



SUSTAINABILITY REPORT

2024



# A RESPONSIBILITY AT THE HEART OF OUR MODEL

Historically, **EOS Corrugated Group**, and its subsidiaries have placed corporate social responsibility at the heart of their business model, balancing economic performance with positive social impact and environmental commitment. Long before the concept of CSR was formalized, our companies took concrete action: improving working conditions, reducing the environmental footprint, supporting our customers towards sustainable solutions.

These commitments are not perceived as constraints, but as genuine levers of sustainable development. The formalization of our approach through this ESG report simply structures practices that are already deeply rooted in our culture. Some of our entities have carried these values since their inception; others have incorporated them before they even joined the group.

With increasing environmental and social pressures, **we are accelerating our transformation**. We invest in innovative processes, adapt our production lines and collaborate with our partners to build a more virtuous and sustainable model. This shift is underpinned by a clear vision: to preserve resources, limit our impact, and contribute to a responsible future.

But our commitment goes beyond the environment: we have a genuine social ambition. We ensure the well-being of our employees, value their know-how and promote an



***Nothing great is built alone. It's through the strength of the collective, shared trust, and the richness of our differences that we find the momentum to move forward. Together, we're doing more than transforming industry, we're giving meaning to what we do.***



**Antoine VIGUIE**  
CEO



**Philippe COSTE RAMIREZ**  
Chairman

ethical, inclusive and meaningful work environment. At the same time, we help our industrial customers increase their competitiveness by providing them with ever more innovative and responsible solutions.

For more than 12 years, **we have fully assumed our role in the transition** to a more sustainable industry. Our CSR Roadmap marks a significant milestone: it formalizes our past commitments and sets a course to move forward. Buoyed by our adaptability, our willingness to innovate and our demand for progress, we are moving forward with determination.

At the heart of this dynamic is the quality of our relationships with our stakeholders. We are convinced that **we will meet the challenges of tomorrow together**, combining innovation, responsibility and cooperation to build a fairer and more sustainable future.

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# BUSINESS STRATEGY & MODEL



Since its creation, EOS corrugated Group has relied on a simple and efficient model: providing corrugated cardboard manufacturers with technical, durable and efficient consumables, designed to optimize their production processes and improve their competitiveness. Our expertise is based on an approach combining innovation, quality and technical support, in order to provide solutions with high added value adapted to the highest requirements of the sector.



# ✓ PROFILE AND MISSION

EOS Corrugated Group focuses on three industry divisions to meet the specific needs of its customers:

+  
**400 000**  
**anvils covers**  
produced in 2024

+  
**17 000**  
**rotary and  
flatbed dies**  
produced in 2024

+  
**700**  
**belts**  
produced  
in 2024



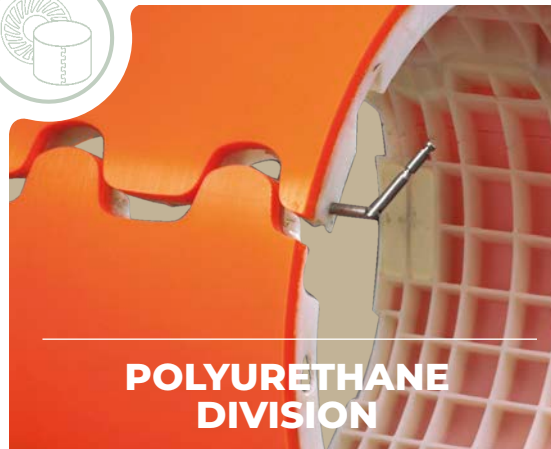
## TECHNICAL TEXTILES DIVISION

### PRODUCTS

- Heavy duties textile for industrial use, corrugator belt
- Textiles for industrial sectors that seek strength, porosity like tire industry belts, fluidisation belt, aircraft arrestor tapes

### TECHNICAL FIELD SERVICE

- Technical service for installation, maintenance and technical assistance



## POLYURETHANE DIVISION

### PRODUCTS

- Anvil covers
- Compact polyurethane parts
- No crush wheels, creasing wheels
- Corrugated technical consummable

### SERVICES AND TRAINING

- Distributors and agents providing technical support and on-site training to machine operators



## CUTTING DIES AND PLATES DIVISION

### PRODUCTS

- High quality complex rotary cutting dies for corrugated board industry
- Flat bed cutting dies,
- Printing plates

### SERVICES AND TRAINING

- On site support
- Maintenance of cutting tools and improvement of preparation time

## ● Strong brands and global network

With brands recognized for their expertise and innovation - **Bricq, Rodicut, Tools, Proden, Dieco G2** and strategic partner **Policart** - EOS Corrugated Group offers its customers a full range of solutions that meet **the highest standards of performance and durability** and as a unique position in the market through its customer service.

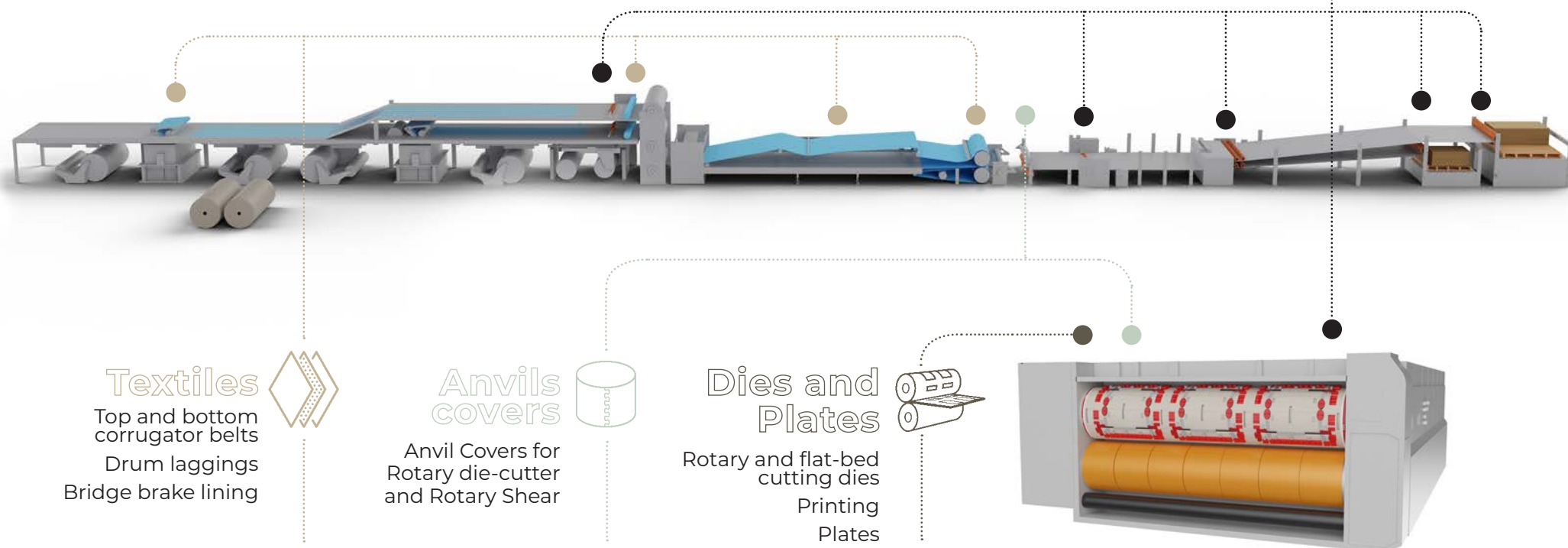
**Supported by a global distribution network**, the group ensures increased proximity to its customers, guaranteeing responsiveness, technical support and tailor-made support. This international foot print makes it possible to provide recommendations adapted to each market, to optimize the durability of the products and to continuously improve the operational performance of the corrugated board manufacturers.

## PRODUCTS PRESENT THROUGHOUT THE CORRUGATED BOARD MANUFACTURING AND PROCESS



### Wheels

No Crush wheels  
Feeder Stacker  
Wheels





## ● Targeted international expansion

To strengthen its global presence, EOS Corrugated is deploying an expansion strategy focused on **high-potential areas** such as South America, North America and South-East Asia. This EOS regional location increases our customer proximity, improves our

responsiveness and fosters strong partnerships with regional players. To ensure an **efficient worldwide service**, we rely on an efficient industrial infrastructure. This organization optimizes flow, reduces lead times and ensures a quick response to local needs.

9

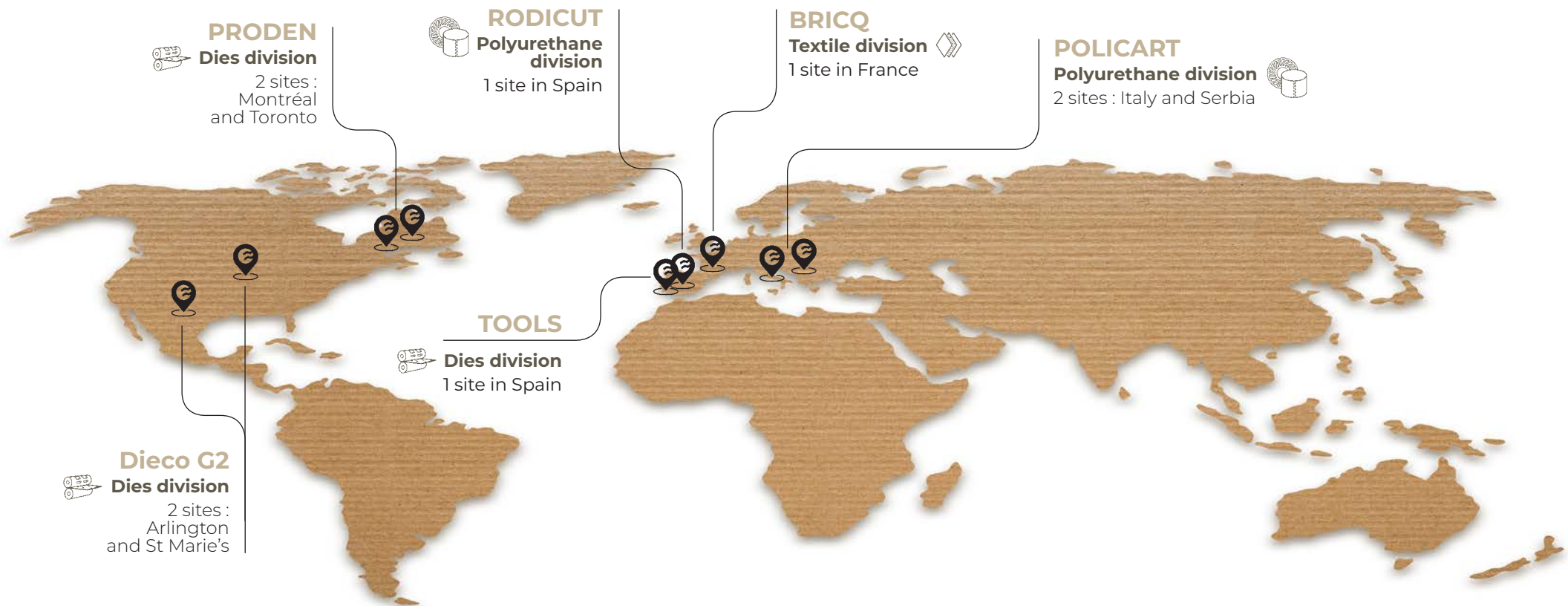
**PRODUCTION  
SITES**



**SPREAD**  
OVER  
**4 CONTINENTS**



EACH  
**SPECIALIZED**  
IN A **KEY AREA**





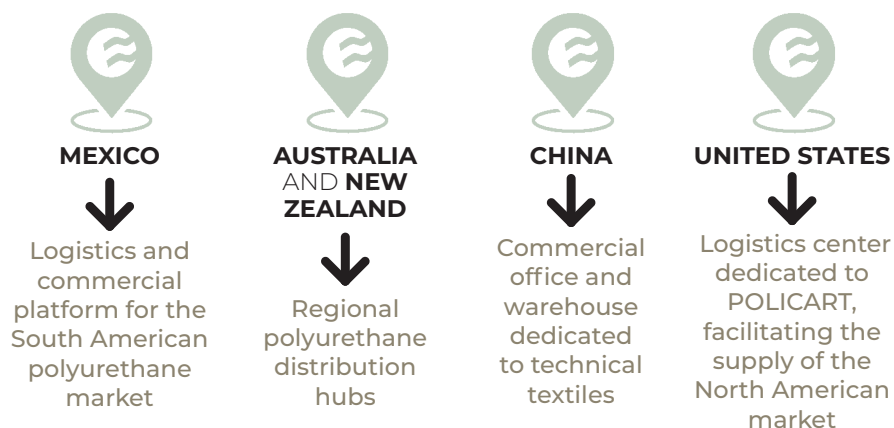
+100  
countries  
delivered  
worldwide

+74<sup>M€</sup>  
turnover

+385  
full time  
employees

### ● Sales offices and strategic warehouses

Beyond its industrial base, EOS Corrugated Group has set up a **network of sales offices and logistics centers** to get closer to its customers and optimize the distribution of its products:



### OPTIMIZED LOGISTICS FOR PERFORMANCE

Through this organization, **EOS Corrugated Group** guarantees:

- **Increased proximity to customers:** local teams able to provide personalized technical and commercial support.
- **Better management of logistics flows:** consolidation of shipments, reduction of lead times, transport costs and environmental impact of logistics.
- **Increased responsiveness:** ability to respond quickly to the specific needs of corrugated cardboard manufacturers, thanks to an optimized stock availability.



# GROUP HISTORY AND HIGHLIGHTS

**Creation of EOS Corrugated**, then composed only of the subsidiary Rodicut (leader of the anvils cover of cuts, activity created in 1983)

2009



Creation of **Tool Corrugated** a regional cutting dies business in Spain.

2011



**Acquisition of Bricq**, a leader in the supply of conveyor belts for corrugated cardboard machines (+other applications outside the cardboard industry). Company founded in 1891.

2013



Arrival of the **CAPZA fund** as majority shareholder of the EOS Corrugated group.

**Creation of Rodicut China** (manufacture of anvils cover cuttings for the local market)

Policart **ISO 9001** certification

2019



2016

Bricq **ISO 14001** certification



2018



**Policart Partnership** (leader in anvils cover, business created in 1998)

2021



**Closure** the manufacturing activity in China

Acquisition of **DIECO G2** (Die Maker leader in the Southwestern United States)

2024



2023

**Acquisition of Proden** reference Die Maker with two production sites in Canada (activity created in 1975)

2006

Bricq **ISO 9001** certification



2010

Rodicut **ISO 9001** certification





# ✓ VALUE CHAIN

EOS Corrugated Group, as a responsible company, promotes a new approach to collaboration with companies and partners in its value chain. Their common orientation towards more Corporate Social Responsibility (CSR) allows us to think in a transversal way to reduce impacts and maximize opportunities.

## UPSTREAM

**PURCHASES AND MOBILIZATIONS  
OF MATERIALS AND RESOURCES**

**DIRECT  
SUPPLIERS**

**SUBCONT  
RACTORs**



**TECHNICAL  
PARTNERS**

**FINANCIAL  
PARTNERS**

## OPERATIONS

**PROCESSING AND PRODUCTION**

**INTERNAL  
PARTNERS**



**OTHER  
PARTNERS**

**ECONOMIC  
PARTNERS**

## DOWNSTREAM

**USE AND END-OF-LIFE  
OF PRODUCTS AND SERVICES**

**CUSTOMERS**

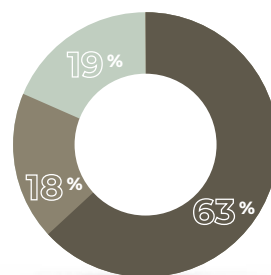
**END-OF-LIFE  
PARTNERS  
for products  
and services**



# ✓ CUSTOMERS

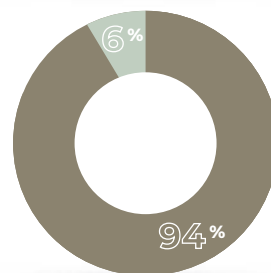
EOS Corrugated Group is backed by a portfolio of prestigious customers, including key players in the corrugated board, packaging and industrial solutions industries. Our partners include world-renowned corrugated board manufacturers, material processing companies, and Overall Equipment Manufacturers (OEMs) who are shaping the future of the industry.

Our expertise and ability to provide tools and technical consummables enable us to meet the requirements of these large international groups. By working with these leaders, EOS Corrugated Group actively contributes to optimizing production processes, improving equipment performance and transitioning to more sustainable and innovative solutions.



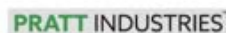
Revenue distribution by EOS Branch

● PU  
● TEXTILE  
● DIES



Revenue distribution by sector

● CORRUGATED  
● OTHER INDUSTRY



## CSR ISSUES FOR OUR MAIN CUSTOMERS IN THE CORRUGATED BOARD SECTOR

### → A CIRCULAR ECONOMY MODEL

Corrugated cardboard is an example of sustainability: 100% recyclable, biodegradable and reusable, it is part of a logic of reducing waste, limiting the carbon footprint and optimizing resources.

### → RECYCLED AND RECYCLABLE MATERIAL

Made up of more than 80% recycled fiber, it can be reintroduced into the production cycle each time it is used, reducing dependence on virgin fiber and wood logging.

### → MEETING ENVIRONMENTAL EXPECTATIONS

Its biodegradability and low-carbon profile make it a material suitable for the growing requirements of businesses and consumers for responsible packaging.

### → A GROWING MARKET AS A DRIVER OF INNOVATION

Driven by e-commerce, green logistics and environmental regulations, the sector is constantly innovating in terms of resistance, eco-design and technical performance.

# ✓ OUR **VALUE** CREATION

At EOS Corrugated Group, we have always believed that value creation is not just about financial performance, but is about a balance of commitment resources, innovation, operational excellence and responsible engagement. Our business model is based on an integrated approach that effectively mobilizes our human, industrial and environmental resources to offer our customers efficient and sustainable technical solutions, while having a positive impact on our ecosystem.

## ● Resources mobilized in the service of excellence

EOS Corrugated Group's strength lies in its ability to mobilize strategic resources to ensure the sustainability of its operations and support its long-term growth.



### **ENVIRONMENTAL RESOURCES**

Each year, we transform and optimize the use of tons of polyurethane (PU), textile thread and wood for industrial consumables development combining performance and durability. Our commitment to raw material optimization and recyclability allows us to reduce our environmental footprint while ensuring high quality products.



### **INDUSTRIAL AND LOGISTICS RESOURCES**

With a solid industrial network composed of several production sites: we manage proximity with our customers and optimized logistics flows.



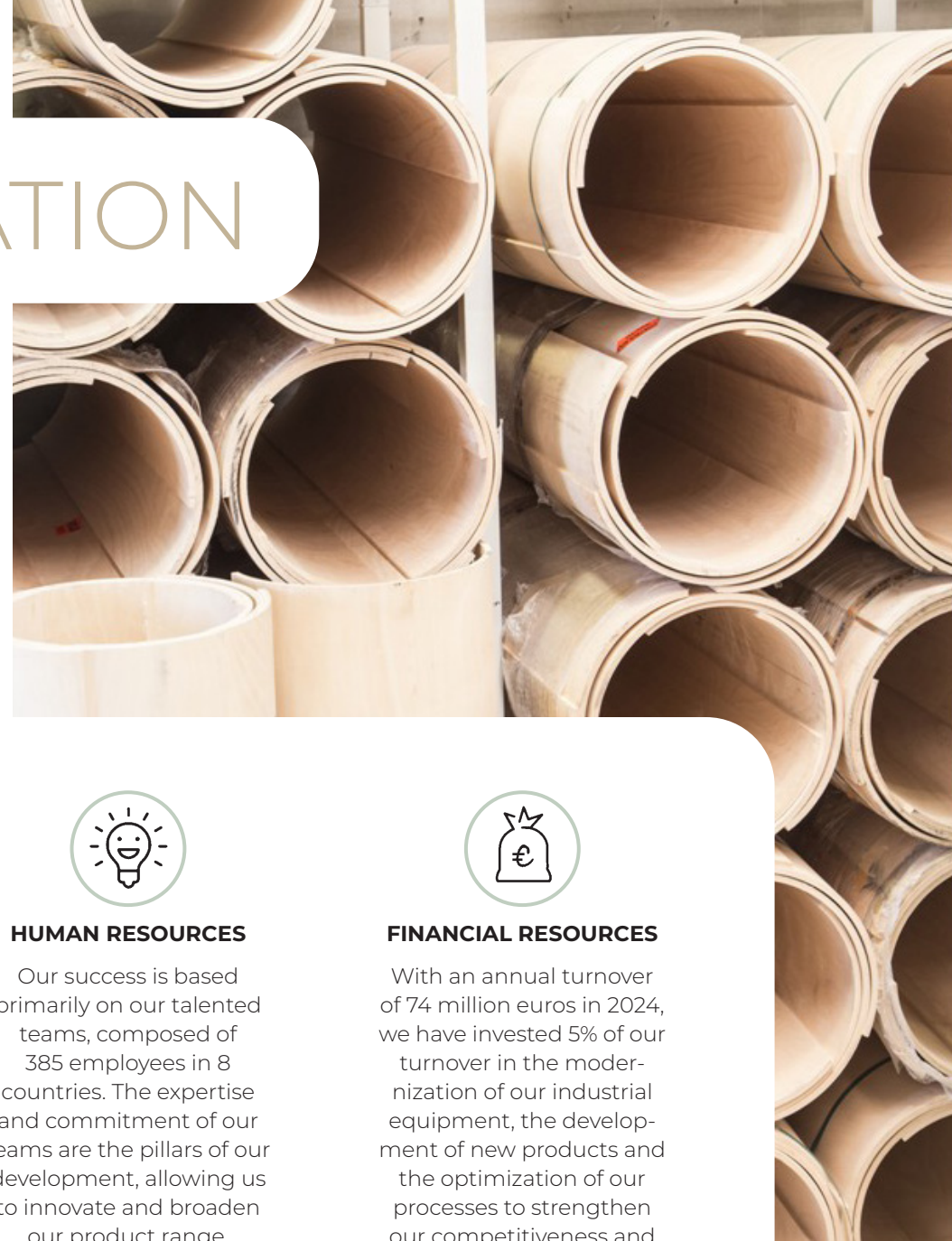
### **HUMAN RESOURCES**

Our success is based primarily on our talented teams, composed of 385 employees in 8 countries. The expertise and commitment of our teams are the pillars of our development, allowing us to innovate and broaden our product range.



### **FINANCIAL RESOURCES**

With an annual turnover of 74 million euros in 2024, we have invested 5% of our turnover in the modernization of our industrial equipment, the development of new products and the optimization of our processes to strengthen our competitiveness and meet the growing expectations of the market.







## ● A business model focusing on sustainability and performance

To effectively transform these resources into tangible value, EOS Corrugated Group relies on a structured business model, based on three key pillars:



### **MOBILIZING AND RETAINING HUMAN RESOURCES**

We invest in skills development, training and improving working conditions to ensure sustainable expertise and strong commitment from our employees.



### **DESIGNING AND DEVELOPING SUSTAINABLE PRODUCTS AND SOLUTIONS**

Our innovations in polyurethane, textiles and tooling are designed to improve industrial performance, especially environmental impact. The integration of MBOCA free materials and the increasing use of recycled raw materials demonstrate our commitment to a more responsible industry.



### **PROVIDING A HIGH LEVEL OF SERVICE TO OUR CUSTOMERS**

Thanks to our international distribution network, our technical expertise and our approach centered on industrial needs, we offer tailor-made solutions and local support to optimize the performance of our customers.

At EOS, every team contributes to our business model from formulation and production to quality, maintenance, development, logistics, and sales.

## ● Tangible results, guarantees of our performance

The effectiveness of our model is measured by **concrete results**, aligned with our commitments:



Sustained growth and investment, with a steady increase in our turnover (+12%/year) and an ambitious investment strategy in our equipment (4.2% of the revenue in 2024) and by dedicating 1% of our revenue to our R&D.



Reducing our environmental footprint, through optimized raw material management and the development of eco-friendly solutions. Production waste goals < 7% raw materials scrap and production waste recycling rate > 44%.



Continuous improvement of our solutions, with a broadening of our product range and capitalising on experience to meet the specific needs of our customers.



Promoting of our talents, through training initiatives and a corporate culture that fosters innovation and collaboration. Increase the share of employee training to 3% of total working hours by 2029.

### RESOURCES

Our capital resources



#### HUMAN

- **385** employees
- **50** recruitments in the year
- **4 539** hours of training



#### FINANCIAL

- **€74 million** turnover



#### INDUSTRIAL

- **2 614** tons raw material purchases
- **9%** Raw materials scrap



#### ENVIRONMENTAL

- **0.16 MWh** energy intensity (kwh/turnover)
- **36%** raw material scrap recycling rate

### RESILIENCE

Our business model

#### RESSOURCES

MOBILIZE COMPETENT RESSOURCES

#### PROCESS

ORGANIZE EFFICIENT AND INNOVATIVE PROCESSES

#### ACTIVITIES

GENERATE VALUE FOR OUR CUSTOMERS

#### GOVERNANCE

DRIVE THE VALUE CHAIN

#### NETWORK

BUILDING AND SUSTAINING PARTNERSHIPS

### RESULTS

For our stakeholders



#### HUMAN

- **1%** training hours
- **7,6%** absenteeism
- **1,7** severity rate
- **49** frequency rate



#### VALUE CHAIN

- **49%** of purchases from local suppliers
- **15%** of suppliers evaluated on CSR criteria



#### GOVERNANCE

- **40%** of women in the local management teams
- **0** incident or ethic nonconformity



#### ENVIRONMENT

- **ISO 14001** certification of our textile division factory

### IMPACT

Our societal contribution

Beyond our value chain, we contribute to strengthening the financial health of our companies, to maintain their material and human resources.

#### OBJECTIFS DE DEVELOPPEMENT DURABLE







# GOVERNANCE



The Supervisory Board of EOS Corrugated Group is made up of experienced members committed to today's challenges. Their expertise ensures responsible management and a long-term vision.

# ✓ GROUP GOVERNANCE OPERATION

## ● Structure and role of the supervisory board

The governance structure of EOS Corrugated is based on a Supervisory Board composed of **7 members**, four from the Sagard Investment Fund, and two from the CAP ZANINE Investment Fund, as well as an external censor.

This diversity of actors, combined with a composition that includes a woman, ensures **balanced decision-making adapted to contemporary challenges**.

The Supervisory Board **meets at least four times a year** to discuss key strategic directions and operational decisions for the company. The Chairman, Philippe Ramirez appointed by the shareholders, and the CEO of EOS, Antoine Viguie, are invited to each meeting.



## ● A leadership committee focused on excellence and collaboration

The EOS Corrugated Group is managed by an **experienced and multidisciplinary team of experts** in various fields, such as sales, operations, finance and Corporate Social Responsibility. In addition, our business unit managers play a key role in coordinating and implementing strategic decisions within the group.



## ● Management focused on business and operational excellence

A monthly meeting organized with each industrial entity resulting in:



**Continuous optimization** of our production processes, aiming to increase efficiency and reduce waste.



**Rigorous methods of continuous improvement** integrated into our industrial practices.



**Innovation and investment** in advanced technologies to improve the productivity and quality of finished products.



**A shared performance culture**, where each employee is involved in the improvement and reliability of our processes.



# ✓ OUR VALUES AND ETHICS

Since 2018, EOS Corrugated Group has been committed to sustainable development by structuring its actions through clear policies on environmental, social and ethical issues. Aware of changing regulatory and societal expectations, the group reinforced its approach in 2024 by fully integrating its corporate social responsibility (CSR) into its business strategy, with a strong commitment at the highest level of the organization.

## ● EOS Corrugated Group CSR policy deployment and ethical commitment

EOS Corrugated Group has built a solid reputation as a fair and honest company, based on ethical and responsible principles. In all countries where we operate, our teams ensure **rigorous regulatory oversight** to ensure compliance with applicable laws, codes and conventions, whether national or international. This also includes compliance with the **best sectorial practices** and **local trade agreements**.

Our commitment to international standards is reflected in **adherence to the following principles**:

- The United Nations Universal Declaration on Business and Human Rights
- United Nations Guiding Principles on Business and Human Rights
- The International Labor Organization (ILO) Tripartite Declaration of Principles concerning Fundamental Principles and Rights at Work
- OECD Guidelines for Multinational Enterprises
- The United Nations Sustainable Development Goals

IN  
2024  
≡  
20  
members  
of local management  
teams including  
8 women

6  
non-executive  
members  
of the board  
of directors

0  
confirmed  
cases  
of corruption

## AN INTEGRATED CSR STRATEGY AT THE HEART OF OUR BUSINESS MODEL

Led by the CEO and driven by dedicated governance, our CSR policy is reflected in **an ambitious roadmap**, validated to align our positioning with the growing demands of our stakeholders for **transparency** and **responsible engagement**.

With this in mind, EOS Corrugated Group has welcomed the publication of its **first structured CSR report**, published on the 2024 reference year, to report on our commitments, actions and progress.



## ● Strong commitment to ethics, accountability and compliance

EOS Corrugated Group, through its collaborators and executives, is committed to:

- **Conduct business responsibly, ethically and in compliance**, in compliance with local and international regulations.
- **Treat all stakeholders** (customers, suppliers, advisors, competitors, and employees) with fairness, respect, and integrity, to foster healthy and sustainable business relationships.
- **Encourage an environment of transparency**, where any suspicion of non-compliance can be reported, investigated and resolved without fear of reprisals for whistleblowers acting in good faith.

## ● The CODE OF BUSINESS CONDUCT: a fundamental pillar for a responsible value chain

Recognizing the importance of a structured ethics framework, **EOS Corrugated Group adopted a Code of Business Conduct in 2018**, ensuring that its subsidiaries and employees comply with internal policies and applicable legal requirements.

The Code is based on **two fundamental principles**:



→ **Each employee**, acting on behalf of EOS Corrugated Group, must **behave ethically and lawfully**.



→ Any suspected non-compliance **must be reported without fear of reprisal**, provided the declaration is made in good faith.

In 2024, the **Code of Business Conduct** was revised to extend its principles throughout our value chain. This code is now a common reference for our managers, employees and partners around the world, including our customers, suppliers, subcontractors, host countries, local communities, business partners and shareholders. We require



our trading partners to apply standards that are equivalent to ours, including respecting workers' rights, respecting workers' rights, using company resources, and managing confidential information.

**To ensure the integrity of our ethics and compliance approach, EOS Corrugated Group has also put in place these practical tools:**

- **A transparent website**, where we display our values and commitments in terms of quality, customer satisfaction and environmental responsibility, allowing our stakeholders easy access to the principles that govern our daily action.
- **A welcome booklet**: The Textile Branch has chosen to draft a welcome booklet given to each new employee and trainee, which includes the Code of Conduct and safety instructions, allowing for rapid integration while making our employees aware of our ethical commitments as soon as they arrive.

In 2025, the aim is to build a common culture based on integrity, responsibility and compliance, building on the Code of Business Conduct and to train all management of the group and its subsidiaries in these principles. **This approach aims to anchor a common culture based on integrity, responsibility and compliance.**







### ● An internationally recognized commitment


EOS Corrugated Group's commitment to sustainable and ethical development is also reflected in our **United Nations Global Compact** membership **since 2023**. As a signatory, we integrate into our strategies and operations the ten core principles of human rights, labor standards, the environment and anti-corruption. This demonstrates our commitment to actively contribute to a more responsible industry, while acting in a comprehensive framework.

In 2022, Rodicut and Bricq subsidiaries commissioned an independent CSR diagnostic. The evaluation identified their strengths in corporate social responsibility, while highlighting areas for improvement that need to be developed to strengthen their sustainable engagement.

Furthermore, the subsidiaries Bricq and Proden, as well as strategic partner Policart have chosen to regularly evaluate their performance in terms of ESG criteria (Environment, Social, Governance) through the **ECOVADIS program**. Our results attest to our commitment:

-  **Ecovadis Silver Medal for Bricq and Policart**, recognizing our efforts in social and environmental responsibility.
-  **Ecovadis Bronze Medal for Proden**, highlighting our continued progress and commitment to improvement.

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 **A COMMITMENT THAT EVOLVES AND STRENGTHENS OVER TIME**

EOS Corrugated Group has the ambition to strengthen several internal policies and charters over the years, with the aim of further structuring our corporate culture rooted in ethics and professional ethics. These initiatives aim to ensure continuity in our practices and to foster the development of a responsible and respected organization.

# ✓ SECTORIAL CONTEXT

IN 2024

EOS Corrugated Group operates within strategic sectors that are undergoing deep and accelerated shifts, driven by environmental imperatives, regulatory changes, and the rise of digital technologies. The corrugated board, polyurethane, textile, and tooling industries must now integrate circular economy principles, reduce their carbon footprint, and secure their supply chains in a volatile global context. In this evolving landscape, innovation, sustainability, and resilience have become essential levers for long-term competitiveness.

80%  
of  
e-commerce  
shipments  
use corrugated  
cardboard

Global  
consumption  
of corrugated  
board  
= 150  
million tons

≥ 75%  
of  
the cardboard  
produced  
is recycled

## • The corrugated board sector: a market undergoing transformation

EOS Corrugated Group operates in the strategic sector of equipment and consumables dedicated to the corrugated board industry, a market that is **undergoing strong changes** as a result of the environmental transition, digitalization and new consumer demands. With the rise in e-commerce, restrictions on single-use plastics and the need for more sustainable packaging solutions, demand for corrugated board is growing steadily.

In this context, **EOS Corrugated Group positions itself as a key player** in helping to optimize the performance of board processing machines through solutions that combine wear resistance, precision and durability. The evolution of the sector brings a number of strategic challenges:

→ **Innovation and performance:** Design of lighter, stronger and optimized tools and accessories to reduce energy consumption and improve the productivity of manufacturers.

→ **Sustainability and circularity:** Increasing integration of recycled materials, bio-based solutions and eco-responsible manufacturing processes in response to increasing eco-design requirements.

→ **Automation and digitalization:** Development of intelligent machines requiring suitable accessories and tools to guarantee optimal performance.

→ **Securing supplies:** Facing volatility from commodity prices (steel, timber, technical textiles) to global supply pressures, manufacturers need to optimize their industrial processes and strengthen the reliability of their supply chains.





The polyurethane sector is investing in processes to limit VOC emissions, with **reductions of up to**

**30 of up to 50%**  
at the most advanced sites

#### ● The polyurethane sector: a highly supervised chemical industry

The polyurethane market, structured around isocyanates (MDI, TDI) and curing agents (MBOCA, Ethacure), is dominated by major industrial chemistry players such as Covestro, BASF, Dow Chemical and Huntsman. These raw materials are essential for various sectors, including automotive, construction, electronics and technical textiles.

However, this industry is facing **profound changes**:

- **Stringent regulation**: framework with high environmental and health standards (REACH in Europe) and increasing restrictions on certain substances such as MBOCA.
- **Transition to sustainable alternatives**: research into biosourced, low VOC (Volatile Organic Compounds) and recyclable polyurethanes.
- **Relocation and cost volatility**: concentration of MDI and TDI production in Asia and the United States, exposing the industry to geopolitical tensions and fluctuating prices of petrochemical raw materials.



The rate of use of **polyester recycled fibers** is growing, sometimes reaching

**20 to 30%**  
in particularly committed companies

#### ● The textile sector: between performance and sustainability

The supply of synthetic and natural textile yarns is based on a global industry influenced by demand from the automotive, aeronautics, PPE (personal protective equipment) and industrial textile sectors. Changing regulatory and environmental expectations requires a rapid transformation of this market.

The main trends in the sector are:

- **Eco-design and recyclability**: increasing the use of recycled fibers and developing new alternatives such as bio-based aramids or composite textiles with low environmental impact.
- **Regulation and traceability**: strengthening Oeko-Tex, GOTS, REACH and forced labor regulations (e.g. ban of Xinjiang cotton in Europe and the US).
- **Cost pressure and supply tensions**: strong demand for light and resistant technical fibers (e.g. electronics and aeronautics), creating a rising in prices and risks of capacity issues.



## The major CSR challenges

in the industrial tooling sector are:

⇒ Ensuring responsible sourcing

⇒ Promoting cutting tools and equipment designed to last

⇒ Optimizing distribution flows to limit transportation-related emissions

### ● The tooling sector: towards a more sustainable industry

The supply of wood and steel, which are essential materials for the manufacturing of EOS Corrugated Group toolings, is closely linked to the construction, industrial manufacturing and infrastructure industries. Steel is mainly supplied by giants such as ArcelorMittal, Nippon Steel, ThyssenKrupp and Baowu Steel, while wood is sourced from certified industries (FSC, PEFC).

The **major developments** in the sector concern:

→ **Decarbonization of the steel industry:** development of green hydrogen steelworks and manufacturing processes with lower CO<sub>2</sub> emissions (e.g. «green» steel from ArcelorMittal, SSAB).

→ **Recycling and circular economy:** increased demand for recycled materials and supplies from sustainable forests to reduce the carbon footprint of production.

→ **Price fluctuations and geopolitical issues:** steel and timber are strongly affected by global trade tensions (import taxes, restrictions on Russian and Chinese exports), which requires a strategy for securing resources



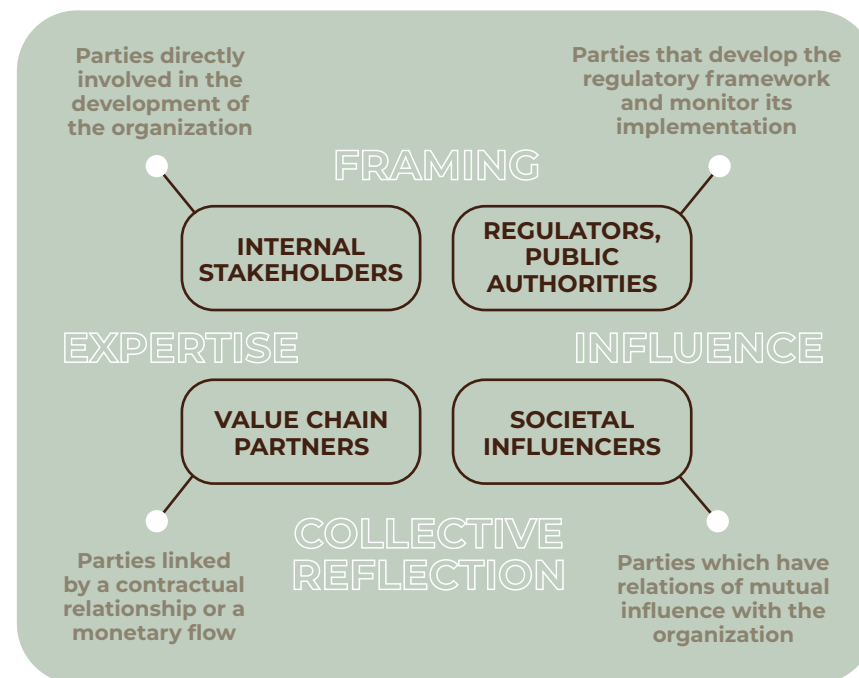
# ✓ OUR STAKEHOLDERS

Dialog with our stakeholders is essential to support the sustainable development of EOS Corrugated Group. The quality of the service we offer to our customers is based on the commitment of our employees, the reliability of our suppliers and partners, as well as the excellence of the products we offer.

## ● Good practice

In 2022, a first identification of stakeholders was carried out within the framework of ISO 9001 certifications, in order to define their expectations and the appropriate communication channels. **By 2027, 100% of our new suppliers will be assessed on CSR criteria.** Engaging our customers and suppliers is a key part of our business and customer service strategy. **Open and transparent exchanges** have helped build **strong and fruitful relationships**, reinforced by regular and transparent reports to our shareholders.

## STAKEHOLDER EXPECTATIONS



## STAKEHOLDER MAPPING

INTERNAL STAKEHOLDERS	REGULATORS, PUBLIC AUTHORITIES	VALUE CHAIN PARTNERS	SOCIETAL INFLUENCERS
<ul style="list-style-type: none"> <li>→ Leaders</li> <li>→ Employees</li> <li>→ Trade unions and employee representatives / Delegates / Works councils</li> <li>→ Occupational physicians</li> <li>→ Staff delegates</li> </ul>	<ul style="list-style-type: none"> <li>→ National and territorial public authorities</li> <li>→ Evaluators and certifiers</li> <li>→ Trade unions and federations</li> </ul>	<ul style="list-style-type: none"> <li>→ Funders and investors</li> <li>→ Corporate customers</li> <li>→ Technical partners</li> <li>→ Raw material suppliers</li> <li>→ Service providers</li> <li>→ Subcontractors</li> </ul>	<ul style="list-style-type: none"> <li>→ Communities and institutional partners</li> <li>→ Associations and organizations</li> <li>→ Media and the general public</li> </ul>

## ● Stakeholder engagement matrix

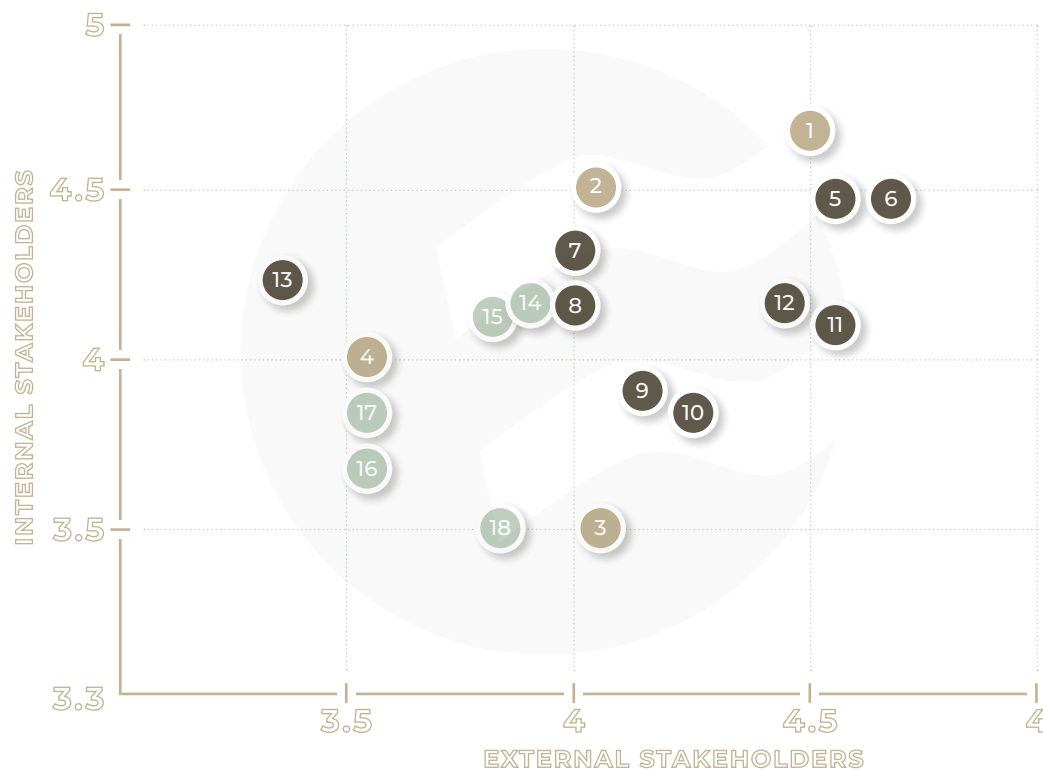
EOS Corrugated Group is committed to a **continuous and open dialog** with its partners. The company takes their expectations into account and puts in place means and channels to inform, exchange, consult or co-build them through partnerships.

CATEGORIES	TYPES OF STAKEHOLDERS	EXPECTATIONS	DIALOG CHANNELS	FREQUENCY
INTERNAL SPHERE	EMPLOYEES	Skills rise Working environment HR Policy	Annual reviews Personal development People retention	Permanent
	LEADERS	Profitability Transparency and vision	Reporting management meeting	Monthly
ECONOMIC SPHERE	INVESTORS	Profitability Long-term vision	Strategic Reporting, Supervisory board	Monthly
	ENTERPRISES	Product quality and monitoring	Customer Service Satisfaction Survey Digitalization of the customer journey	At each order
	TECHNICAL PARTNERS VENDORS	Customer Satisfaction Revenue Profitability	Contractual relations General conditions of sale Meetings	At each order
REGULATORY SPHERE	PUBLIC AUTHORITIES SECTOR REGULATORS	Transparency Compliance	Codes and Charters Policies Reporting	Yearly
CIVIL SPHERE	INSTITUTIONAL PARTNERS BENEFICIARIES MEDIA AND THE GENERAL PUBLIC	Societal transition Pedagogy Communication	Social Network Pedagogy Participatory programs Solidarity	Permanent



# ✓ ESG MATERIALITY MATRIX

Taking into account both the expectations of the evaluation of our stakeholders (external vision) and the impact of our business activities (internal vision), a materiality matrix was developed. **This matrix is the basis of the future sustainable development strategy of the EOS Corrugated Group** and the associated action program. It helps identify priority and guide our approach by defining strategic priorities and concrete measures to be deployed by 2028.



## GOVERNANCE

- 1 Compliance with legal framework conditions
- 2 Business ethics and compliance
- 3 Transparence and responsible marketing
- 4 Compliance and improvement of environmental standards at suppliers

## ENVIRONMENTAL

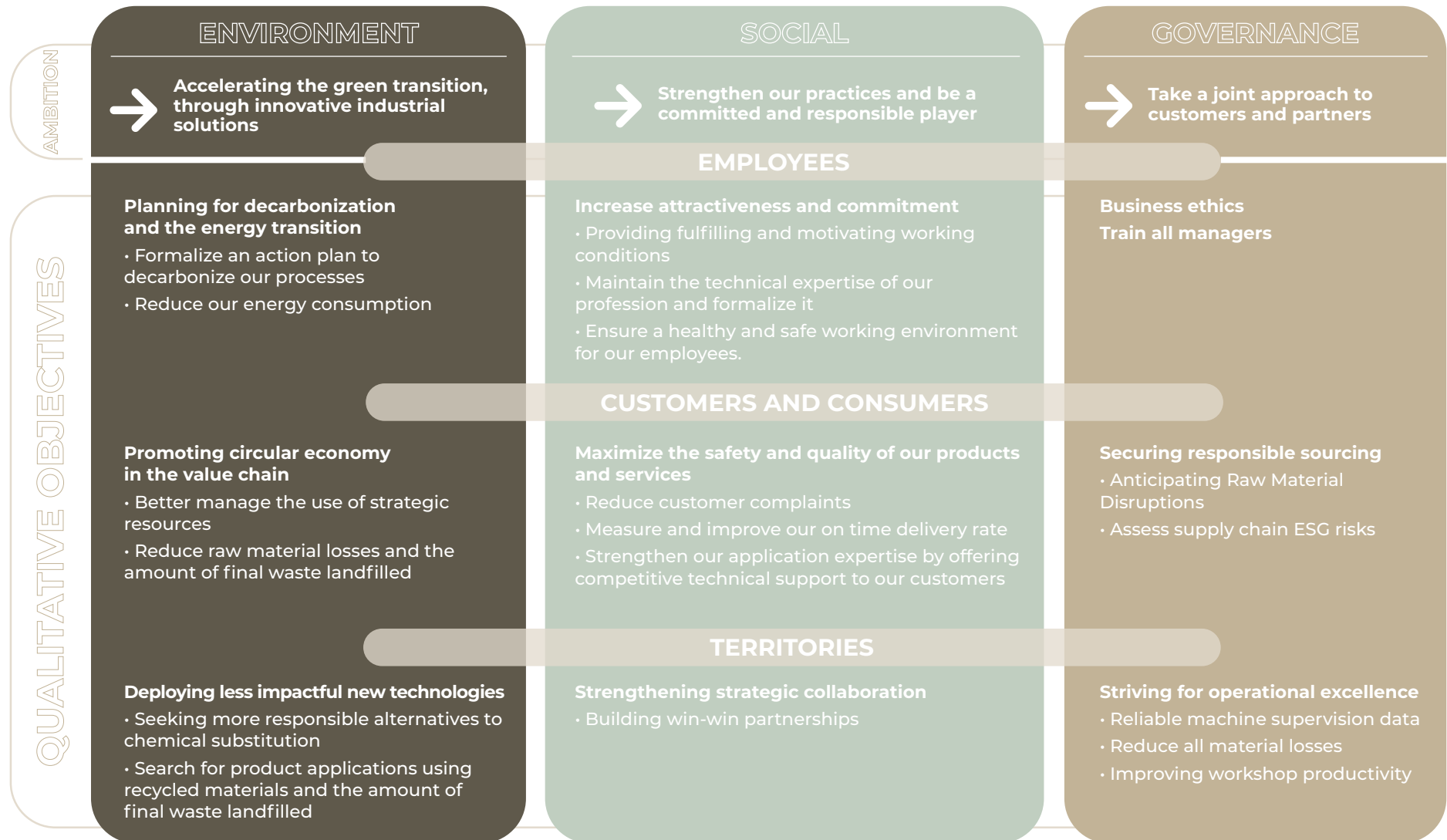
- 5 Reduction of greenhouse gas emissions
- 6 Resilience to the impacts of climate change
- 7 Processing of sustainable products
- 8 Otimised use of ressources
- 9 Improved life cycle management
- 10 Improved End of life management
- 11 Development of innovative and sustainable products
- 12 Reduction of energy consumption
- 13 Reduction in the use of substances of very high concern

## SOCIAL

- 14 Increased occupational health and safety
- 15 Skills development and Talent retention
- 16 Fair and attractive working conditions
- 17 Equal opportunities and diversity
- 18 Increased occupational health and accross the value chain

# STRATEGIC ROADMAP

EOS Corrugated Group's activities have an impact on its ecosystem. The understanding of this impact guides our actions and leads us to structure our sustainability approach around our contribution to a safer and healthier environment.







# THEMATIC INFORMATION



## ENVIRONMENT

The EOS Corrugated Group has recognized its responsibility and the importance of actively contributing to the transition to a low-carbon economy.

SOCIAL  
CUSTOMERS & CONSUMERS  
GOVERNANCE



# ✓ DECARBONIZATION AND ENERGY TRANSITION

We have thus defined three major commitments that will guide our environmental policy in the coming years:

## • Reducing the carbon footprint of our value chain

We take concrete action at every stage of our production to limit our environmental impact.

Our main actions focus on **three areas**:

1

### OPTIMIZATION OF RAW MATERIAL



Reduction of scrap and waste through rigorous monitoring of production processes.

2

### LOCAL SOURCING



Choices of local suppliers to reduce transportation emissions and strengthen the local economy.

3

### RECYCLING OF PROCESS WASTE



Sorting, separation and recovery of waste to reduce landfill and preserve resources



In an energy context where 80% of electricity is generated from fossil fuels in Serbia, Policart has chosen to install a pellet boiler at its industrial site, thereby increasing the share of renewable energy in its consumption to 23%

## • Improving our energy efficiency

Reducing our energy consumption is a key pillar of our environmental commitment. We act at several levels to combine industrial performance and energy sobriety:



### ENERGY OPTIMIZATION OF SITES

Implementation of innovative technologies and continuous improvement of processes to limit energy needs.



### TARGETED INVESTMENTS

Installation of LED lighting in our buildings, adoption of hybrid vehicles in France, Spain and Canada.



### REDUCING THE FOOTPRINT

More rational use of energy for controlled and sustainable environmental impact.



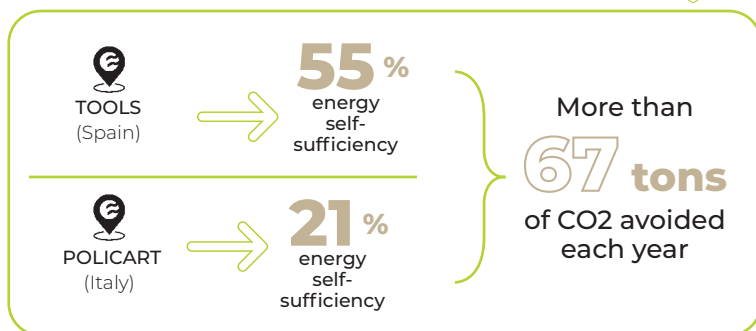
## ● Transition to renewable energy

We are accelerating our energy transition to reduce our dependence on fossil fuels and sustainably reduce our carbon footprint.

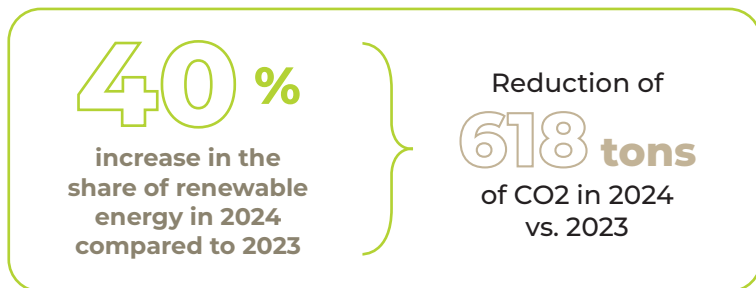
Our approach is based on two priorities:

### Integration of renewable energy in our production facilities

> Installation of photovoltaic panels in 2024 at the **following sites**:



> For all units:



### Structured environmental commitment

- > The **BRICQ** site has been certified **ISO 14001** since 2016
- > Measuring our carbon footprint on **Scope 1** (direct emissions), **Scope 2** (electricity/gas consumption), **Scope 3** (other indirect emissions) for the Textile and Polyurethane industries in 2023.



Our sites are located in regions where the direct impacts of climate change do not present immediate risks. However, we are preparing our facilities to face long-term environmental challenges to ensure the resilience of our sites and the continuity of our operations.

EOS Corrugated Group fully complies with the environmental regulations in force in the countries where it operates, such as France, Spain, Italy, Serbia and Canada. **This demonstrates our commitment to the highest standards of sustainable development.**

## ● Deployment



### WEIGHT IN THE CARBON BALANCE



### OBSERVATION



### OPPORTUNITIES FOR DECARBONIZATION

#### TRANSMITTER

#### Supplies of raw materials

**63%** (textile)  
and **66%** (PU)

**94%** of emissions  
of supplies raw  
materials yarns

#### Textile sector:

The activity relies on the use of synthetic fibers derived from petroleum derivatives with high emission factors. The mix of raw materials (yarns and chemicals) generates a high carbon footprint, estimated at **12.5 kg CO<sub>2</sub>** equivalent to per kilogram of supplied material.

#### PU sector:

Production is focused on polyurethane articles, a polymer mainly derived from petroleum chemistry. The main inputs are polyurethane (**67%**), chemical cleaning agent (**6%**) and fiberglass (**3%**), contributing to a significant environmental impact.

#### ● Substitutability:

→ Use of less impactful emissions supplies

#### ● Recyclability:

→ Use of recycled raw materials and packaging  
→ Use of recycled fibers or reuse of raw materials such as PU or polyester

#### ● “Biosourced” materials

with optimized environmental impact

→ LCA approach - Life Cycle Analysis by subject to be explored.

#### Purchases of semi-finished and finished products

**15%** (PU)

#### PU sector:

The company purchases both finished products in the context of trading activities and semi-finished products integrated into its internal production. These supplies are mostly made of polyurethane (**90%**), followed by plastics (**5%**), rubber (**3%**), and metal and aluminum (**1%** each). Emissions associated with these products come mainly from inter-company flows, located in Italy, Serbia, and until 2024 in China.




#### ● Inter company optimization and rationalization

→ Analysis and optimization  
→ China Unit Shutdown




#### Upstream transport

**3%** of which **2%** for land  
transport of supplies  
and **1%** for upstream  
maritime transport

→ Considering transportation usage

TRANSMITTER	 WEIGHT IN THE CARBON BALANCE	 OBSERVATION	 OPPORTUNITIES FOR DECARBONIZATION
Raw materials classified as 'chemistry'	1%	Two thirds of these are silicones and associated solvents.	
Packaging	Not significant <1%	These are mainly wood fibers with a low emission factor	
Energy	<b>Textile sector:</b> 6%, of which <b>95%</b> for gas consumption and <b>5%</b> for electricity  <b>PU sector:</b> 9% of which <b>80%</b> electricity and <b>20%</b> gas	The energy mix of French electricity production provides low-carbon electricity, which is an advantage very significant competitive compared to other global geographical areas.	→ Reduce energy requirements by optimizing processes, reducing travel, consumption, etc. → Evolution of the energy mix towards renewable energies → Autonomous electricity generation
Fixed assets	<b>Textile sector:</b> <b>7.6%</b> The industrial tool accounts for <b>51%</b> of capital asset emissions  <b>PU sector:</b> <b>2,6 %</b> of the total. The industrial tool accounts for <b>82%</b> of emissions	<b>Textile sector:</b> Life spans range from 5 to 20 years depending on the material. Industrial buildings in concrete or metal structures. Parking lots and paved roads account for <b>2%</b> of capital emissions.  <b>PU sector:</b> Buildings, given their long-life span, account for only <b>11%</b> of annual emissions and car parks and asphalt roads account for <b>8%</b> of emissions.	→ Energetics consumption audit of buildings ( insulation / air conditioning / heating) → Optimization of the energy required for their use → Upstream thinking in industrial investments → Recovery of evacuated production energies (co-production of heating and hot water for sanitary purposes)
Non-stocked purchases and services	6% (textile) and 7% (PU)	Acquisition of equipment and supplies and purchase of insurance, fees or banking services	→ Purchasing policy including environmental specifications → Review of practices and organization



TRANSMITTER	 WEIGHT IN THE CARBON BALANCE	 OBSERVATION	 OPPORTUNITIES FOR DECARBONIZATION
Distribution of finished products	<b>Textile sector:</b> <b>3%</b> (road freight 1%, air freight 1.7% and sea freight 0.5%)  <b>PU sector:</b> <b>1,4 %</b> (air, road and sea freight)	<b>Textile industry:</b> Products are shipped via platform groupings to seaports and then in cargo containers. Air transport, estimated at <b>2%</b> , remains marginal. The group used air freight because it faced transport problems (lack of availability of containers) for shipping products worldwide (+70 countries).	<ul style="list-style-type: none"> <li>→ Limiting air freight</li> <li>→ Considering the use of rail</li> <li>→ Favorising less-emitting shipping over long distances</li> <li>→ Working with freight partners to optimize logistics flows</li> <li>→ Transport grouping</li> </ul>
Employed travel	<b>Textile industry:</b> Not significant < <b>1%</b>  <b>PU sector:</b> <b>1,4 %</b>		<ul style="list-style-type: none"> <li>→ Employee travel plan</li> <li>→ Air traffic limitation and use of train</li> <li>→ Car fleet and usage review</li> <li>→ Work organization (home office)</li> <li>→ Carpool planning</li> <li>→ Alternative travel</li> </ul>
Generated waste	<b>Textile sector:</b> Waste treatment <b>2%</b> of the total	<b>Textile sector:</b> The packaging of supplies and production processes generate various types of waste: plastics, metals, paper and cardboard, household or chemical waste.	<ul style="list-style-type: none"> <li>→ Reduction of production waste</li> <li>→ Recyclability of packaging</li> <li>→ Return packaging to suppliers for reuse</li> </ul>
Use and end of life	<b>2,3%</b>	Hight carbon foot print of manufacturing.  <b>PU sector:</b> There is currently no polyurethane recycling sector. The end-of-life assumption for products is <b>10%</b> incineration, <b>50%</b> storage and <b>40%</b> average end-of-life for European plastics.	<ul style="list-style-type: none"> <li>→ <b>Recyclability of products</b> in various forms</li> <li>→ <b>Optimization of products</b> (weight, friction, life) that allows them to reduce the impact of their use throughout their life</li> <li>→ <b>Eco-design</b> therefore plays a key role in the search for both technical and environmental performance</li> <li>→ <b>Returnable product</b> - deposit - analysis of uses versus property ownership</li> <li>→ <b>Co-innovation</b> with players in the plastics and recycling industries</li> </ul>

# ✓ RESPONSIBLE INNOVATION

Our R&D teams are actively committed to developing ever more environmentally friendly solutions by rethinking the formulations and manufacturing processes of our products.

## ● Towards more sustainable and eco-responsible materials

We carry out extensive research and qualification of new formulations of polyurethanes and their adjuvants, with the aim of reducing their ecological impact. This commitment translates into:

- ➔ The **exploration of more durable polyurethanes** incorporating components with a lower carbon footprint.
- ➔ The improvement **of environmental performance without compromising the quality and strength** of our products.
- ➔ **The implementation of rigorous tests** to guarantee the reliability and efficiency of new materials in industrial conditions.



## MBOCA FREE®: A PIONEERING INNOVATION FOR SAFER PRODUCTION

A concrete example of this proactive approach is the development of MBOCA Free®, a major breakthrough in the polyurethane Anvil Covers industry. MBOCA (4,4'-methylenebis (2-chloroaniline)) is a synthetic chemical historically used as a curing agent in the production of polyurethane Anvil Covers. However, this molecule is associated with toxic and carcinogenic risks, which imposes strict precautions in terms of storage, handling and protection of operators.

Anticipating the regulatory evolution of the European Union by voting to ban it, **our subsidiary Rodicut launched MBOCA Free®, the only brand of Anvil Covers free of MBOCA, in 2021, while guaranteeing optimal performance.**

This development is the result of intensive R&D to replace MBOCA with a new amine with a much better toxicological profile. After several rounds of in-house testing on our own machine at Rodicut, and then in real conditions at customer sites, we were able to validate a new formulation with improved performance for rotary cutting machines.

MBOCA Free® has become the only Anvil Covers brand using a non-toxic curative, guaranteeing the same or even better performance. This product is particularly applied to machines manufacturing boxes intended for direct contact with food, such as pizza boxes, thus reinforcing the health safety of the food packaging.





*As a company operating in the chemical industry, we rely on raw materials derived from fossil resources. It is essential to preserve these finite resources by reducing our use of virgin materials and prioritizing the reuse of already-processed substances. At the same time, we are committed to supporting our clients by developing end-of-life solutions for their products, helping move towards a more circular and sustainable model.*

**Hervé PERONNET,**  
Technical Director  
EOS Corrugated Group



## ● Towards greener coating solutions

Our teams are also working on the integration of bio-based resins for the coating of our glass fibers, reducing dependence on petrochemical products. This approach allows:



**Progressive substitution** of traditional resins by more environmental-friendly alternatives.



**Advanced performance and adhesion testing** to ensure optimal coating quality.



Better circularity of materials by facilitating their **recycling or reuse at the end of their life.**

## ● A transition to green solvents in the textile industry

The textile industry has historically used petroleum-based solvents for various treatments and finishes. Mindful of their environmental impact, we are committed to gradually replacing them with green solvents. Our efforts include:



The identification and qualification of **new biosourced alternatives**, offering equivalent or even better performance.



**The optimization of our processes** to integrate these substitutes without compromising the quality of our textile products.



**A significant reduction of VOC** (Volatile Organic Compound) emissions, thus contributing to an improvement in air quality and the protection of workers' health.



## A STRONG COMMITMENT TO ECO-DESIGN

All of these initiatives are part of our overall eco-innovation vision, aiming to reduce the carbon footprint of our materials, limit the use of harmful substances and promote more sustainable alternatives.

By integrating these advances into our products and processes, EOS Corrugated Group reaffirms its commitment to supporting the transition to a more responsible and environmentally friendly industry, without compromising on the performance and reliability of its solutions.



5 to 7 sheep stays on  
the site from March  
to November.



## PRESERVATION OF BIODIVERSITY

### ● Preservation of the natural environment - textile industry

The Bricq site enjoys an exceptional location, in the heart of a protected natural area, in a rural and agricultural environment, along the Tardoire River. Surrounded by farmland and pastures, this unique landscape requires responsible and sustainable management of our outdoor spaces, in harmony with the river and its rich ecosystems.

### ● Environmentally responsible management

To protect this fragile environment, we have adopted practices that reduce our ecological impact and support biodiversity.

We mow lawns in a responsible and limited manner, allowing grass to thrive and providing a habitat for pollinators and other species. This also contributes to the maintenance of flowering meadows that enrich biodiversity and soil quality.

### ● An innovative solution for green space maintenance

As part of our sustainable approach, sheep are used to maintain our green spaces. Their grazing naturally regulates vegetation, reduces energy consumption and CO<sub>2</sub> emissions by eliminating the use of machinery, and improves the balance of the ecosystem.



*When I arrived on site in 2020, green space maintenance still relied heavily on the use of chemical herbicides and mechanical mowing. Given the size of the areas to be maintained, it quickly became clear that we needed to adopt a more environmentally friendly approach.*

*We then implemented a more sustainable lawn management strategy by reducing the frequency of mowing and enhancing the value of grass-covered areas. Today, the meadow grass is harvested for hay, and the inner green spaces host a flock of sheep each year to naturally maintain the site.*

*This initiative has been very well received by employees, who enjoy the calming and unusual presence of animals in their workplace"*

Céline Hocmelle, Bricq QHSE Manager



### A LONG-TERM RESPONSIBLE COMMITMENT

These initiatives, while simple, demonstrate our desire to reconcile economic development with respect for the environment. They reflect our commitment to integrating sustainable practices into all dimensions of our business, while honoring the natural heritage around us. We are convinced that every gesture, however modest, can have a positive impact on the preservation of ecosystems and on the transition to a more respectful model of the planet.



# ✓ CIRCULAR ECONOMY AND WASTE

EOS Corrugated Group operates exclusively in BtoB, primarily targeting corrugated cardboard manufacturers through a structured and sustainable business model. This approach allows us to ensure optimal control over the entire life cycle of our products, from design to end of life, by limiting their environmental impact.

## ● Responsible waste management

Aware of the challenges related to the preservation of resources and the reduction of our ecological footprint, we implement effective solutions to ensure optimal management of the waste resulting from our activities. Thanks to specialized channels and a rigorous sorting and recovery policy, we guarantee that our products do not contribute to environmental pollution.

## ● A comprehensive and structured approach

### REDUCTION OF WASTE AT THE SOURCE:

Optimization  
of production  
processes to limit  
the waste of raw  
materials.

-20%

of waste  
produced in  
2024 VS 2022

### RECYCLING AND RECOVERY:

Building  
partnerships with  
specialized players  
to give a second  
life to industrial  
waste.

+36%

recycled  
waste in 2024  
VS 2022

### CIRCULAR ECONOMY:

Increasing  
integration of  
recycled materials  
in our products  
and encouraging  
reuse initiatives.

-50%

landfill  
waste 2024  
VS 2022

Each EOS  
Corrugated Group  
industrial site  
applies these  
principles through  
concrete actions  
tailored to its  
business and local  
environment.

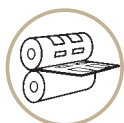
## ● Optimized waste management on all our sites

Each of our divisions in seven countries is subject to a variety of waste management regulations and options. Everywhere, we apply **systematic and rigorous sorting**:



> All these flows are collected and supported by specialized providers, guaranteeing a maximum recycling rate and minimizing the environmental impact.

## ● Dedicated initiatives by sector



### CUTTING DIES DIVISION

Our tooling production units take a **short-circuit approach**, fostering collaborations with customers within a 500 km radius. This proximity allows our 2 Canadian Proden sites to initiate a process of recovery of the tools at the end of their lives in order to recycle them 100%.



### TEXTILE DIVISION

We have developed a partnership with a specialist in textile waste recycling. Used scrap fabrics and yarns are recovered, processed and reused in various forms:

- **Padding** for car seats and furniture
- Thermal and acoustic **insulation materials**
- **Recycled technical fibers** reintegrated into specialized clothing.



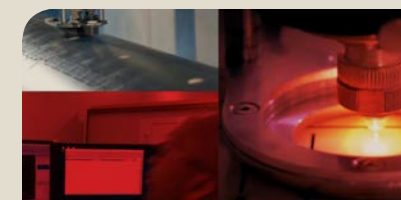
### POLYURETHANE DIVISION

We collaborate with a **company specializing in the recycling of polyurethane process residues**. These materials are collected, processed and converted into new raw materials for various industrial applications, thus avoiding unnecessary landfill or incineration.



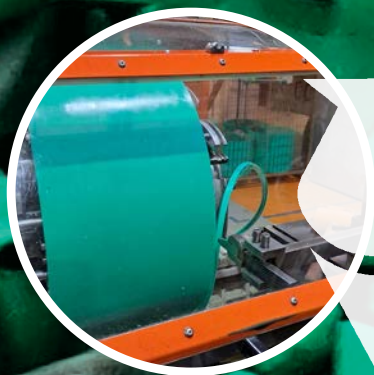
## ZOOM ON...

**PRODEN** has developed an innovative process for converting used dies into small particles to make them compatible with the channels for recovering, sorting and recycling materials (steel, wood, rubber...).





## WHAT HAPPENS TO THESE REUSED POLYURETHANE MATERIALS?



### ● Tangible, measurable results

Our commitment to optimized waste management is bearing fruit:

#### Production site in France:

→ **40% reduction in waste landfills** in just two years, thanks to improved sorting, optimization of manufacturing processes and integration of advanced recycling solutions.

#### Recycling of textile materials:

→ **Transformation** of our production waste into insulating materials, padding for the automotive industry and reused textile fibers.

#### Reuse of polyurethane:

→ **Implantation of a recovery cycle for waste** from this activity, promoting its reintegration into other industrial sectors.

## WHAT HAPPENS TO THESE RECYCLED TEXTILE MATERIALS?



INSULATION



SEAT  
PADDING



AUTOMOBILE



BEDDING



TECHNICAL  
GLOVES





72  
tons  
of textile waste  
and

54,5  
tons  
of polyurethane  
waste recycled  
in 2023 and 2024

### ● A more circular and responsible industry

As recycling technology advances, opportunities to use recycled raw materials, such as polyester, in some of our weaving processes are increasing. We continue to explore and test various options and are pleased to have identified several recycled materials that meet our stringent requirements and that we will be using starting in 2025. Beyond waste management, EOS Corrugated Group has taken part of a proactive approach to limit the use of virgin raw materials, encourage the incorporation of recycled materials and extend the life of industrial products.

#### Our efforts include:

- Reducing the width of looms **to limit waste** of raw material.
- Setting up **a deposit system** for packaging of raw materials.
- Improving processes **to reduce material waste**.
- Developing **energy recovery solutions** for certain types of waste.

Through targeted actions at each site and within each business unit, we significantly reduce our environmental footprint while maximizing resource recovery. Recycling, circular economy practices, process optimization, and continuous innovation are key levers we activate to build a more sustainable industry — one that combines industrial performance with environmental responsibility.







# THEMATIC INFORMATION



ENVIRONMENT

**SOCIAL**

At EOS Corrugated Group, we firmly believe that sustainable industrial performance is first and foremost built on the expertise and commitment of the men and women who make it possible.

CUSTOMERS & CONSUMERS  
GOVERNANCE

# ✓ WORKING CONDITION AND HUMAN RIGHTS

In a demanding and ever-evolving technological environment, our HR policy is designed to combine operational excellence, skills development, and talent retention. Through proactive career management and a strong focus on knowledge transfer, we are building a long-term industrial model grounded in expertise, adaptability, and the dedication of our teams.

## • A talent retention policy

Mastering industrial processes and advanced technologies requires skilled and experienced staff. To ensure the continuity and excellence of our production, we are taking a proactive approach to retain our talent and limit turnover.

Our key actions:

- **Valuing careers** and **internal development prospects** to offer everyone a stimulating and rewarding career path.
- **Recognizing** and **motivating** teams through appropriate incentive policies.
- Creating an **attractive work environment** that promotes employee well-being, safety and commitment.

We know that preserving industrial know-how is a major challenge. That is why we rely on active skills management to ensure intergenerational transmission and to ensure the sustainability of our industrial model.



9 926  
**hours**  
of training  
in 2024

94  
**employees**  
trained in 2024

178 **K€**  
training budget  
in 2024



I joined BRICQ in August 2019 to train as a weaver. Originally an electrician, I had worked in various industrial sectors before discovering BRICQ—a small, values-driven company close to home. They offered in-depth training for a unique and technical profession in the local industry.

Very early on, I wanted to go further. I became interested in loom adjustments, eager to understand their operation and production challenges. Motivated and curious, I quickly asked to be trained as a weaver.

Management supported my drive with a tailored development path. In 2024, I completed a team management course to gain perspective and contribute more broadly to workshop operations.

For the past year, I've been a team leader—a natural step thanks to strong team dynamics and the trust placed in me. I now ensure production quality and support my team daily.

I'm proud of my journey at BRICQ. My advice to newcomers : be attentive, motivated, and proactive. Growth is possible here if you're committed. As for me, I aim to keep progressing—perhaps next by joining the finishing workshop.



**Emmanuel MICHELET**

Weaving Workshop Team Leader



## ● Training and versatility: a strategic investment

The evolution of technologies and industrial processes requires continuous adaptation of skills. To do this, production sites rely on several axes:

### → Continuous training and upskilling:

Our employees benefit from immersive technical and operational training, adapted to the evolution of our business

### → Versatility and adaptability:

We encourage the development of versatility, in order to strengthen the agility of our teams and ensure operational continuity in all circumstances.

### → Knowledge transfer:

Mentoring and coaching new recruits by in-house experts are key levers to preserve our industrial excellence.

By integrating these dimensions into our HR strategy, we ensure that our teams have the best skills to meet the industrial challenges of tomorrow.

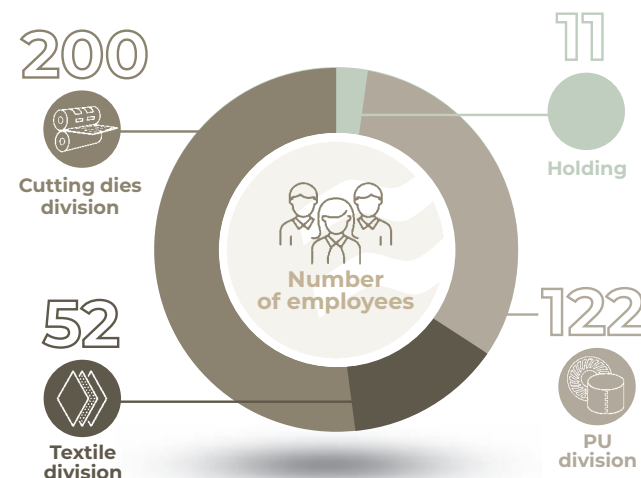
## ● Wage policy and redistribution of value added

As part of our wage policy, we have set up an attractive remuneration system that complies with legal requirements and aims to formalize practices that are more transparent and adapted to changes in the labor market and employees' expectations.

Wage review is characterized by benefits that go beyond the base salary. Among the measures put in place, each site is free to offer benefits to its employees, such as a profit-sharing system linked to the company's performance, transport or meal benefits, the payment of health protection beyond the legal minimum, 13th month salary.



**These benefits demonstrate our willingness to reward the efforts of our teams and to allow them to share the fruits of collective performance.**



## ● Social dialog and worker representation

We firmly believe that communication and consultation between management and employees are important levers for the continuous improvement of our practices. Staff representatives are appointed or elected to participate in formal meetings with management, thus enabling the exchange of employees' concerns and the development of appropriate solutions.



**These provisions ensure that employees' voices are heard and taken into account in the company's strategic decisions.**



At EOS Corrugated, Group the transfer and development of skills are central to our industrial performance. Through a proactive HR policy combining continuous training, talent retention, versatility, and mentorship, we cultivate valuable expertise that drives long-term sustainability and operational excellence. This strong commitment ensures our teams are equipped to meet today's and tomorrow's industrial challenges in a socially responsible framework.

# ✓ DIVERSITY AND INCLUSION

## ● Partnership with an ESAT in the textile industry

In our textile industry, we have taken a further step by joining an establishment and center for disabled (ESAT). The partnership allows for the disabled accommodation of workers with disabilities on ad hoc tasks tailored to their skills and abilities. By working together with an ESAT, we promote the professional integration of people with disabilities while benefiting from their expertise. These workers bring real added value to specific operations, while benefiting from a secure working environment adapted to their needs.



**680  
hours**  
contractualized  
in 2024

**Our commitment is not limited to one-off initiatives. We are continuing our reflection to strengthen equal opportunities, promote diversity and ensure optimal working conditions for all our employees.**

## ● Women, actors of our success

Convinced that diversity is a driver of innovation and performance, we are actively committed to promoting equal opportunities, encouraging women's access to positions of responsibility and offering rewarding career paths within our different entities.

**The expertise, creativity and commitment of our employees are essential to our growth and operational excellence.** Whether in production, engineering, logistics or support functions, they play a central role in the transformation of our industry and are actively involved in building a more sustainable future.



In 2024:

**51  
women**

**or 19%  
of the workforce  
with an increase  
of +2% VS 2023**

## CELEBRATING WOMEN'S ENGAGEMENT

Every year, on International Women's Day on March 8, we celebrate the talented women who contribute every day to the success and innovation of EOS Corrugated Group. To express our gratitude and value their invaluable contribution, we mark this day with a symbolic gesture: a gift in appreciation of their work, passion and commitment.





In order to  
effectively manage  
our approach to  
health, safety and  
quality of life at work

# ✓ OCCUPATIONAL HEALTH AND SAFETY



**The formalization of a single risk assessment document** for the whole group will allow a comprehensive and harmonized view of occupational risks, assessing their severity and probability of occurrence, and appropriate corrective measures to be taken.



## ACTIONS TAKEN AND ISSUES IDENTIFIED

Ensuring a safe working environment and safeguarding the health of employees are key priorities for the group. Each site rigorously monitors accidents at work and lost time injuries, identifying risks situations and putting in place appropriate corrective measures assessing their severity.



## STRENGTHENING PREVENTION AND SAFETY

**Safety training:** Sessions on occupational hazards and good practices are regularly organized at all industrial sites.

**Improve ergonomics:** Equipment renewal aims to reduce physical effort, prevent musculoskeletal disorders and optimize operator comfort.



## STRUCTURED GOVERNANCE AND REGULAR MONITORING

In order to effectively manage our approach to health, safety and quality of life at work, we have assigned QHSE managers on several sites, including Bricq, Rodicut (Spain) and Policart. Although some entities have put in place specific practices to monitor risks and improve working conditions, a structuring framework at group level remains to be formalized.



### OUR QHSE MANAGERS AND CSR ADVISORS:



**Céline  
HOCMELLE**  
BRICQ (France)

**Carolina  
RINCÓN**  
RODICUT  
(Spain)



**Marija  
TUTAVAC**  
POLICART (Serbia)





### OPTIMIZATION OF WORKING CONDITIONS

Strengthening internal communication: Practice channels of communication that foster trust and better information, which are essential for risk prevention and team well-being.

These initiatives are part of an overall effort to continuously improve working conditions, ensuring a safer and healthier environment for all employees.



### ASSESSMENT AND ACTIONS IN RESPONSE TO PSYCHOSOCIAL RISKS

In november 2022, an internal survey conducted on BRICQ's French website highlighted several issues related to psychosocial risks (PSRs), including:

- A significant mental burden on administrative staff.
- Physical difficulties related to handling tasks.
- Relationship tensions between employees and management.

In response to these challenges, an employee outreach program was launched in February 2023. The aim is to analyze stress-factors and identify levers for improvement to limit psychosocial risks, which can impact workers' physical and mental health.

As part of its risk prevention strategy and commitment to promoting a culture of safety, Rodicut has rolled out company-wide training in first aid and fire safety equipment handling.



### NEXT STEPS: STRENGTHENING ANALYSIS AND PREVENTION

In order to strengthen our commitments in the field of health and safety at work, several structuring actions will be implemented:

- Thorough analysis of all accidental events to identify their systemic causes and improve prevention.
- Establishing proactive communication, promoting better exchange of information and raising awareness of good practices.
- Harmonization of safety standards between the different sites with common problems to ensure a consistent and effective approach.

Our ambition is clear: **to make occupational health and safety a fundamental pillar of our corporate culture**, ensuring that every employee lives in an environment where they can thrive and do their best.





# THEMATIC INFORMATION



ENVIRONMENT  
SOCIAL

## CUSTOMERS & CONSUMERS

In a constantly evolving industrial landscape, we reaffirm our commitment to quality and environmental responsibility through ISO certifications, which ensure rigorous processes and continuous improvement. At the same time, we are developing innovative, eco-designed solutions to address the challenges of performance, energy efficiency, and the reduction of environmental impact. By actively listening to our customers, we are building a more responsible and forward-looking industry.

GOVERNANCE

# ✓ QUALITY OF PRODUCTS AND SERVICES

In an environment where expectations are constantly changing, we are proud of our ISO 9001 certifications obtained at our various production sites, which show our ability to offer products and services that meet our customers' expectations, while complying with legal and regulatory requirements. This certification also guarantees our commitment to continuously improve our performance in terms of quality, safety and efficiency, which are essential to the sustainability of our activities.

## • Integrating quality standards and environmental awareness

We have therefore developed robust internal processes, from design to manufacturing, as well as customer relationship management, to guarantee full traceability of our products and optimal responsiveness to market needs.

We have established a quality culture at every stage of our production processes, ensuring that we minimize the risk of non-conformities and strengthening the finishing requirement in our operations. Every action taken as part of our quality management aims to reduce the number of customer complaints and, consequently, to reduce the costs associated with these complaints.

Our french site **Bricq**, meanwhile, **was certified from ISO 14001 since 2016**, a further recognition of our maturity in managing environmental issues. This certification, which governs the environmental management system, demonstrates our desire to fully integrate



the environmental dimension into our daily operations. By meeting this standard, we have put in place a rigorous framework to measure, control and reduce our environmental footprint at all levels of our operations.

**This dual certification (ISO 9001 and ISO 14001) is part of our integrated approach to ensure optimal performance in terms of both quality and the environment and our ambition to exceed industry standards.** They are a driving force for us, pushing us to constantly improve our practices, seek innovative solutions and guarantee our customers products that combine performance, sustainability and respect for the environment.





### ● Improving on-time delivery and delivery time management

Timeliness of deliveries is a key issue to satisfy our customers. That's why we introduced an **On-Time Delivery** (OTD) indicator in 2024 to accurately measure our ability to deliver on time. To do this, we have optimized our management system and implemented a more rigorous follow-up of standard deadlines, updating them in real time. We have also developed **digital order management tools**, facilitating communication with our sales representatives and ensuring clear and accurate order tracking. In 2025, we will set more ambitious OTD targets to achieve even higher punctuality standards.

### ● Strengthening our technical expertise at the service of our customers

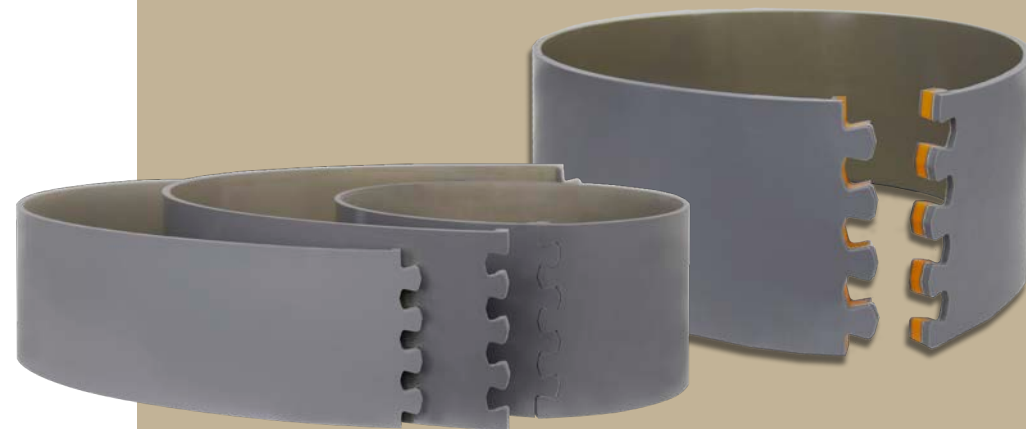
The satisfaction of our customers also depends on the quality of our technical support. To meet the expectations of our customers, we are committed **to strengthening our application expertise** and offering **competitive technical support**. In 2024, we launched an initiative to capture and formalize the product experience within our sales and technical teams to ensure quality know-how. This year, we have also recruited two field technicians in our textile division to strengthen our Technical Field Service team and ensure better support of our customers' requests.

## RODICUT INNOVATIONS: A CONCRETE RESPONSE TO INDUSTRIAL REQUIREMENTS

Our cutting anvil covers, developed under the RODICUT brand, are the result of an advanced search to push the limits of the industry standards. Two major innovations, **FULLCUT** and **LONGLIFE**, optimize cutting while increasing equipment longevity.

- **Extended lifespan:** Thanks to an innovative design incorporating anti-spring effect locking and optimized jigsaw geometry, our anvil covers ensure more homogeneous wear, extended life live of the equipment as well as a reduction of mechanical stresses, reducing maintenance needs.
- **Improved industrial efficiency:** Integration of an optimized assembly system reduces installation and replacement time, thus limiting production downtime.

This technological advantage positions **LONGLIFE** anvil covers **well above market standards**, offering increased resistance to abrasion and cutting, while ensuring sustainable performance even under intensive use conditions.





### ● An evolving customer relationship

In a continuous improvement approach, we strive to meet the expectations of our industrial customers by establishing a constructive dialog and constantly optimizing the performance of our products.

While we do not yet have formal arrangements such as satisfaction surveys or detailed end-user feedback tracking, we have a rigorous process in place to track non-conformities. This, combined with regular trade, allows us to adjust our offer to market needs. Through this communication system, we quickly identify areas for improvement and proactively respond to our customers' requirements, thus reinforcing our commitment to a responsive and qualitative customer relationship.



#### SUSTAINABLE INNOVATION FOR PERFORMANCE

EOS Corrugated Group is committed to innovation for corrugated cardboard manufacturers by developing ever more sustainable, efficient and effective solutions.

Our technical advancement aims not only to improve the quality and durability of our products, but also to reduce the environmental footprint of industrial operations. This commitment is fully in line with our vision of more responsible production in line with the growing demands of the circular economy.

With this in mind, we are exploring new business models, particularly through the economics of functionality, moving towards an approach where use takes precedence over the mere sale of the product. This development promotes a more efficient use of resources and optimization of industrial performance.



## BRICQ: A TEXTILE REVOLUTION FOR ENERGY EFFICIENCY

At the same time, our innovation efforts are focusing on the development of lighter technical belts, reducing the energy consumption of industrial equipment.

Bricq is thus positioning itself as a **pioneer in eco-designed technical textiles**, combining performance, durability and reduction of environmental impact. By reducing the weight of belts while preserving their strength and efficiency, we help optimizing the efficiency of machines, thus reducing their energy demand and limiting CO<sub>2</sub> emissions, in line with industrial objectives of energy sobriety.

**Bricq takes sustainable innovation to the next level with its first technical belt incorporating recycled materials.** This step shows our commitment to reducing our dependence on finite resources.

**With these innovations, we are meeting the requirements of a more responsible textile industry and supporting our partners towards more efficient and sustainable production.**



# REPORTING PROTOCOL

## GLOSSARY

**ESG:** Environmental, Social and Governance Criteria Assessed by Financial Analysts on CSR Reporting

**FTE:** Full-Time Employees

**Processing of personal data:** Any operation or set of operations, whether or not carried out by automated means, and applied to personal data, such as collection, recording, organization, structuring, storage, adaptation or modification, retrieval, consultation, use, communication by transmission, dissemination or any other form of making available, reconciliation or interconnection, as well as restriction of processing, erasure or destruction.

## REPORTING PERIOD

The reporting period is annual and runs from 1 January to 31 December. The data refers to 2024.

## CONSOLIDATION SCOPE

The scope of consolidation of CSR information in this report covers all the activities of the EOS Corrugated Group in France. The CSR scope is aligned with the Group's financial scope.

## METHODOLOGY

The process of collecting, tracing and processing qualitative and quantitative data in relation to important issues is carried out internally by the CSR team. This report includes the forecasts, expectations and objectives, in addition to the past and present facts, concerning EOS Corrugated Group.

FTEs: the number of employees at full rate is determined by the number of employees present on December 31.

It should be noted that these are assumptions and judgements based on information available at the time of writing and that there is therefore a degree of uncertainty. As a result, future events may occur differently from the forecasts, expectations and plans outlined in this report. The data will therefore be updated in the future, if necessary.

## REPROCESSING INFORMATION

No reprocessing as this is the first CSR report of the EOS Corrugated Group.

## ESG INDICATORS

A table of indicators is annexed to this report. It aligns with the strategic roadmap and the GRI standards

## GRI COMPLIANCE OPTION

EOS Corrugated Group has prepared its report in accordance with the GRI standards for the period from January 1 to December 31, 2024. The content is aligned with the principles and reporting requirements of the GRI:2021 standards.

Reporting principles are essential for achieving quality sustainability reporting (accuracy, balance, clarity, comparability, completeness, sustainability context, frequency and reliability). Each reporting principle includes a requirement, as well as guidelines on how to apply the principle.

MATERIALITY-Reporting, ESG reporting audit agency and GRI standards expert, qualified by GRI since 2013, assessed the compliance of the GRI content index of EOS Corrugated Group, as well as that of all the references indicated in the sustainability reporting statement. Content is aligned with the principles and reporting requirements of the GRI: 2021 standards.