow as a professional while discovering a new environment. Working in a multicultural ethos is particularly enriching, and it challenges me to adapt, become more self-reliant and step out of my comfort zone »*
>
> **Célia Jean-Bart**
> Data Analyst
> in Germany

E-LEARNING: A CORE COURSE TAILORED TO ALL COUNTRIES

Kiloutou piloted 360Learning, its Group-wide e-learning platform, in Spain in 2024. A year later it is available in all Group countries! The goal with 360Learning is to develop skills and standardise training programmes across the Group while streamlining processes on an international scale.

The platform hosts modules that are common to all countries – for example the ones on anti-competitive practices, anti-corruption measures and the safety of people and property – and country-specific modules developed locally for teammates.

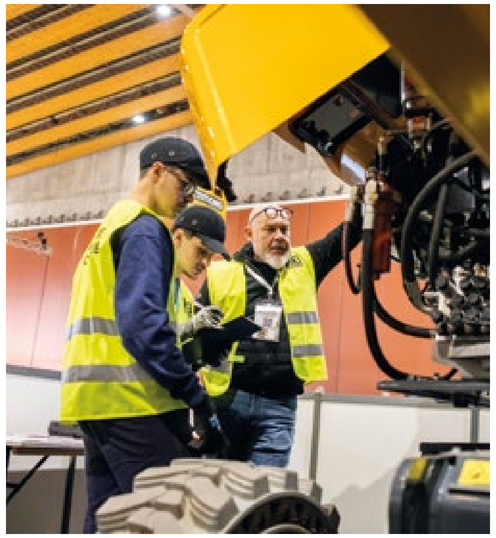
After the successful pilot in Spain, 200 to 500 teammates started using the platform in each country in 2025. The number of users is expected to increase further in 2026.

TECHNICAL SCHOOLS CHALLENGE: PUTTING APPRENTICE TECHNICIANS TO THE TEST AND INSPIRING VOCATIONS

Kiloutou held its third Technical Schools Challenge in November 2025, bringing together apprentice technicians from schools across France to compete in equipment inspection and diagnostics tests.

The goal for Kiloutou is to showcase the wide range of technical careers in the Group while sharing its expertise with passionate young people – and, why not, perhaps interest them in pursuing a career at Kiloutou. Students are asked to diagnose and fix complex faults created by Kiloutou's technical teams, while following safety procedures and working as efficiently as they can.

The regional rounds took place from late November to mid-December in 13 regions. They brought together 63 schools and 6 teams moved on to the final, which was held on 7 January 2026 at Lille Grand Palais during the Yellow Partners' Days.



ATTRACTING MORE WOMEN INTO THE WORKFORCE: a key issue for Kiloutou

The Kiloutou Group is active – among young people and among its own teammates – to raise awareness, debunk gender stereotypes and encourage more women to join a traditionally male-dominated sector. The initiatives in particular aim to ensure equal opportunities for career development.

DEVELOPING WOMEN LEADERS

A second cohort of a dozen women completed the Leadership for Women training course in 2025.

The programme is aimed at women selected by their regional management committees. It helps them overcome self-doubt, build confidence and step into management roles at Kiloutou, making it a valuable opportunity for personal as well as professional development. A third cohort began the programme in January 2026.

DIVERSITY AWARENESS FOR MANAGERS

Increasing the proportion of women at Kiloutou involves providing a safe and healthy working environment that embraces gender diversity and enables women to thrive. The Group developed an awareness and training campaign to enable managers to do exactly that.

The first stage involved diversity awareness workshops for the Management Committee, support function managers, the recruitment team and regional management committees.

The second, a three-step training course, helps managers lead by example through their behaviour, language and attitudes, and equips them to prevent, identify and deal with inappropriate situations. The first step focuses on how inequalities arise, the second on identifying and preventing inappropriate behaviour, and the third on identifying and preventing sexist behaviour.

The management committees for France and Northern France completed the programme in 2025.

EMPLOYMENT AND INCLUSION of people with disabilities

Kiloutou includes people with disabilities and supports their integration at work. It raises awareness to create the right conditions and enable every teammate to support their coworkers with disabilities and their long-term integration.

DUODAYS: SHARING EXPERIENCES AND LEARNING FROM EACH OTHER

Kiloutou takes part in Duodays, a France-wide event that gives people with disabilities an opportunity to spend a day working in a company, every year.

The branches that take part in the event welcome a person with a disability and introduce them to their jobs. The conversations that arise from the event change perspectives and debunk preconceptions. And they are an opportunity for people with disabilities to find out all about a working environment first-hand, fine-tune their career plan, begin a pathway into permanent employment and show employers that they are able to fit in and work efficiently and self-reliantly.

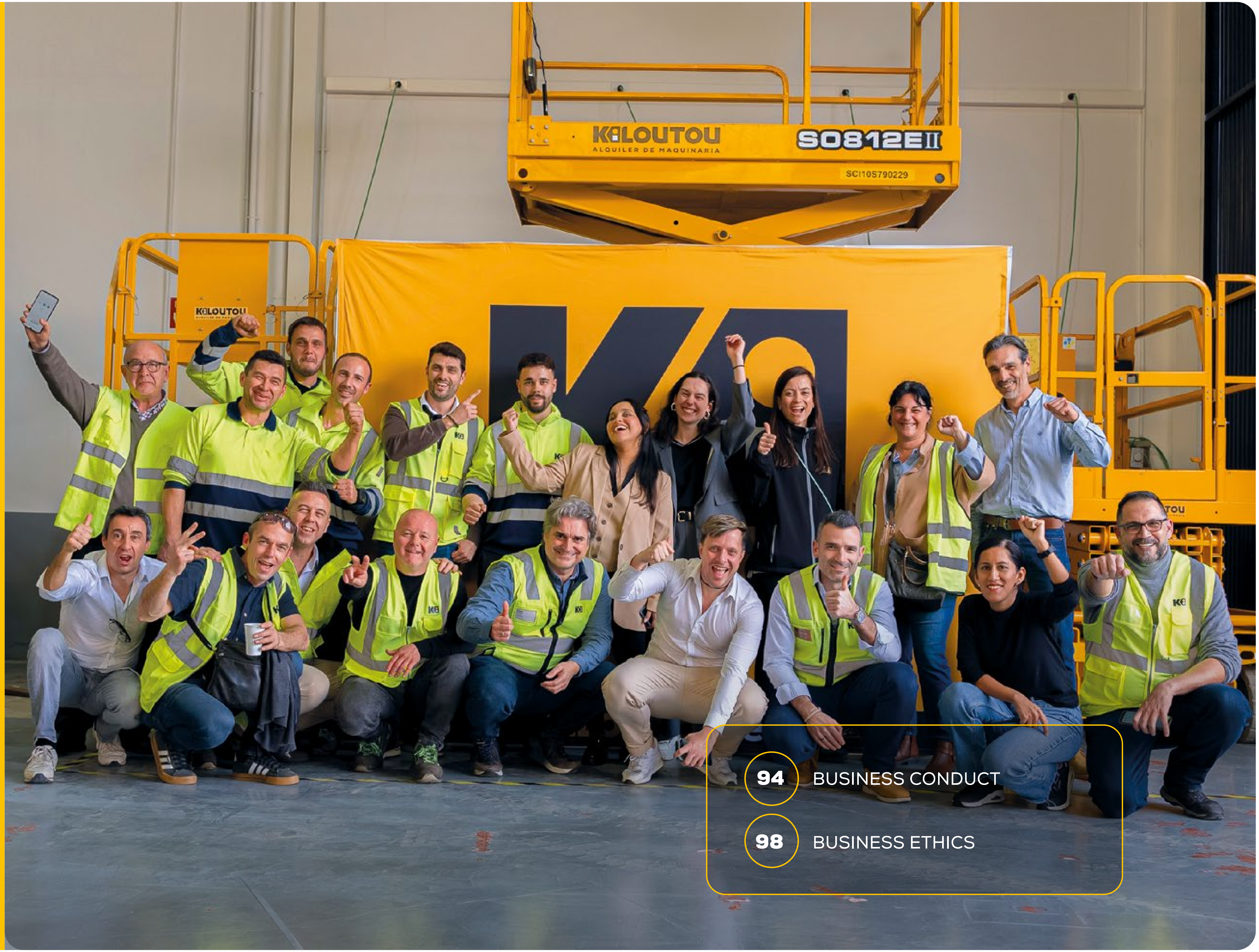
In 2025, two people spent a day at the head office and nine at branches, learning from branch managers, technical sales executives and heavy-vehicle drivers.

DISABILITY WEEK

Kiloutou has taken steps to include more people with disabilities in recent years, and the number of its teammates with disabilities continues to rise sharply.

It ran a campaign during Health and Safety Week to tell teammates about the advantages of securing official disabled worker status. This initiative prompted 200 teammates to apply for the status in 2025, and helped to identify ways of upgrading their workstations to make their jobs in the company easier. About 10 workstations were adapted during the year.

GOVERNANCE



Sharing a sustainable corporate strategy

« Kiloutou has shown that it can grow while preserving what puts it in a league of its own.

We have acquired close to 60 companies over the past decade, and successfully integrated a wealth of new talent and expertise while maintaining the distinctive culture we share across all our host countries.

This culture is grounded in simple values – commitment, solidarity, team spirit – which we have now encapsulated in our new brand signature, "Rent, Share.". Our signature in turn captures the essence of our model, which is based on pooling resources, trust and cooperating with all our stakeholders.

While it grows in France and expands internationally, the Group also continues to harmonise its internal policies and practices. Strengthening our shared frameworks, especially in key areas such as information systems, is helping to structure the Group's operations and support its development.

Meanwhile, we are also ensuring our business conduct remains ethical. We have policies that we have shared with all our teams, and specific mechanisms including the platform for reporting high-risk practices, to prevent risks and maintain our partners' trust.

This governance model, which is both structured and true to the Group's spirit, is essential to support our growth over the long term and to continue expanding across Europe scale. »

Jan-Luc Ambre
Chief Financial Officer

2025 highlights

EUROPEAN SUSTAINABLE DEVELOPMENT WEEK: AN(OTHER) OPPORTUNITY TO SHINE A LIGHT ON THE GROUP'S COMMITMENTS

Kiloutou runs a campaign to heighten teammate awareness of this cause every late September. It highlights the Group's priority Sustainable Development Goals (SGDs) with concrete examples of how it is addressing them in practice. Each country reports on its action to enhance health and well-being at work (SGD 3), education and skills development (SGD 4), gender equality in general and leadership training for women in particular (SGD 5), water preservation measures in machinery washing facilities (SGD 6), initiatives to improve working conditions including Great Place to Work certification and the platform for reporting inappropriate behaviour (SGD 8); waste reduction programmes (SGD 12) the iMPAKT range and retrofitting (SGD 13) and ongoing partnerships to advance sustainability (SGD 17).

KILOUTOU'S WIN-WIN PARTNERSHIP WITH LEROY MERLIN IN PORTUGAL

Vendap, Kiloutou's Portuguese subsidiary, set up seven corners in Leroy Merlin DIY stores in Guia, Aveiro, Leiria, Gaia, Braga, Lisbon and Amadora from January to June 2024. Professional and private customers can now rent a range of equipment for heavy-duty work (construction and demolition) and lighter jobs (drilling, welding and painting tools). Vendap also offers air-conditioning systems and gardening tools including trimmers, chainsaws, augers and chippers.

By offering them directly in Leroy Merlin stores, Kiloutou is bringing high-quality professional equipment within everyone's reach.

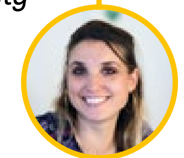
KILOUTOU
RENT, SHARE.

KILOUTOU'S NEW SIGNATURE CAPTURES ITS SPIRIT

Kiloutou unveiled its new brand signature in April 2025. The catchy and concise tagline, "Rent, Share." is generally attached to the logo, encapsulates the brand's DNA and pledges and will henceforth feature on all Group communications.

It illustrates the Kiloutou spirit across all its host countries. They all rent and share equipment with customers because it contributes to a more sustainable consumption model. But sharing goes beyond renting machinery: it also shapes our relationships with customers, as well as the way teammates and Group entities work together. This shines through our teams' ongoing engagement with customers and their projects. In the Group, skills and expertise are shared among teammates, while best practices and ideas are exchanged across countries – along with the many moments of camaraderie we enjoy together!

« Renting is what we do, and sharing is why we do it. Sharing, which is what our day-to-day life is all about, sums up our identity and our commitments. »



Marie-Charlotte Guénard
Head of Internal and Corporate Communication

« Rent, Share. is about everything that resonates with us and unites us! It shows the outside world what our world in here is all about - something we can all be very proud of. »

Olivier Colleau
Chief Executive Officer

INTERNATIONAL BUSINESS LINE COMMITTEES TO HARMONISE PRACTICES AND LEARN FROM EACH OTHER

The Group has set up international business line committees to support the integration of subsidiaries and strengthen synergy between the Group's companies and host countries.
The IT, Procurement, Finance, HR, Technical, Equipment Purchasing and Communications teams from each country now meet on a regular basis to discuss best practices and align their approaches.

The Communications teams, for instance, gathered for the first time in October 2025 to agree on common communications guidelines (proper use of the logo, editorial strategy and tone, etc.) following a string of acquisitions – naturally taking every country's preferences and cultural specifics into account. These conversations between countries are also opportunities to spark interest in international mobility, for instance for a fixed-term project or a longer-term assignment.

The Kiloutou Group's CORPORATE CULTURE

As it continues growing internationally, Kiloutou is striving to build a united group grounded in shared commitments, and a strong, cohesive culture.

Its goal to address the recruitment challenges and high turnover rates in its sector is to cultivate its teammates' loyalty and attract new talents to support the company's growth.

Kiloutou has defined shares values across its 7 host countries, and each country has chosen a value that reflects its unique character.

4 Group-wide values:

- Simplicity
- Customer satisfaction
- Team spirit
- Performance

1 country-specific value:

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

PURPOSE

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

Kiloutou's business conduct fosters a strong corporate culture among its teammates and other stakeholders, enabling it to tackle the various challenges ahead.

PRIORITY ISSUES

FOR TEAMMATES

Teammate engagement and pride in working at Kiloutou reflect the quality of life at work in the company. It boosts their motivation and thus their productivity.

FOR STAKEHOLDERS

The Group's positive image and strong corporate culture enhance its appeal. Its reputation, which mirrors its culture, also helps attract new talents.

OVERALL OBJECTIVES

The Kiloutou Group encourages shared, observable behaviours and a common DNA that help to create a positive impact on society and increase teammate engagement.

ROADMAP

» Continue rolling out the Up! joint construction programme, which has enabled us to create a set of values, update our purpose and build a roadmap to put both into practice.

» Roll out the brand platform, which defines the brand and ensures consistency.

» Reward and support teams with several initiatives within an employee engagement plan:

- Reward contributions during the Yellow annual convention
- Share the benefits of growth with teammates
- Recruit responsibly and improve the candidate experience
- Encourage co-optation
- Support local charities through corporate sponsorships

METRICS

	UNIT	SCOPE	2023	2024	2025	SDG
Employee satisfaction rate (Great Place to Work annual survey)	%	Group		66%	75%**	3 4 5 8

**France only.

RELEVANT STAKEHOLDERS

Investors | Suppliers | Teammates | Customers | Lawmakers

LIVING AND NURTURING a corporate culture built on sharing

As it continues growing its international footprint under its "Rent, Share." signature, the Group's culture also needs to foster collaboration, sharing and mutual support. These principles are reflected in Kiloutou's core values: simplicity, customer satisfaction, team spirit and performance.

THE EMPLOYEE INVESTMENT FUND AND ITS ROLE REWARDING EVERYONE'S CONTRIBUTION

Kiloutou has made sharing a central aspect of its expansion since its inception. Les Kiloutiens, its employee investment – inspired by the vision of the Group's founder, Franky Mulliez – enables teammates to partake in the company's success, reflecting the Group's strong culture grounded in sharing the hard work as well as the rewards.

All employees in France with more than three years of service, on fixed-term or permanent contracts, are welcome to buy shares in their company. The share's value was estimated at €188 in July 2024, i.e. about 6% more than in 2024.

This year, 300 teammates decided to invest a total of €1,230,000.

This mechanism mirrors Kiloutou's philosophy: giving every employee a stake in the company's success and rewarding their contribution helps to foster a motivating working environment and teamwork.

GATHERING THE TEAMS WITH ANNUAL HIGHLIGHTS

Besides shining through everyday work in every country, Kiloutou's corporate culture also comes to life at the Group's big annual gatherings. Every country holds its own annual seminar providing a team for teammates to get together, exchange ideas and experience the Group's values even more intensely.

A "Yellow" – the name given to the seminar's country-level and regional versions – kicked off 2025, as it does every year, providing an opportunity to review the past year, celebrate the teammates who made their mark on it, and look ahead to the coming year.

The first one, the Group Yellow, gathered the Group's 130 international managers in Barcelona. Then Yellow France brought together more than 600 teammates from the French network and Speciality business line in Paris. All the other countries held their own Yellow in their turn – including Denmark, which merged it with its Green Days – to share their past achievements and future outlook with teammates. French regions then held their local Yellows.

These days for sharing often end with a friendly get-together.

ACTION IN EVERY REGION

Sharing is at the Group's core. It includes sharing equipment with customers, memorable moments with teams and sharing the benefits of collective success as well as sharing with people in vulnerable circumstances.

David Lamiaux, Group Human Resources Director, made a firm commitment at the January 2025 seminar: Kiloutou will partner up with local communities. He asked each department and region to support at least one social cause in 2025 by contributing its equipment, time or expertise.

Initiatives across France followed:

- **Loire:** carried out indoor and outdoor upkeep work for Communauté de l'Arche, a home for adults with disabilities.
- **Executive Committee:** greened a courtyard, painted rooms and outfitted a changing room for an Urgences Sans Frontières emergency shelter.
- **Northern France and Champagne:** spruced up a garden for Place des Femmes, a charity that protects women and children victims of violence.
- **Normandy:** landscaped outdoor areas and carried out earthmoving operations to build a car park for Village Saint Joseph, a village for people in vulnerable situations.
- **Northen France and Champagne:** teamed up with a supplier and two customers to create a garden for Sauvegarde du Nord, a home for children.
- **Greater Paris and North-West France:** carried out outdoor landscaping and upgrades for Agir pour la Réinsertion Sociale, a charity that helps people in difficult circumstances find a way back in.
- **Occitanie:** painting, outfitting and gardening for a shelter for women victims of violence.
- **Eastern France:** painted a communal area for children at AIEM, an emergency shelter.
- **Management Committee:** painting in the Joséphine Baker shelter (Sauvegarde du Nord).

Other countries followed suit: in Italy, for example, Kiloutou is working alongside Libellula, a foundation working to promote gender equality and prevent violence and discrimination, in order to create fairer, more inclusive and more supportive working environments.

BUSINESS ETHICS at the Kiloutou Group

The construction sector faces specific ethical issues and Kiloutou is particularly attentive to them. As the Group continues to expand, its exposure to risks – including unethical behaviour, anti-competitive practices and other forms of corruption – is increasing as well. It is therefore heightening its vigilance across its European operations. In accordance with its sustainability strategy, Kiloutou upholds high ethical standards in all its dealing with its stakeholders – customers, partners, employees and suppliers – and expects the same level of commitment in return. The Group sets out its business ethics rules in three policies that apply throughout its scope:

› **Its anti-corruption policy** (Sapin 2 Act framework)

› **Its anti-trust policy** (on anti-competitive practices)

› **Its Data Protection policy** (based on the GDPR)

PRIORITY ISSUES

ANTI-CORRUPTION

Bribes and other forms of corruption compromise the integrity of internal processes and distort market dynamics by advantaging players who do not necessarily offer the best terms. These practices carry the risk of legal sanctions, erode confidence among stakeholders (employees, customers, partners and investors) and can create a working environment that undermines trust and morale.

ANTI-TRUST

Kiloutou is active in trade federations and associations (including DLR and CAMD in France) alongside competitors. This creates risks of anti-competitive behaviour if appropriate safeguards are lacking.

PERSONAL DATA

Teammates: Collecting and storing personal data for HR processes (payroll, contracts, admin) can affect privacy and compromise fundamental rights if security is inadequate and/or if data is used excessively or processing lacks transparency.
Customers: Storing customer and customer employee data – which is necessary to secure business dealings and prevent fraud – may compromise confidentiality or expose the Group to fraud or discrimination of protection is inadequate.

WHISTLEBLOWING

The system must effectively protect whistleblowers to help ensure unethical behaviour is reported.

OVERALL OBJECTIVES

Kiloutou's policies on ethics are grounded in French and European regulations. They are part of its broader code of conduct and reflect its core commitments regarding transparency, integrity and fair business practices. They apply to every company operation in every host country (France, Denmark, Spain, Portugal, Germany, Italy and Poland), to every employee, to customers dealing with branches and all sites. The Group's Chief Executive Officer is responsible for their implementation.

ROADMAP

COMMITMENT AND GOVERNANCE

» Kiloutou's executive management publicly commits to following the established rules and allocating the necessary resources.
» It ensures all employees at every level in the company and every country strictly comply with the principles and can report any issues.
» It enforces these commitments through an adequate organisation and the necessary resources:
- The Head of Internal Control and Security oversees compliance at Group level.
- The Legal Affairs Department ensures compliance with regulations.
- Compliance Officers and Data Protection Officers are appointed un each country to ensure strict compliance with Group rules and local regulations.

TRAINING AND AWARENESS

» Train Group employees and brief external stakeholders on ethical matters, especially the Supplier Code of Conduct.
» Foster a culture of compliance from onboarding onwards, so that new employees are fully familiar with the Group's values and ethical requirements.

GUIDANCE AND CONTROL

Build and apply mechanisms to control internal processes, mitigate and prevent risks, and continuously improve the overall system, including:
- A risk map identifying sensitive areas, and due diligence with customers and suppliers.
- Account audits, scheduled reviews of the compliance programme, periodic reviews of internal processes.
- Legal assistance when taking action.
- A cybersecurity programme led by the Group's Chief Information Security Officer, including penetration testing and simulated phishing campaigns at regular intervals.
- A whistleblowing system covering all ethical matters.
- Defining and monitoring performance indicators.

OBJECTIVE

100% of exposed employees and decision-makers trained by end-2027.

METRICS

		UNIT	SCOPE	2023	2024	2025	SDG
G1-3-21B2	Number of reports collected through the ethics alert procedure*	Number	Group	17	57	32	8
G1-3-21B1	Share of crew having completed the anti corruption training* (5) (37)	%	Group	96,9%	70,1%	60,4%	8

*An indicator that has been reviewed, on a limited assurance basis, by one of the statutory auditors. The report is available in the section entitled 'Report by one of the statutory auditors' of the engagement report.

RELEVANT STAKEHOLDERS

Investors
Suppliers
Teammates
Customers
Lawmakers

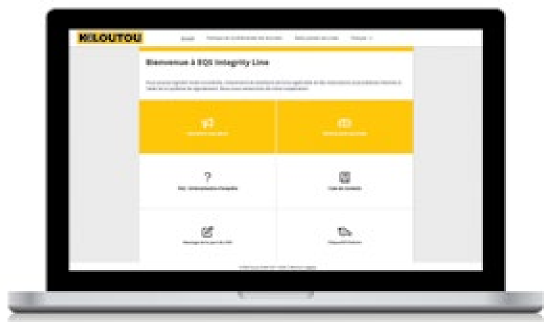
ENSURING ETHICAL PRACTICES by respecting privacy

As it continues to expand through acquisitions, Kiloutou is also tightening its ethical commitments to its customers, partners, employees, suppliers and all its other stakeholders, and expects them to meet the same standards.

MITIGATING CORRUPTION RISKS WITH A WHISTLEBLOWING PLATFORM

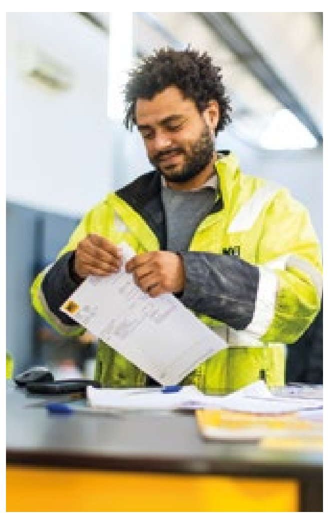
Several key departments, including HR France, which is especially exposed, took part in awareness workshops in 2025.

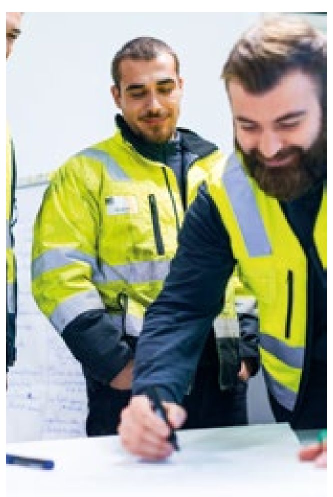
The workshops are designed to clarify the issues and provide a refresher on the GDPR requirements and how to fulfil them. The programme will be rolled out more broadly in 2026.



TRAINING TO PREVENT CORRUPTION AND ANTI-COMPETITIVE PRACTICES

Kiloutou has been providing e-learning courses for all its teammates, aimed at tightening compliance and briefing them on business ethics issues, since 2020.





The courses help them identify high-risk situations, understand the various forms of corruption and the Group's measures to prevent them, and know what to do in case of doubt. All the courses end with a quiz and, if learners score less than 80%, they have to retake the course.

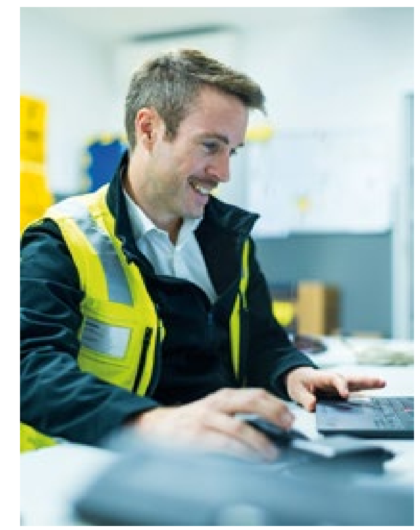
The Group introduced an e-learning module on anti-trust issues in 2024, also designed for all its teammates – especially the ones in governance and other at-risk roles in France – then expanded the modules and started rolling them out internationally in 2025. The goal is to reach all Group countries by 2026.

PRIVACY PROTECTION AND ETHICAL MANAGEMENT of personal data

The Group has set up a cybersecurity programme, backed by a dedicated governance system, to protect its teammates', customers' and partners' personal data and privacy.

TRAINING TEAMMATES IN CYBERSECURITY AND HEIGHTENING THEIR VIGILANCE

The IT Department regularly carries out phishing simulations targeting randomly selected teammates. During them, it sends fake emails to test their response to potentially malicious messages (whether or not they click on a suspicious link, delete the message or report it). After the exercise, participants receive an email telling them whether they passed the test or not, which helps to continuously heighten their vigilance. In 2025, it sent out approximately 25,000 emails – about 12 per teammate – and 65% responded appropriately.



HARMONISING IT PRACTICES ACROSS THE GROUP

The Group's growth entails the need to define and harmonise IT-related practices at international level. In France, the IT Charter was redesigned collectively with the Group's key functions (including Legal, HR and IT) and DPOs. The new version is a concise, structured and standardised document providing clear rules that can be applied on a day-to-day basis.

This Charter provides best practices relating to password management, phishing attempts, use of IT tools, personal data protection and individual responsibility, and lists the sanctions applicable in cases of non-compliance.

The Charter was finalised at the end of 2025 and is reaching all countries in 2026. It aims to solidify IT system safety by ensuring all Group employees are aware of and follow the right rules.

GDPR TRAINING FOR ALL TEAMMATES

Kiloutou is gradually tightening its Group-wide data protection culture. Several key departments, including HR France, which is particularly exposed to these issues, have taken part in awareness workshops. These include a refresher on GDPR basics and the right way to deal with any concerns. Following this initial phase, the programme will be rolled out more broadly in 2026.

INDICATORS

METHODOLOGICAL NOTE ON THE PREPARATION OF THE ENGAGEMENT REPORT

Transparent reporting is a cornerstone of the Kiloutou Group's commitment and accountability. This section sets out our approach in this area, outlining its structure, the frameworks used, the timetable and the limitations that guide our communication of our progress and priorities.

GENERAL GUIDELINES FOR PREPARING THE ENGAGEMENT REPORT

SCOPE OF CONSOLIDATION AND COVERAGE OF THE VALUE CHAIN

Kiloutou prepares its commitment report on a consolidated basis covering the entities of the Kiloutou Group and its controlled subsidiaries as at 31 December 2025.

The scope of this statement corresponds to the consolidated scope of the Group's financial statements. In this statement, Kiloutou covers its direct activities (equipment hire, related services), as well as its upstream and downstream value chain.

The scope of the non-financial reporting presented in the commitment report extends to all subsidiaries consolidated by the Group, except where duly noted. An entity is included in the ESG reporting scope for the financial year if it meets at least one of the following criteria:

- Ownership and operational activity during the 2025 financial year.
- Significant contribution to the Group, in particular: at least 10% of consolidated turnover, or at least 10% of the consolidated workforce.

Thus, the scope covered by the reporting is indicated in the indicator tables.

COLLECTION, CONSOLIDATION AND VALIDATION OF INFORMATION RELATING TO THE PREPARATION OF INDICATORS

The main non-financial indicators presented are derived from non-financial information systems specific to their respective sectors, or from manual reporting. Figures for the fourth quarter may be subject to estimates if the data is not available in time for publication. The valuation methods are specified on a case-by-case basis in the document entitled "KILOUTOU Non-Financial Reporting Protocol" available on request from the Kiloutou Group's Sustainable Development Department at the following address: ESGSupport@kiloutou.fr.

For each E, S and G theme, an internal contact person is responsible for consolidating and verifying the data received.

A second validation is carried out at Group level.

One of the statutory auditors carried out an assurance engagement, based on a limited assurance approach, concerning the compliance of a selection of indicators explicitly marked with an "*" in the 2025 engagement report with Kiloutou's internal protocol entitled "Non-financial Reporting Protocol". The assurance report is available in the section "Report by one of the statutory auditors" of the engagement report.

REFERENCES

The information presented in this engagement report has been prepared in accordance with the Group's internal non-financial reporting framework, which is available on request from the Kiloutou Group's sustainability department at the following address: ESGSupport@kiloutou.fr.

As such, it does not constitute sustainability information prepared in accordance with the provisions of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

This framework defines the indicators monitored, the calculation methods, the assumptions used, and the applicable consolidation rules.

The verification work, carried out on a limited assurance basis, covers the indicators as defined in this framework.

LINK TO KEY PERFORMANCE INDICATORS (KPIs)

The indicators presented in the following section should be read in the light of these preparation bases, which specify the scope, assumptions and calculation methods used.

PUBLICATION OF INFORMATION RELATING TO SPECIFIC CIRCUMSTANCES

TIME FRAMES

The non-financial reporting presented in the commitment report covers the period from 1 January 2025 to 31 December 2025.

RULES FOR CALCULATING INDICATORS AND MEASUREMENT UNCERTAINTIES

The carbon footprint is calculated in accordance with the GHG Protocol methodology. Each source of emissions data is associated with an emission factor expressed in CO2 equivalents, derived from recognised reference databases, such as those of ADEME .

Certain indicators presented in this report are based on estimates or calculation assumptions.

This applies in particular to the three scopes of the Carbon Footprint, which has a comprehensive methodology. The specific calculation rules are detailed in the "KILOUTOU Non-Financial Reporting Protocol".

By way of example, one may cite the uncertainties and assumptions made regarding durations (depreciation, etc.), periods (12-month rolling periods, etc.) or averages and groupings by category for items relating to equipment and vehicles.

ADJUSTMENTS TO DATA IN PREVIOUS PERIODS

Several scenarios may lead to a recalculation of previous years, and in particular of the reference year, 2023, in the carbon footprint.

Firstly, methodological adjustments may be made.

Secondly, business acquisitions are taken into account in previous years from the moment the companies are integrated into the Group. As the Group had its trajectory validated by the Science Based Targets initiative (SBTi) in April 2025, the recalculation rules applied comply with the principles defined under this commitment, particularly in the event of a significant change in the scope or methods. No relevant indicators for 2025.

OPPORTUNITIES FOR IMPROVEMENT

The Group continues to strengthen its internal system for collecting and ensuring the reliability of non-financial data in order to:

- increase the proportion of primary data;
- improve coverage of the value chain;
- enhance the robustness and auditability of the information published.

Sustainable Development INDICATORS

FROM 1 JANUARY TO 31 DECEMBER 2025

In 2025, as part of a voluntary initiative, Kiloutou is publishing more ESG indicators, the vast majority of which are at Group level. The figures marked « * » in the table below have been reviewed, on a limited assurance basis, by one of the statutory auditors. The report is available in the section « Report by one of the statutory auditors » of the engagement report. The report is available in the "Independent Auditor's Report" section of the engagement report. We have chosen to publish the indicators for 2023, 2024 and 2025. The 2025 ESG indicators take into account all entities meeting the criteria for the scope of consolidation and coverage described in the general framework.

	ENVIRONMENT	UNIT	SCOPE	2023	2024	2025	SUSTAINABLE DEVELOPMENT GOALS
E1	CLIMATE CHANGE						
E1-6	GREENHOUSE GAZ EMISSIONS [20]						
E1-6-44a	Total Scope 1 Emissions*	tCO2eq %	Group	44 821 6,0%	43 758 5,9%	42 147 6,3%	13
E1-6-49a	Total Location-based Scope 2 Emissions*	tCO2eq %	Group	1 833 0,2%	1 895 0,3%	2 343 0,3%	13
E1-6-49b	Total Market-based Scope 2 Emissions*	tCO2eq	Group	2 749	1 858	2 015	13
E1-6-X1	Total Scope 1 + 2 (Location-Based) Emissions*	tCO2eq %	Group	46 654 6,2%	45 653 6,2%	44 490 6,6%	13
E1-6-51-A	Upstream Scope 3 emissions*	tCO2eq %	Group	288 344 38,6%	265 606 36,0%	211 166 31,4%	13
E1-6-51-B	Downstream Scope 3 emissions*	tCO2eq %	Group	411 536 55,1%	427 547 57,9%	416 023 61,9%	13
E1-6-51	Scope 3 Emissions (upstream + downstream)*	tCO2eq %	Group	699 880 93,8%	693 153 93,8%	627 189 93,4%	13
E1-6-52a	Scope 1, 2 and 3 emissions (location-based)*	tCO2eq	Group	746 534	738 806	671 679	13
E1-6-52b	Scope 1, 2 and 3 emissions (market-based)*	tCO2eq	Group	747 450	738 769	671 351	13
E1-6-53	GHG emissions intensity*	kg CO2eq/k€	Group	619	592	524	13
E1-5	ENERGY CONSUMPTION						
E1-5-37	Total energy consumption within the organisation*	MWh	Group	203 024	205 164	209 188	13
E1-5-37a	Total energy consumption from fossil sources* [21]	MWh	Group		178 916	174330	13
E1-5-37b	Total energy consumption from nuclear sources* [21]	MWh	Group		1 714	2 376	13
E1-5-37c	Total energy consumption from renewable sources*	MWh	Group	10 244	24 534	32 483	13
E1-5-37ci	Fuel consumption for renewable sources including biomass* [21]	MWh	Group		3 122	6 790	13
E1-5-37cii	Consumption of purchased electricity, heat, steam and cooling from renewable sources* [21]	MWh	Group		21412	25145	13
E1-5-37ciii	Consumption of self generated non-fuel renewable energy* [22]	MWh	Group			548	13
E1-5-X2	Energy intensity ratio*	kWh/k€	Group	168	164	163	13
E1-5-X1	Share of renewable electricity*	%	Group	30.3%	81,2%	80,9 %	13
E1-3	IMPACT OF OPERATIONAL VEHICLES						
E1-3-X1	Share of own operating fleet (including breakdown vehicles) using alternative energy* [23]	%	Group	18.6%	38,1%	43,4%	13
	IMPACT OF THE RENTAL EQUIPMENT FLEET						
E1-3-X2	Share of CAPEX spent on the purchase of earthmoving and access rental equipement using alternative energy*	%	Group	24.3%	19,7%	18.2 %	13
	ENVIRONMENTAL TRAINING						
E1-X	Share of operational sites certified on environmental risks (risk assessment or KAP labeling) [24]	%	Group	80,4%	79,1%	53,1%	12 13

	ENVIRONMENT	UNIT	SCOPE	2023	2024	2025	SUSTAINABLE DEVELOPMENT GOALS
E2	POLLUTION						
E2-1	MANAGEMENT OF ENVIRONMENTAL IMPACTS						
E2-X	Share of audited operational sites (group) for which an environmental risk assessment has been conducted or labeled KAP* [25] [26]	%	Groupe	96,4%	89,6%	61,7%	12 13
E2-X1	Part of the activity certified for the environment - ISO 14001 or KAP labeling [25]	%	Groupe	96,4%	89,6%	61,7%	3 4 5 6 8 12 13
E5	CIRCULAR ECONOMY						
E5	WASTE						
E5-X1	Total amount of hazardous waste generated*	tonnes	Groupe	931	1135	1192	12
E5-X2	Total quantity of WEEE treated*	tonnes	Groupe	245	281	234	12

	SOCIAL	UNIT	SCOPE	2023	2024	2025	SUSTAINABLE DEVELOPMENT GOALS
S1	PERSONNEL						
S1-6	CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES						
S1-6-50.A	Share of women in the total effect* [26]	Number	Group	6715	7028	7107	8
S1-6-50.A1	Number of employees Women*	Number	Group	1228	1341	1380	8
S1-6-50.A2	Number of employees Men*	Number	Group	5 487	5687	5727	8
S1-6-50.A0	Share of women in the total effect	%	Group	18,5%	19,1%	19,4%	5 8
S1-6-50.A3	Average number of employees* [1] [26]	Number	Group		993	7130	8
S1-6-50.B9	Share of permanent contracts	%	Group	96,1%	92,2%	92,5%	8
S1-6-50.B1	Number of employees women with permanent contract* [1]	Number	Group		1212	1250	8
S1-6-50.B2	Number of WOMEN employees with temporary contract* [1]	Number	Group		68	75	8
S1-6-50.B3	Number of WOMEN employees with non-guaranteed hours* [1]	Number	Group		1	2	8
S1-6-50.B4	Number of MAN employees with permanent contract* [1]	Number	Group		5267	5322	8
S1-6-50.B5	Number of MAN employees with temporary contract* [1]	Number	Group		201	239	8
S1-6-50.B6	Number of MAN employees with non-guaranteed hours*[1]	Number	Group		13	12	8
S1-6-50.B7	Number of students in alternance WOMEN* [1]	Number	Group		58	53	4 8
S1-6-50.B8	Number of students in alternance MEN* [1]	Number	Group		198	154	4 8
S1-6-50.CX	Turnover rate* [27]	%	Group	22,9%	20,4%	20,7%	8
S1-6-50.C1	Turnover rate (exit rate)* [1] [27]	%	Group		20,2%	19,6%	8
S1-7	CHARACTERISTICS OF EXTERNAL WORKERS FORMING PART OF THE COMPANY'S WORKFORCE						
S1-7-55.A	Number of trainees* [28]	Number	Group	357	348	325	4 8
S1-8	COVERAGE OF COLLECTIVE BARGAINING AND SOCIAL DIALOGUE						
S1-8-60.A	Share of total employees covered by collective agreements by country* [6] [29]	%	Group	96,6%	88,5%	88,7%	3 8
S1-8-63.A	Share of employees in countries with significant employment (in the EEA) covered by workers' representatives* [7]	%	Group	79,1%	80,4%	83,6%	3 8

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	SOCIAL	UNIT	SCOPE	2023	2024	2025	SUSTAINABLE DEVELOPMENT GOALS
S1	PERSONNEL						
S1-9	DIVERSITY						
S1-9-66.A1	A Gender distribution in percentage at senior management level: WOMEN* (1) (8)	%	Group		21,2%	22,0%	13
S1-9-66.A3	A Gender distribution in number at senior management level: WOMEN* (1)	Number	Group		11	11	5
S1-9-66.AX	Proportion of women managers* (30)	%	Group	14,5%	14,8%	15,4%	5
S1-9-66.B4	Gender Equality Index	Score/100	France generalist	88	88	88	5
S1-9	DIVERSITY AND INCLUSION (EXCLUDING GENDER)						
S1-9-66.B1	Rate of employees over 50* (9)	%	Group		23,3%	24,7%	
S1-9-66.B2	Rate of employees under 30* (9)	%	Group		23,5%	21,9%	8
S1-9-66.B3	Rate of employees aged 30 to 50* (9)	%	Group		53,2%	53,4%	8
S1-12	PERCENTAGE OF EMPLOYEES WITH DISABILITIES						
S1-12-79	Employment rate of disabled workers* (10)	%	Group	3,4%	3,4%	3,0%	8
S1-13	TRAINING AND DEVELOPMENT						
S1-13-X	Rate of access to training* (11)	%	Group	83,1%	81%	83,0%	4 8
S1-13-83A3	Share of employees who participated in regular performance and career development assessments* (12)	%	Group	71,3%	63,5%	69,3%	3 8
S1-13-83A1	Share of employees who participated in regular performance and career development assessments WOMAN* (1)	%	Group		59,7%	67,7%	3 8
S1-13-83A2	Share of employees who participated in regular performance and career development assessments MALE* (1)	%	Group		64,4%	69,7%	3 8
S1-13-83B1	Average number of hours of training WOMAN* (1)	Number	Group		15,1	11,5	3 8
S1-13-83B2	Average number of hours of MALE training* (1)	Number	Group		20,1	18,1	3 8
S1-14	HEALTH AND SAFETY						
S1-14-88A	Percentage of people in its own workforce who are covered by the health and safety management system based on legal requirements* (1) (31)	%	Group		92%	93,3%	3
S1-14-88X3	Share of operational sites for which an occupational health and safety risk assessment has been completed	%	France / Denmark / Portugal	67,8%	73,6%	64,9%	3
S1-14-88X2	Accident frequency rate SERIOUS: TF1 (with shutdown)* (13)	Number	Group	48	35	30	3
S1-14-88C	Work Injury Rate for Labour (TF2: with and without Stoppages)* (1) (32)	Number	Group		142	95	3
S1-14-88X5	Workplace Accident Severity Rate* (14)	%	Group	1,4	2,9	2,6	3
S1-14-88B1	Number of deaths among workers as a result of industrial accidents and occupational diseases* (1)	Number	Group		0	2	3
S1-14-88B2	Number of deaths due to work-related injuries and ill health of other workers working at company sites* (1)	Number	Group		0	0	3
KS1-14-88C1	Total number of work-related accidents that can be recorded for the company's employees* (1)	Number	Group		1332	1190	3
S1-14-88X1	Absenteeism rate* (33)	%	Group	5,5%	5,7%	5,5%	3
S1-14-88X4	Share of total workforce at all sites represented on a Joint Occupational Health and Safety Committee (1)	%	Group (excl. Germany and Italy)		97%	87,6%	3
S1-14-X2	Share of team members who have completed the health and safety training (2)	%	Group			61,2%	3
S1-14-X1	Share of sites with environmental certification - ISO 45001 or KAP certification (25) (26)	%	Group		85,5%	61,7%	3 4 5 8

	SOCIAL	UNIT	SCOPE	2023	2024	2025	SUSTAINABLE DEVELOPMENT GOALS
S1	PERSONNEL						
S1-16	REMUNERATION POLICIES						
S1-16-X	Share of shareholder employees who have been with the Group for more than two years* (34)	%	France	30,9%	30,2%	26,8%	5
S1-16-97.B	Equity ratio: total annual compensation ratio* (15)	Number	Group	9,20	17,2	7,4	5
S1-16-97.A	Gender pay gap* (35)	%	Group		4,6%	13,7%	5
	ACHATS RESPONSABLES						
S2-X1	Share of strategic suppliers whose CSR performance has been assesse* (16) (5)	%	Group	90%	93,9%	93,6%	3 5 6 8 12 13
S2-X3	Share of strategic suppliers committed by signing the responsible purchasing charter Kiloutou* (16)	%	Group	100%	96,3%	96,6%	3 5 6 8 12 13
S2-X2	Share of targeted strategic suppliers with contracts containing clauses on environmental, labor and human rights requirements (1)	%	Group		96,3%	96,6%	3 5 6 8 12 13
S2-X4	Share of buyers purchasing from strategic suppliers who have received training on responsible purchasing (1)	%	Group		100%	66,7%	3 5 6 8 12 13
S2-X5	Share of strategic suppliers covered by a due diligence process regarding corruption and information security (2)	%	Group			96,6%	3 5 6 8 12 13
	CUSTOMER SATISFACTION						
S4-X1	Net Promoter Score* (17) (18)	Score/100	France generalist	53	55	64	8
			Kiloutou Energie	53	50	62	8
			Kiloutou Module	50	52	68	8
			Loca Réception	NC	NC	77	8
			Denmark	74	NC	67	8
			Spain	NC	73	67	8
			Poland	NC	79	85	8
			Germany	NC	78	82	8
			Italy	NC	67	71	8
			Portugal	NC	NC	68	8
	QUALITÉ						
S4-X2	Share of activities which benefit from a quality certification (e.g. ISO 9001) (19)	%	France generalist / Poland / Spain / Denmark / Kiloutou Energie / Kiloutou Module	98,5%	93,1%	98,7%	3 12

	GOVERNANCE	UNIT	SCOPE	2023	2024	2025	SUSTAINABLE DEVELOPMENT GOALS
G1	CONDUCT OF BUSINESS						
GOV1	SUPERVISORY COMMITTEE						
GOV-1-21A2	Number of non-executive members sitting on the Supervisory Committee*	Number	Group	10	11	11	
GOV-1-21A1	Number of executive members sitting on the Supervisory Committee*	Number	Group	0	0	0	
GOV-1-21B	Representation of employees and other workers sitting on the Supervisory Committee*	Number	Group	0	0	0	
GOV-1-21E	Share of independent directors on the Supervisory Committee*	%	Group	20,0%	18,2%	18,2%	
GOV-1-21D	Share of women on the Supervisory Committee*	%	Group	10,0%	9,1%	9,1%	5

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GOVERNANCE

	GOVERNANCE	UNIT	SCOPE	2023	2024	2025	SUSTAINABLE DEVELOPMENT GOALS
G1	**CONDUCT OF BUSINESS**						
GOV1	**EXECUTIVE COMMITTEE & MANAGEMENT COMMITTEES**						
S1-6-X1	Share of women within the Executive Committee* (3)	%	Group	0%	0%	0%	5
S1-6-X2	Share of women within the country Director Committee* (4)	%	Group	10,5%	15,0%	14,5%	5
G1-3	**ETHICS**						
G1-3-21B2	Number of reports collected through the ethics alert procedure*	Number	Group	17	57	32	8
G1-3-21B1	Share of crew having completed the Anti corruption training* (5) (37)	%	Group	96,9%	70,1%	60,4%	8
G1-3-21B3	Share of team members who have completed Anti-Trust training (2)	%	Group			57,5%	8
S1-17X	Violation of data made to the CNIL*	Number	Group		0	1	8
G1-4-24A1	The total number of proven cases of corruption, that is to say incidents of corruption that have been demonstrated during the period* (1) (36)	Number	Group		0	0	8
G1-4-24A2	Amount of fines for violation of anti-corruption and anti-bribery laws* (1) (36)	Number	Group		0	0	8
G1-3-21X1	Share of sites/groups of sites that have obtained an ISO 27001 or ISO 37001 ethics certification or KAP labeling (2) (25)	%	Group			58,2%	8
G1-3-21X2	Share of operational sites for which an internal audit/ ethics risk assessment was completed (2) (25)	%	Group			58,2%	8
G1-5	**CSR MANAGEMENT**						
G1-X	Ecovadis score*	Score (/100)	Group	72	79	93	3 5 6 8 12 13 17

*This indicator has been reviewed, on a limited assurance basis, by one of the statutory auditors. The assurance report is available in the Indicators section.

(1) Data not available for 2023. (2) Data not available prior to 2025. (3) COMEX = Group Executive Committee. (4) CODIR = Management Committee for the 7 countries. (5) 2023: France; 2024 and 2025: Group. (6) 2023: France / Portugal / Denmark; 2024: Group excluding Poland. (7) 2023: Group excluding Germany / Poland / Spain; 2024: Group. This refers to the number of employees represented by officially elected staff representatives as a proportion of the total workforce. (8) Executive Committee and N-1 Executive Committee. (9) 2023: under 25 and over 55; 2024 and 2025: Employees aged between 30 and 50 are included in the category of employees aged between 30 and 50. (10) 2023: Group excluding Denmark; 2024 and 2025: Group. The legal definition of each country is applied. (11) 2023: General France / Portugal; 2024 and 2025: Group. The figures include employees on fixed-term contracts, permanent contracts, permanent contracts without guaranteed hours, and work-study scheme participants. Interns and temporary agency workers are excluded. Training includes all vocational training and all types of education, excluding on-site training supervised by a manager. (12) 2023: France / Portugal / Denmark; 2024: Group. A regular performance review is defined as an assessment based on criteria known to the employee and their manager, conducted with the employee's consent at least once a year. (13) 2023: Group excluding Poland; 2024: Group. This is the ratio of the total number of workplace accidents resulting in total incapacity for at least one day to the number of hours of exposure to risk. (14) 2023: Group excluding Spain; 2024: Group. This is the number of days lost due to temporary incapacity divided by the number of hours worked, multiplied by 1000. (15) 2023: Generalist France / Portugal / Denmark; 2024: France; 2025: Group. (16) Strategic suppliers accounting for 90% of the Group's purchases of equipment, consumables and spare parts in France over the last three years, as well as specialist suppliers accounting for a minimum of €300,000 in purchases over the last three years. (17) Change of tool for Group standardisation. (18) 2024: Group excluding Portugal / Denmark / Kiloutou Signalisation / Loca Réception ; 2025: Group. (19) 2023: France Generalist / Poland / Spain / Denmark; 2024 and 2025: France Generalist / Poland / Spain / Denmark / Kiloutou Energie / Kiloutou . Module. (20) The calculation is based on the GHG Protocol methodology. (21) Information not reported prior to the 2024 financial year. (22) Data included in renewable electricity consumption prior to the 2025 financial year. (23) Alternative energy: electric, hybrid, natural gas, biogas, biofuel. (24) 2024: France; 2025: Group. (25) KAP certification: CSR management system. (26) 2024: France/Denmark; 2025: Group. (26) The workforce taken into account is that recorded as at 31 December of the year in question. Only employees on fixed-term contracts, permanent contracts, permanent contracts without guaranteed hours, and work-study students are included in the calculation of this indicator. Temporary workers and trainees are excluded. (27) The following are excluded from the calculation: employees on fixed-term contracts and temporary staff replacing an absent employee, work-study students, trainees, employees on a professional integration contract or an employment support contract, and people with disabilities employed by an employment support centre. (28) An intern is defined as any student placed in a work setting on a temporary basis, where the placement is governed by a tripartite agreement between the intern, Kiloutou and the educational institution. (29) Collective bargaining refers to all negotiations between one or more employers or employers' organisations, on the one hand, and one or more workers' organisations (trade unions), on the other, with the aim of determining terms and conditions of employment or regulating relations between employers and workers. (30) In France, employees classified as executives (CAD) and supervisory staff (ADM) are regarded as managers. Outside France, a manager is someone who supervises at least one other person. (31) Percentage calculated based on the total number of employees as at 31 December of the year in question. (32) This is the total number of workplace accidents recorded for the company's employees, divided by the number of hours worked, multiplied by 1,000,000. (33) Planned or scheduled absences, such as maternity and paternity leave, paid leave and training leave, strike action, etc., must be excluded from the calculation. (34) Employee share ownership is organised in two ways:The first is a traditional form of share ownership, similar to an LBO, where certain employees have been able to invest alongside financial investors. The second is an employee share ownership scheme overseen by the FCPE Les Kiloutiens. (35) The calculation is based on the average annual gross salary per full-time equivalent. (36) This is the total number of corruption incidents that have been proven during the period Ongoing investigations are not included. (37) This refers to all staff members who have completed training since 2019 and were employed as at 31 December N. A staff member is considered to have completed training once they have finished and passed at least 80% of the anti-corruption training course.

CARBON FOOTPRINT BY COUNTRY for 2025

tCO2eq	FRANCE	DENMARK (GSV)	PORTUGAL (VENDAP)	POLAND	ITALY	GERMANY	SPAIN
Scope 1	25 706	3 510	6 945	1 277	1 000	2 051	1 658
Scope 2 - Location-Based	706	277	118	390	211	220	421
Scope 2 - Market-Based	102	169	487	532	427	252	45
Scope 3	321 335	103 209	75 472	27 572	25 430	9 994	64 111
TOTAL (Scope 1 + 2 Location-Based + Scope 3)	347 747	106 995	82 534	29 238	26 641	12 265	66 190
TOTAL (Scope 1 + 2 Market-Based + Scope 3)	347 144	106 887	82 903	29 380	26 857	12 297	65 814

The indicators relating to the Carbon Footprint are audited by an independent third party across the Kiloutou Group. The breakdown of emissions by country is not certified by the independent auditor.'

BIBLIOGRAPHY
of indicator calculations

TOPIC	SOURCE
ENVIRONMENT	
Emissions	Base Empeinte ADEME (FR) DEFRA - Emissions conversions factors (UK) ISPRA (IT) KOBiZE (PL) Agora Energiewende (DE) MITECO (ES) APA (PT)
Emissions	GHG Protocol ERA Carbon Reporting Guidance for equipment rental industry
Emissions	SBTi Corporate Near-Term Criteria (v5.2) European Residual Mixes 2023 (AIB)
Waste	Commission Decision of 3 May 2000, known as the European Waste Catalogue
SOCIAL	
Employment	French Labour Code – Articles L1111-2 and L1111-3 (calculation of workforce numbers)
Gender diversity	Ministry of Labour, Full Employment and Integration, Gender Equality Index
Diversity beyond gender	Mandatory Declaration of Employment of Disabled Workers (DOETH); Labour Code, Article L5212
Training	GRI 404: Training and Education 2016
Social dialogue	GRI 102: General Disclosures 2016
Social - Health and Safety	GRI 102: General Disclosures (2016); International Labour Organisation Conventions on freedom of association
Social – Incidents, complaints and serious impacts on human rights	United Nations Guiding Principles on Business and Human Rights (UNGP, 2011); GRI 406: Non-discrimination; GRI 412: Human Rights Assessment
GOVERNANCE	
Governing bodies	The Bouton Report (2002) « Pour un meilleur gouvernement des entreprises cotées »
Corruption	RI 205: Anti-corruption (2016); OECD Convention on Combating Bribery (1997); Sapin II Act (France)

STATUTORY AUDITORS' REPORT

KAPLA HOLDING

Limited assurance report by one of the statutory auditors on selected ESG information

Limited assurance report by one of the statutory auditors on selected ESG information

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

In our capacity as statutory auditors of your company, we have carried out work aimed at forming a limited assurance conclusion on selected consolidated ESG information determined and prepared voluntarily by KAPLA HOLDING (hereinafter "the Entity"), in accordance with the Group's internal non-financial reporting framework *"KILOUTOU FY25 V1 non-financial reporting protocol KILOUTOU FY25 V1"* (hereinafter the "Framework"), for the financial year ended 31 December 2025 (hereinafter the "Information"), presented in the appendix to this report and included in the 2025 Engagement Report (hereinafter the "Engagement Report").

Our engagement does not cover information relating to prior periods, nor does it cover all information presented in the Engagement Report other than that which is the subject of our report.

Limited assurance conclusion

Based on the work we have carried out, as described in the section "Nature and scope of the work", and the evidence we have gathered, we have not identified any material misstatement that would call into question the fact that the Information has been prepared, in all material respects, in accordance with the Framework.

Observation

Without calling into question the conclusion expressed above, we draw your attention to the paragraph *"References"* in the section *"Methodological note on the preparation of the engagement report"* of the Engagement Report, which states that the Information has been prepared voluntarily by KAPLA HOLDING in accordance with the Framework and that, as such, it does not constitute sustainability information prepared in accordance with the provisions of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

Preparation of the Information

The absence of a generally accepted and commonly used reference framework or established practices on which to rely when assessing and measuring the Information allows for the use of

different, yet acceptable, measurement techniques, which may affect comparability with those of other entities and over time.

Consequently, the Information must be read and understood with reference to the Reference Framework available upon request from the Entity's head office, the key elements of which are presented in the 'Sustainability Indicators' section of the Engagement Report.

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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, Rennes, Rouen, Strasbourg, Toulouse, Montpellier.

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Limitations inherent in the preparation of the Information

The Information may be subject to uncertainty inherent in the current state of scientific knowledge and the quality of the external data used. Some information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation.

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

Responsibility of the entity

The Information has been prepared under the responsibility of Management, and it is Management's responsibility to:

- select or establish appropriate criteria for the preparation of the Information (i.e. the Framework);
- prepare the Information by applying the Framework; and
- design, implement and maintain internal control that it deems necessary for the preparation of the Information, free from material misstatements, whether these arise from fraud or error.

Responsibility of the Statutory Auditor

It is our responsibility to:

- plan and perform the work to obtain limited assurance that the Information has been prepared, in all material respects, in accordance with the Framework and is free from material misstatement, whether due to fraud or error;
- express an independent conclusion based on the work we have carried out and the evidence we have gathered;
- communicate our conclusion to the entity's management.

As it is our responsibility to express an independent conclusion on the Information as prepared by management, we cannot be involved in the preparation of said Information, as this could compromise our independence.

Professional Standards and Principles Applied

The work described below was carried out in accordance with the professional standards of the Compagnie nationale des commissaires aux comptes (CNCC) relating to this engagement and with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) *Assurance Engagements other than Audits or Reviews of Historical Financial Information,* published by the IAASB (International Auditing and Assurance Standards Board).

It does not constitute an audit or a limited review within the meaning of the professional practice standards (NEP) applicable in France. Nor does it constitute an assurance engagement in accordance with the guidelines of the Haute Autorité de l'Audit (H2A).

Independence and Quality Management

Our independence is governed by the provisions of the Commercial Code, the Code of Professional Conduct for Statutory Auditors, and the IESBA Code of Ethics *(International Code of Ethics for Professional Accountants (including Independence Standards))*. This is based on adherence to the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Furthermore, we apply *International Standard on Quality Management 1,* which requires the design, implementation and maintenance of a quality management system comprising policies and procedures designed to ensure compliance with ethical rules, professional standards , applicable laws and regulations, as well as the professional guidelines of the Compagnie nationale des commissaires aux comptes (CNCC) relating to this engagement.

Nature and scope of the work

We planned and carried out our work, described below, taking into account the risk of material misstatements in the Information. As part of our limited assurance engagement and based on our professional judgement, we have:

- Updated our understanding of the entity and its environment, including the elements of internal control relevant to the preparation of the Information;
- Assessed the appropriateness of the Framework in terms of its relevance, completeness, reliability, impartiality and comprehensibility, taking into account, where appropriate, industry best practice;
- Through interviews, familiarised ourselves with the internal control procedures implemented by the Entity to ensure the Information complies with the Framework, it being noted that we have not assessed the design or implementation of these controls, nor have we tested their operational effectiveness;
- Assessed whether the methods used by the Entity to prepare the Information are appropriate in relation to the Framework;
- Verified that the Information has been determined across the entire scope specified in the Framework;
- For the information subject to our work, we have:
  - o Carried out detailed testing, based on sampling or other selection methods, consisting of verifying the correct application of the calculation methods and assumptions described in the Framework and reconciling the underlying data with the supporting documents;
  - o For estimates, through discussions with management, we have familiarised ourselves with the method used to calculate the estimated data. We have assessed the appropriateness and correct application of this method, as well as the appropriateness of the sources of information used;
- Assessed the overall consistency of the Information in relation to our knowledge of the Entity.

We consider that the evidence we have obtained is sufficient and appropriate to form our conclusion. The procedures carried out in the context of a limited assurance engagement are less extensive than those required for a reasonable assurance engagement conducted in accordance with the professional standards of the Compagnie nationale des commissaires aux comptes and in accordance with International Standard on Assurance Engagements ISAE 3000 (revised); a higher level of assurance would have required more extensive audit work.

Done at Neuilly-sur-Seine, 7 May 2026

One of the statutory auditors
PricewaterhouseCoopers Audit

Philippe Vinot

Appendix: Selected information on sustainability

Indicators	Scope
TOTAL number of employees	All entities
Number of employees Women	All entities
Number of employees Men	All entities
Average number of employees	All entities
Number of employees WOMEN with permanent contract	All entities
Number of WOMEN employees with temporary contract	All entities
Number of WOMEN employees with non-guaranteed hours	All entities
Number of MAN employees with permanent contract	All entities
Number of MAN employees with temporary contract	All entities
Number of MAN employees with non-guaranteed hours	All entities
Number of students in alternance WOMEN	All entities
Number of students in alternance MALE	All entities
Turnover rate (exit rate)	All entities
Turnover rate	All entities
Share of women within the country Director Committee	FR, PL, E, D, I, P
Number of trainees	All entities
Share of total employees covered by collective agreements by country	All entities
Share of employees in countries with significant employment (in the EEA) covered by workers' representatives	All entities
Top management level	F, PL, E, D, I, P
Gender distribution in percentage at senior management level: WOMEN	F, PL, E, D, I, P
Gender distribution in percentage at senior management level: MALE	F, PL, E, D, I, P
Gender distribution in number at senior management level: WOMEN	F, PL, E, D, I, P
Gender distribution in numbers at senior management level: MEN	F, PL, E, D, I, P
Proportion of women managers	All entities (excl. F)
Proportion of women managers FR	FR
Rate of employees over 50	All entities
Rate of employees under 30	All entities
Rate of employees aged 30 to 50	All entities
Employment rate of disabled workers	All entities
Share of employees who participated in regular performance and career development assessments WOMAN	All entities
Share of employees who participated in regular performance and career development assessments MALE	All entities
Average number of hours of training WOMAN	All entities
Average number of hours of MALE training	All entities
Number of hours of training per employee and gender MALE+ WOMAN	All entities

Indicators	Scope
Rate of access to training	All entities
Percentage of people in its own workforce who are covered by the health and safety management system based on legal requirements	All entities
Number of deaths among workers as a result of industrial accidents and occupational diseases	All entities
Number of deaths due to work-related injuries and ill health of other workers working at company sites	All entities
Work Injury Rate for Labour (TF2: with and without Stoppages)	All entities
Absenteeism rate	All entities
Accident frequency rate SERIOUS: TF1 (with shutdown)	All entities
Workplace Accident Severity Rate	All entities
Gender pay gap	All entities
Equity ratio: total annual compensation ratio	All entities
Share of shareholder employees who have been with the Group for more than two years	Group
Share of strategic suppliers whose CSR performance has been assessed	Group
Share of strategic suppliers committed by signing the responsible purchasing charter Kiloutou	Group
Net Promoter Score	F, PL, E, DK, KE, KM, LOCA, P, I, D
Share of crew having completed the Anti corruption training	All entities
Number of reports collected through the ethics alert procedure	Group
Total number of proven cases of corruption, that is to say incidents of corruption that have been demonstrated during the period	Group
Amount of fines for violation of anti-corruption and anti-bribery laws	Group
Score CSR - Ecovadis	Group
Number of executive members sitting on the Supervisory Committee	Group
Number of non-executive members sitting on the Supervisory Committee	Group
Representation of employees and other workers sitting on the Supervisory Committee	Group
Share of women on the Supervisory Committee	Group
Representation of employees and other workers sitting on the Supervisory Committee	Group
Number : Violation of data made to the CNIL	Group
Share of women within the Executive Committee	Group
Share of independent directors on the Supervisory Committee	Group
Share of women within the country Director Committee	F, PL, E, DK, D, I, P
Share of own operating fleet (including breakdown vehicles) using alternative energy	All entities
Share of CAPEX spent on the purchase of earthmoving and access rental equipment using alternative energy	All entities
Total energy consumption within the organisation	All entities
Total energy consumption from fossil sources	All entities

Indicators	Scope
Total energy consumption from nuclear sources	All entities
Total energy consumption from renewable sources	All entities
Fuel consumption for renewable sources including biomass	All entities
Consumption of self generated non-fuel renewable energy	All entities
Share of renewable electricity	All entities
Energy intensity ratio	All entities
Total Scope 1 Emissions	All entities
Total Location-based Scope 2 Emissions	All entities
Total Market-based Scope 2 Emissions	All entities
Total Scope 3 emissions	All entities
Scope 3 Emissions - Purchased goods and services	All entities
Scope 3 Emissions - Downstream Leased Assets	All entities
Scope 3 Emissions - Capital Goods	All entities
Scope 3 Emissions - Upstream transportation and distribution	All entities
Scope 3 Emissions - Upstream Leased Assets	All entities
GHG emissions intensity	All entities
Total Scope 1 + 2 (Location-Based) Emissions	All entities
Share of audited operational sites (group) for which an environmental risk assessment has been conducted or labeled KAP	France generalist / DK
Total amount of hazardous waste generated	All entities
Total quantity of WEEE treated	All entities

The Communications and Sustainable Development Departments thank the many contributors, stakeholders and all the teammates who helped draft this report.

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