

2025

CSR REPORT



CONTENTS

- 1 EDITORIAL
- 2 ABOUT THE FRÉNÉHARD & MICHAUX GROUP
- 3 GOVERNANCE
- 4 STAKEHOLDERS
- 5 DOUBLE MATERIALITY ANALYSIS
- 6 HUMAN RIGHTS
- 7 WORKING CONDITIONS
- 8 ENVIRONMENT
- 9 FAIR TRADE PRACTICES
- 10 CHALLENGES FACED BY CLIENTS AND USERS
- 11 REGIONAL ENGAGEMENT
- 12 SUMMARY OF INDICATORS



1 EDITORIAL



Preamble by the Executive Committee

Our Group pursues the mission of uniting our companies and brands around four key priorities:

- Serve the very best products and solutions to our customers meeting their every need,
- Provide our employees with an honest, sustainable and empowering working environment,
- Offer a decent, lasting return on investments,
- Work for the common good by embracing our responsibilities to civil society and the environment.

As part of this approach, for many years now, our companies have been taking multiple initiatives in the field of CSR. Taking a step forward, we structured our CSR programme in 2022 and adopted a CSR Charter based on six focus areas:

- Human rights
- Working conditions
- The environment
- Fair trade practices
- Challenges faced by clients and users
- Regional engagement

We defined a roadmap for 2023 to 2027 which has been rolled out across all our entities, with concrete, time-bound and measurable goals.

To reinforce our commitment, we have joined the United Nations Global Compact and our roadmap incorporates its principles and the 17 sustainable development goals.

Our Group's Executive Committee and managers are committed to driving our CSR efforts within their teams, because the support of all our employees is necessary to achieve our goals, and we aim to make CSR a reality on the ground, in all our actions and decisions.



2 ABOUT OUR GROUP

2.1 Mission

Synonymous with responsibility, safety and innovation, the Frénéhard & Michaux Group and all its subsidiaries share the same industrial culture, extensive expertise in aluminium and steel, and the same vision of Height (lightweight access products, fixed scaffolding, collective and individual protection, roofing and fixing accessories) to provide safe, ergonomic and sustainable solutions for professionals and individuals. Our Group specialises in two main areas of application:

- Roofing and fixing (gutter hardware, roofing hardware and fall protection: roof anchors, safety hooks).
- Trust at height® (fall protection equipment and solutions for accessing and working at height).

With a strong European presence and three main hubs (Benelux, Spain, France), our Group has the means to achieve its ambitions: to provide our customers with exactly the products they need in Europe.

Our mission:

We want to be a global player in the field of Trust at height®, continually striving to improve ourselves in order to make our products even better, safer, easier to use and more effective.

This philosophy applies not only to our products, but also to our organisation.

We want to be the best and remain the best.

To achieve this, we do everything we can to:

- Create synergies between our entities to inspire great ideas.
- Reinforce our basic business lines in each of our companies.
- Capitalise on our brands to conquer new markets.
- Expand the Group's presence in the construction and industry markets.
- Pool our R&D resources to develop our product ranges.
- Pool our training and control-maintenance resources to support our strategy.
- Strive to zero carbon emissions and a health work environment.

2.2 Key figures



30 sites
in Europe



1,250
employees



Turnover of
€300 million

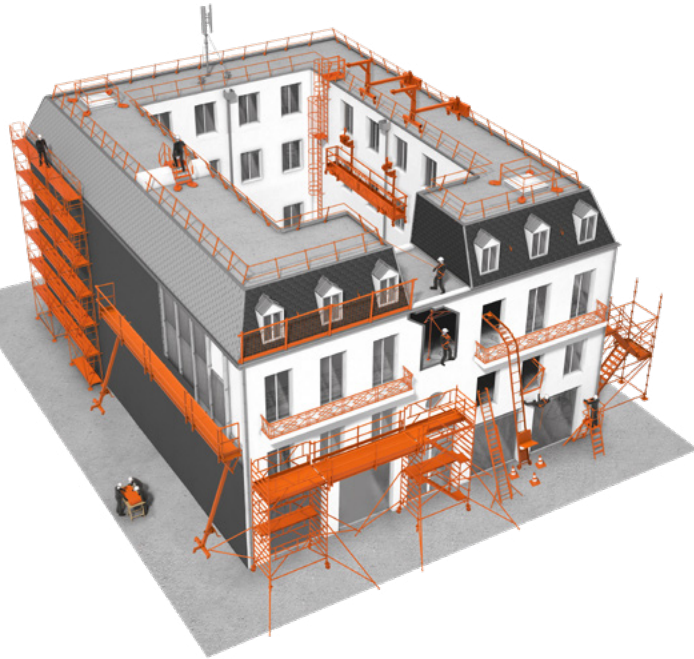


Locations in over
70 countries

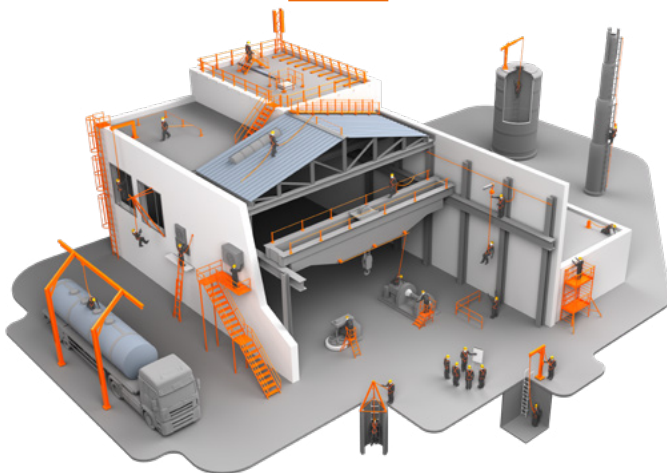


2.3 Business lines & brands

CONSTRUCTION



INDUSTRY



Tailor-made services

The strength of our Group lies in our diversity. Our employees bring their expertise to bear in a wide range of business sectors and support their customers by providing effective and appropriate services. Our Group is constantly seeking to develop new services and products to meet specific customer requirements, offer tailor-made solutions and target expert markets and sectors. Our services are tailored to each individual case and are organized around our core businesses:

Access and working at height

We can provide complete solutions for height access and work at height for all professionals.

- Ladders and step ladders
- Individual Mobile Platforms and Lightweight Individual Mobile Platforms
- Scaffold towers
- Fixed scaffolding
- Suspended platforms
- Temporary guardrails
- Scaffolding on consoles



Air and industrial maintenance

When your requirements go beyond the norm, Frénéhard & Michaux has the answer. Together, we will find the solution that is perfectly tailored to what is truly needed to get the job done. We think in terms of possibilities. This is the best way to create a solution for every challenge, particularly when your project or process requires a little extra innovation. Together, we will seek out the best solution, because it exists. That is our experience. Across every continent, we innovate with fully customised and safe solutions for working at height in manufacturing, maintenance and industrial servicing:

- Air transport (all types of civil and military aircraft and helicopters)
- Rail transport
- Road transport
- Maritime transport
- Energy industry: electricity, nuclear and oil



Fall protection systems

We offer a comprehensive range of integrated solutions for equipping the flat roofs of residential, commercial and industrial buildings, or any structure, to ensure the safety of workers during operation or subsequent maintenance work:

- Permanent guardrails
- Lifelines
- Footbridges
- Hoop ladders
- Anchoring



Fall protection equipment

We offer an innovative, patented fall protection solution for all building trades. The SYAM is an overhead anchor point, preventing all risk of falling, unlike an attachment located below the operator.

Beyond the product itself, it is the sales concept that is recognised in the market, as we offer a comprehensive package to ensure the safety of our users, including authorisation for use and annual inspection and maintenance.



We also have our UNYC range of fall protection equipment (harnesses, lanyards, ropes, retractable type fall arresters, etc.).

Services

We provide services for height access, work at height and fall protection.

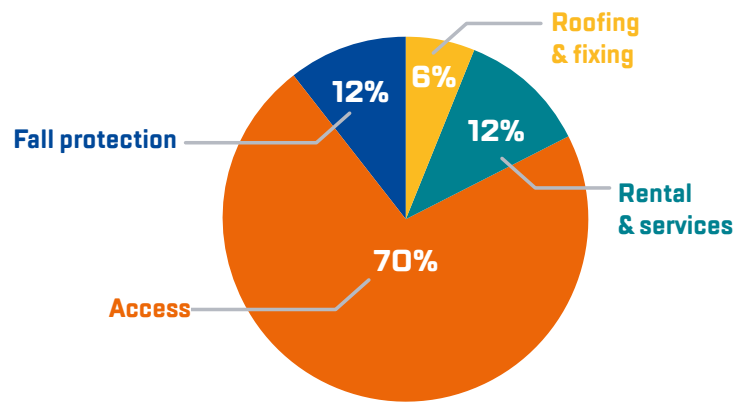
- Equipment rental
- Scaffold assembly and disassembly
- Inspection and maintenance
- Training

Our accredited training centre enables us to train our own staff and our customers' staff in the fields of manufacturing, mountain development, and construction.

Roofing and fixing

We offer a full range of metal accessories for building envelopes: gutter and downpipe attachments and accessories, attachments for small and large roofing elements and siding renovation, and edge components for roofs and facades.

2.4 Sales by BU



ALTREX

For 75 years, Altrex is the Dutch world-renowned specialist in manufacturing and selling of access equipment: step ladders, ladders, scaffolding and platforms. The Altrex products are sold in over 70 countries worldwide.

ARTUB

Artub manufactures and markets height-access solutions for DIY customers including step ladders, ladders and scaffolding. Artub products are sold in more than 60 countries around the world. The company's production is entirely based in France.

TENDO

Tendo is a Spanish manufacturer of steel fixed scaffolding. Its production site is based in Tarazona and produces all of the products in compliance with European quality standards and guidelines.

TUBESCA-COMABI

Tubesca-Comabi has been manufacturing and selling height access, work and protection solutions for more than 70 years. The company's offering covers both standard access solutions (ladders, step ladders, platforms, and scaffold towers), as well as worksites applications (fixed scaffolding, ladder lifts, temporary roofing system), and tailor-made solutions developed for industrial, aircraft and transport maintenance.

GAMESYSTEM

Gamesystem designs, manufactures and implements standard and customized engineering solutions for industrial maintenance to ensure the maximum safety of operators working at height. Since 1979, Gamesystem has been the only company in the working at height safety sector which is both a manufacturer and independent installer, and also a training centre.

NERESSY

A French manufacturer for over 60 years, Neressy specialises in custom-made access, work at height and fall protection solutions, including assembly and installation services for professionals operating in the building and industrial sectors. It also offers standard equipment such as steps, ladders, individual and light mobile platforms and scaffold towers. The company carries out its full production in France.

SECURIGARD

Securigard is a market reference for protection of flat roofs that are inaccessible to the public. Securigard manufactures in France and markets in Europe fixed, temporary and self-supporting guardrails, hoop ladders, brackets for technical equipment, crossover stairs, etc.

SYAM

Syam is a French company specialized in preventing occupational hazards. It designs and manufactures personal protection equipment, such as the Mobile Anchoring System (SYAM – Système d'Ancre Mobile), and trains professionals on how to correctly use PPE. It is present in over 35 countries through the world.



FMS RINGUE

For more than 30 years, FMS Ringue has been a specialist in scaffolding rental, with and without services, based in the Parisian region. Thanks to a modern and comprehensive stock of Comabi equipment (facade and multidirectional scaffolding), the company has the capacity to operate on all types of worksites.

MA ESTRUCTURAS

MA Estructuras offers rental services for Tendo scaffolding, offering rental, with and without services, in Madrid and the surrounding region. The company can meet the needs of both the new construction and renovation sectors and it oversees more than 400 projects a year.

SKYWORKS

Skyworks is a Dutch company specialized in the rental and commercialization of safe access solutions at height. The company offers a wide range of scaffolding, suspended platforms and fall arrestor systems

FRÉNÉHARD

Founded in 1889, Frénéhard is the leading French manufacturer of roofing, chadding and guttering accessories for buildings.

The Frénéhard expertise in the roofing business and a wide range of accessories suitable for the specific features of the European market make it the go-to brand for roofers.

2.5 Values

We have five values. Like the five fingers of a hand, our values are rooted in action. We express our values with action verbs: listen, commit, innovate, protect, elevate.



At Frénéhard & Michaux, **we listen to our customers**, taking the time to understand what they expect, so that we can design the products and services of tomorrow for them.

Always and sincerely listening to our employees and colleagues forms the foundation for sound and successful work.

LISTEN



At Frénéhard & Michaux, **meeting commitments** is a fundamental value to all.

We encourage an empowerment and initiative-focused culture which is combined with a duty of honouring commitments made, both between employees and with our clients and partners.

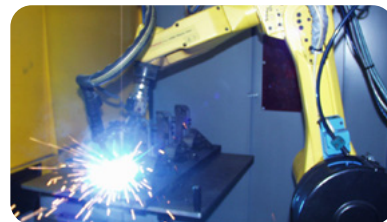
COMMIT



At Frénéhard & Michaux, **innovation is central to our identity**. We work closely with our clients and our environment to improve our products and processes.

Encouraging people to take initiative and participating in inward reflection, both on a Group level and individually, to develop new ideas.

INNOVATE



At Frénéhard & Michaux, we prioritise quality to guarantee processes and products that ensure user safety and the longevity of constructions.

It also means paying close attention to the health and safety of all our employees.

PROTECT



At Frénéhard & Michaux, we believe in the value of our employees. Supporting personal development, skills, positive mindsets and teamwork is an integral part of our culture.

We outwardly share this pride by showcasing our brands, our image, our production sites and the people who bring them to life.

ELEVATE



3 GOVERNANCE

- A decentralized, market-focused organisation that fosters action and best practice sharing within our group.
- A policy of involving employees in value creation.
- Management strives to strike the right balance between social responsibility, the environment and financial performance.
- A code of ethics governs everyday behaviour.

In line with our fundamental principles, our Group's organisation is designed to be empowering and close to our customers and product users. Our Group is therefore organised in business units or legal entities close to their markets, for greater responsiveness and cohesion.

The Group is led by an Executive Committee which, together with its Chairman, defines and implements strategy, and ensures that the missions and goals of our entities and Business Units are aligned. Decision-making and strategic orientation draw on the principles of sustainable development, taking economic efficiency, social equity, health, safety and environmental responsibility into account.

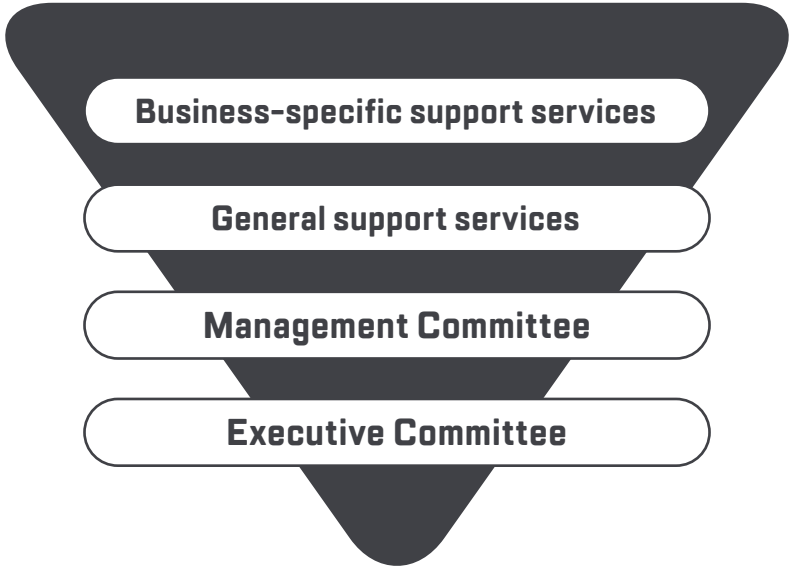
A Management Committee brings together the main operational managers, who are also members of the Steering Committees or other Operational Committees in our legal entities or Business Units. The Management Committee is a forum for discussion and a key channel of communication, regularly sharing successful outcomes, objectives, results and other information.

It also discusses best practices (internal and external) and looks to the future by reflecting on changes in our environment and their impact on our activities, our action plans and our organisation. In this context, the Management Committee was informed of CSR issues in 2022; it is familiar with the Group's 2023-2027 CSR roadmap, and through the positions held by its members within our operating entities, it will play an important role in disseminating goals and monitoring action plans.



OUR CUSTOMERS

SALES & OPERATIONS



4 STAKEHOLDERS

EXTERNAL

SUPPLIERS & SUBCONTRACTORS

- Human rights
- Compliance with legislation
- Economic performance
- Respectful, lasting relationships
- Business ethics

BANKS

- Human rights
- Compliance with legislation
- Economic performance
- Carbon footprint reduction
- Sustainable use of resources
- Business ethics

CUSTOMERS

- Equal opportunities
- Human rights
- Compliance with legislation
- Waste reduction
- Economic performance
- Carbon footprint reduction
- Sustainable use of resources
- Respectful, lasting relationships
- Business ethics
- Products tailored to customer needs

USERS & FEDERATIONS

- Human rights
- Compliance with legislation
- Respectful, lasting relationships
- Products tailored to customer needs
- User safety
- Standard-compliant products
- Eco-designed offerings

LOCAL ORGANISATIONS

- Equal opportunities
- Human rights
- Compliance with legislation
- Stable working environment
- Business ethics
- Eco-designed offerings
- Team health & safety
- Economic performance
- Carbon footprint reduction
- Waste reduction
- Sustainable use of resources
- Local impact of decisions
- Support for local initiatives

PUBLIC AUTHORITIES & GOVERNMENT

- Equal opportunities
- Human rights
- Compliance with legislation
- Stable working environment
- Sustainable use of resources
- Standard-compliant products
- Support for local initiatives
- Team health & safety
- Economic performance
- Waste reduction
- Carbon footprint reduction
- Business ethics
- Local impact of decisions

NON-PROFITS, NGOS

- Waste reduction
- Sustainable use of resources
- Business ethics
- User safety
- Local impact of decisions
- Equal opportunities
- Human rights
- Stable working environment
- Carbon footprint reduction

STAKEHOLDERS



EXTERNAL PRIVATE ACTORS



INTERNAL ACTORS



EXTERNAL PUBLIC ACTORS



SHAREHOLDERS

- Equal opportunities
- Human rights
- Compliance with legislation
- Stable working environment
- Employee health & safety
- User safety
- Standard-compliant products
- Economic performance
- Carbon footprint reduction
- Waste reduction
- Sustainable use of resources
- Business ethics
- Products tailored to customer needs

EMPLOYEES

- Equal opportunities
- Human rights
- Compliance with legislation
- Stable working environment
- Standard-compliant products
- Team health & safety
- Economic performance
- Carbon footprint reduction
- Waste reduction
- Sustainable use of resources
- Respectful, lasting relationships
- Business ethics
- Support for local initiatives
- Eco-designed offerings
- Products tailored to customer needs

INTERNAL

Matrix based on stakeholder interviews and visit reports.

4 DOUBLE MATERIALITY ANALYSIS

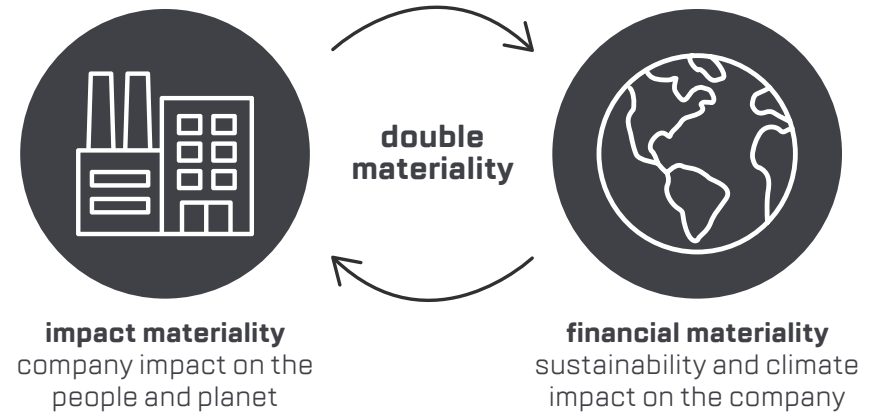
The Frénéhard & Michaux Group is committed to enhancing transparency and taking ESG issues into account in its strategy. To this end, we conducted a double materiality analysis in 2025. This analysis enabled us to identify the most strategic priorities in order to align our actions with stakeholder expectations.

A structured and transparent methodology.

To conduct this analysis, the Frénéhard & Michaux group evaluated two dimensions.

The impact of its activities on stakeholders and the environment

The impact of ESG issues on the group's performance.



This process took place in several stages.

- **Establishment of a working group bringing together** the group's main functions. Executive Management, Finance Department, Sales and Marketing Department, Human Resources, Purchasing, Information Systems, and QHSE/CSR.
- **Mapping our value chain**
- **Consultations with our external and internal stakeholders** through interviews to ensure that strategic and operational issues are taken into account. The issue identification process includes an analysis of the CSRD themes, sub-themes and sub-sub-themes, the previous simple materiality analysis conducted in 2022, and a review of sector issues.
- **Taking into account georisks**

- **Identification of Impacts, Risks and Opportunities (IRO)**

At this stage, 72 issues have been identified.

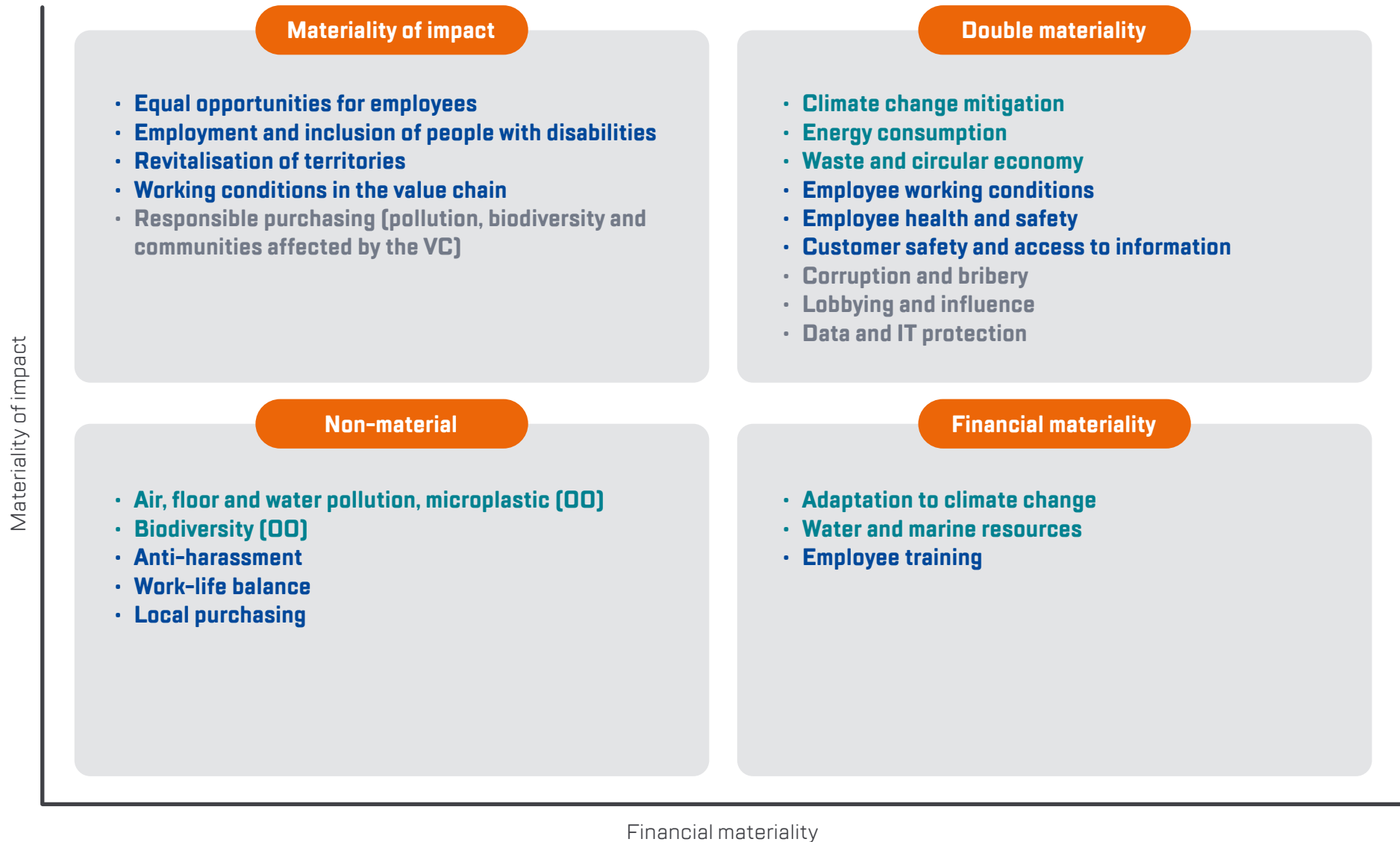
- **Determination of the ladder and thresholds of the IROs.**

Materiality of impact refers to the positive or negative contribution of the Frénéhard & Michaux group to sustainability issues.

The IRO rating was determined based on severity and likelihood of occurrence, with the threshold for positive impacts and opportunities being lower than that for negative impacts and risks.

The Frénéhard & Michaux group's IROs cover a total of 18 ESG themes.

• Dual materiality matrix:



Sustainability themes: **Environment** / **Social** / **Governance**

OO = Own Operations / VC = Value Chain

Our Group defends human rights as defined in the Universal Declaration of Human Rights, and we respect these rights in the conduct of our activities. Wherever we operate, we encourage healthy relationships that respect the dignity, well-being and rights of our employees and their families. We encourage initiatives aimed at promoting a broader understanding of the values of human rights, particularly when they are designed to help local communities.

Our Group also draws inspiration from the guidelines and principles defined in global agreements including:

- The United Nations Global Compact (UN GC) and its 10 principles to which we subscribe.
- The 17 United Nations Sustainable Development Goals (UN SDGs).
- The United Nations Guiding Principles on Business and Human Rights.
- The OECD Guidelines for Multinational Enterprises.
- ILO conventions.



6 HUMAN RIGHTS



6.1 Our vision: the conviction that our employees are a valuable asset for the company:

We firmly believe that the best results are achieved by choosing the right people, building a climate of mutual trust and providing the right environment for them to attain and surpass their goals.

Choosing the right people:

- Recruit and integrate diverse profiles without discrimination (Men, Women, Graduates, self-taught individuals, of all origins and backgrounds).
- Attract profiles who share our values.
- Support our employees in their development.
- Promote within the company.

Build a climate of mutual trust:

- Empower in missions.
- Accept working arrangements adapted to work-life balance (e.g. telecommuting, innovative production arrangements).
- Listen/question on a regular basis (individual appraisals, performance reviews, mid-career reviews, PSR surveys, etc.).

Conditions for success:

- Share our goals and vision.
- Explain and give meaning to our missions.
- Implement a compensation policy in line with objectives.
- Encourage social dialogue.

New Year's wishes to staff Saint-Symphorien-des-Bruyères - Frénéhard



6.2 Equal opportunities

One of our Group's strengths lies in the diversity of our workforce made up of men and women of different cultures, nationalities and ages, from diverse backgrounds but with complementary expertise and knowledge, working together towards common goals. We encourage diversity within our teams and strive to create an inclusive culture where every employee is valued for their individual knowledge, skills and experience. As an employer, we promote fair employment practices, respecting equal opportunities in both recruitment and career development.

- We work with **recruitment partners who sign our purchasing charter**.
- Our **onboarding process** is greatly appreciated by our new hires, and 100% of new arrivals benefit from it.
- We encourage **internal promotion** by circulating Group-wide job vacancies to all our employees.
- Every year, we calculate **the gender equality index** in all our entities with more than 50 employees.
- We regularly sign **gender equality agreements** with our social partners.
- For several years now, we have been driving a proactive policy to **increase the proportion of women at every level in the Group** (blue-collar, technical, supervisor, manager).



6.3 Workplace wellness and work-life balance

We firmly believe that quality of life at work is beneficial for our employees' health. We rely on our managers to maintain a healthy and efficient working environment for their teams.

- A **telecommuting system** that can be assessed and adapted to each position has been introduced to allow our employees to optimise their work-life balance.
- An agreement on the **right to disconnect** has been signed with our social partners.
- A survey on **Psychosocial Risks** is conducted every three years, and the results are analysed in detail with our prevention engineers and social partners.
- **Annual appraisal interviews** include a discussion on work-life balance.

Awarding the long-service medal L'Aigle - Frénéhard



6.4 Eliminating discrimination

Everyone has the right to work in an **environment free from harassment of any kind**. We do not tolerate any verbal, non-verbal or physical behaviour that constitutes harassment or creates an intimidating, offensive, abusive or hostile work environment, including any violence, bullying or sexual harassment in the workplace.

Our employees must comply with all anti-harassment laws in the countries in which they work.

Violence in the workplace includes bullying, cases of violence against current or former employees and/or family members, customers, suppliers and any other third parties. This also applies to cases of violence against the employer, as well as theft and other commercial crimes.

We expect our employees to behave professionally towards their colleagues, demonstrating mutual respect and trust, courtesy and respect for individual dignity. **We also prohibit any form of discrimination based on origin, colour, gender, nationality, religion, sexual orientation, disability, etc.**

- We have a shared management scheme, and everyone is aware of the information shared at each meeting.
- We train our managers in local legislation and the fight against all forms of discrimination, and we include this criterion in their training and appraisal programmes.
- Annual roadmaps and objectives are sent out to all the teams at the beginning of each year.
- At all our sites, we appoint and train a **harassment and sexism officer**.
- We monitor any **concerns** reported and ensure that action is taken where appropriate.
- Our **Code of Ethics** is shared with all our employees.

6.5 Responsible purchasing

We ensure that our suppliers and service providers are committed to respecting human rights and equal opportunities. To do this, we ask them to sign our Purchasing Charter; Audits or visits to our suppliers or service providers are an opportunity to verify that it is properly applied.



6.6 Priority objectives and indicators

	Actual 2024	Actual 2025	Target 2026
HUMAN RIGHTS			
Gender equality index ≥ 75	85.5%	91%	80%
Gender diversity index	23.8%	24%	>25%
Percentage of suppliers who have signed the Purchasing Charter	88%	90%	90%

In 2025, we achieved the three priority objectives we had set ourselves.



7 WORKING CONDITIONS



7.1 Our vision

We take our responsibility as an employer seriously, and make every effort to guarantee the physical and mental health of our employees and the protection of their privacy. We regularly take action to improve our employees' health and safety, in order to give them an honest, stable and empowering working environment. We welcome the involvement of our social partners to improve working conditions.

7.2 Health, safety and working environment

Every year, we strive to reduce the number of cases of occupational illness through improved identification, assessment and **prevention of workplace risks**. We also encourage all our employees to follow our workplace safety standards, and require strict compliance with local laws and regulations. We define and **implement general standards, guidelines, procedures and systems** which, beyond mere compliance with the law, aim to establish and disseminate **best practices**.

Building a **prevention culture** is one of our main goals, requiring ongoing training for managers and a high level of employee participation in the workplace. We support and encourage the identification, assessment and management of risks in our activities, including psycho-social risks. We measure our performance through internal reports, as well as external and internal audits and surveys.

- We **regularly train all our employees** (in production, in offices and in sales) **in the risks** involved in their jobs and equip them accordingly.
- We record and **analyse all medical care, near misses and accidents** to identify the most appropriate actions.
- **Communication campaigns** are regularly organised on health and safety at work.
- At all our sites, we **work closely with the health department** to constantly improve working conditions.
- **Task forces** work together to ensure employee health and safety whenever the environment changes.
- A **fifteen-minute safety briefing** is organised every week in all our production facilities.

Noel Hibbert
Head of Production
Altrex

Employee safety is my number 1 challenge.



Tubesca-Comabi
plant safety
training video

7.3 Social dialogue

We constantly strive to build fair, transparent and constructive relationships with our employees and their representatives. We do not tolerate any discrimination against employees, whether or not they are members of a trade union or staff representation body.

- We respect individual and collective **freedom of expression** in accordance with applicable laws and regulations.
- We respect **rights to join associations and/or trade unions** and we respect their ability to freely make informed decisions, in accordance with the law.
- Every year, we sign **agreements with our social partners** (wage agreements, value-sharing agreements, telecommuting agreements, Gender Equality agreements).
- We work closely with our environment / health and safety committees to constantly improve working conditions.



VALUE-SHARING: an essential lever

- **Profit-sharing and incentive agreements**

All our French companies offer one or both schemes (profit-sharing and/or incentive schemes) to let their employees share in the results of their contributions. We negotiate these agreements with our social partners.

- **Creation of a Frénéhard & Michaux mutual fund** in 1996.

- For all the employees of our French companies who so wish.
 - Profit-sharing can be invested in the fund, which also has a matching contribution.
- As of 30 June 2025, 415 employees hold units in the Group's mutual fund.

7.4 Employee and stakeholder data protection

We comply with the data protection laws and regulations applicable in each country in which we do business. A data protection programme is in force.

- We have appointed a **Data Protection Officer**.
- We have a general data protection policy which is shared with all our employees.
- An image rights consent form is sent to each of our employees before we publish a photo of them.

7.5 Priority objectives and indicators

	Actual 2024	Actual 2025	Target 2026
WORKING CONDITIONS			
ISO 45001 Certification	<ul style="list-style-type: none"> • Tubesca-Comabi • Tendo • Gamesystem Spain • Gamesystem France • Altrex NL • Frénéhard • Artub 	<ul style="list-style-type: none"> • Tubesca-Comabi • Tendo • Gamesystem Spain • Gamesystem France • Altrex NL • Frénéhard • Artub 	<ul style="list-style-type: none"> • Tubesca-Comabi • Tendo • Gamesystem Spain • Gamesystem France • Altrex NL • Frénéhard • Artub
Accident frequency rate	19.9	20.4	19.5
Training (percentage of workforce trained)	54%	68%	>65%

In order to harmonise best practices and to refer to an external benchmark, we have launched an ISO 45001 certification process for our main entities. The deployment plan was achieved for 2025 and will continue in 2026.

Training has always been a key focus for our Group, and in 2025 more than half our workforce attended at least one training course.

8 ENVIRONMENT



8.1 Our vision

Our Group is fully committed to the global drive to preserve the environment, and we intend to contribute to the low-carbon targets defined by public authorities and nations. This not only reflects our role as a responsible corporate citizen, but also our ambition to show respect for our Group's employees and partners. As an industrial group, Frénéhard & Michaux inevitably has an impact on the planet's carbon footprint, whether through our production activities or through our raw materials procurements.

We therefore work actively to continuously improve the sustainability performance of our operations and have identified the following priorities in this context:

- ISO 14001 certification for industrial sites, to introduce and ensure the long-term implementation of eco-friendly procedures.
- Reducing and recycling waste.
- Reducing the carbon footprint.

Other actions are rolled out and monitored in the Group's entities, depending on their size and sector of activity. A few examples are given in this section.

As part of our machinery investment and product development programmes, we commit to integrating eco-friendly technologies.

Aware that reducing our carbon footprint requires efforts across the board, we train our employees in eco-responsible actions. We apply the relevant environmental standards and regulations within our entities, and draw inspiration from best practices in this area.

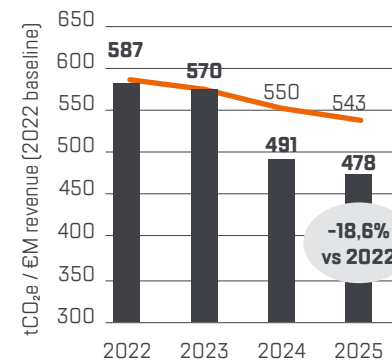


8.2 Carbon footprint

We have conducted our carbon footprint assessment five times for Scope 1, 2 and 3 for all of the group's entities. We have identified the main levers for action to reduce our carbon footprint by focusing on product design, optimising the energy used in our processes and working with our suppliers to reduce the carbon footprint of our purchases.

In 2025, we further reduced our carbon intensity, achieving an 18.6% decrease since 2022.

Frénéhard & Michaux Group CO₂ intensity and decarbonization trajectory



We also earned the Carbo Winter 2025 gold medal, awarded to the top 5% of companies most committed to reducing their impact.



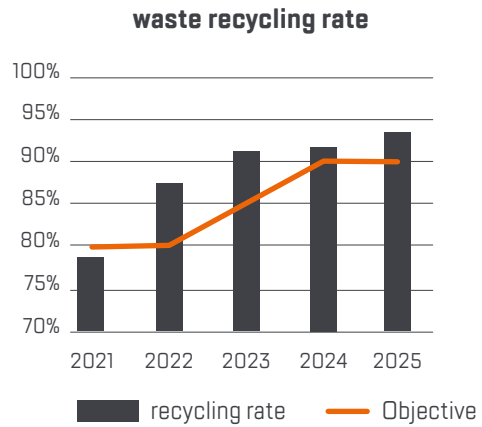
As the carbon footprint of our purchases accounts for more than 98% of our total footprint, our efforts have focused on working with our supplier partners to optimise the carbon footprint of their supplies to our entities.

The eco-design work on our products, which began in 2022, continues to contribute to reducing our footprint, in particular through the substitution of aluminium castings with composite parts.

Similarly, work to optimise the packaging of our products continues, with total elimination where possible without compromising the perceived quality of our products.

8.3 Reducing and recycling waste

All our industrial sites implement waste recycling and recovery action plans while working to continuously reduce waste.



89% of our waste is recycled.



We also work with local recycling companies; in particular for the recovery and recycling of cigarette butts. Cigarette butts that are disposed of in secure, locked Cy-Clope ashtrays are collected for 100% recycling.

To guarantee the proper treatment of the butts collected, we have a set of documents certifying that they have been processed in accordance with current regulations.

Since these ashtrays were installed, almost **50,000 cigarette butts** have been collected and recycled into powder to **produce 18 kWh of energy**.

8.4 ISO 14001 certification of our industrial sites and compliance with environmental standards

We have decided to link our industrial sites to the widely recognised ISO 14001 standard for good environmental practice, allowing us to define a benchmark shared by all our plants. For this certification process, we also verify compliance with environmental regulations through internal and external audits, which are part of our overall risk management policy.

All our industrial sites are gradually earning ISO 14001 certification:

- Gamesystem Spain was certified in 2017
- The Tubesca-Comabi site in Ailly-sur-Noye was certified in 2021
- The Tubesca-Comabi site in Trévoux was certified in 2022
- The Tendo site in Tarazona was certified in 2023
- The Artub site in Crémieu, the Frénéhard site in Saint-Symphorien-des-Bruyères and the Altrex site in Zwolle were certified in 2024

In addition to ISO 14001, our entities also comply with:

- The European REACH regulation (EU No. 1907/2006);
- Directive 2002/96/EC of the European Parliament and of the Council on waste electrical and electronic equipment (WEEE);
- Extended Producer Responsibility.
- FSC certification for Artub in 2025

We have also established a responsible purchasing charter for our group in 2025.



8.5 Raw materials used

We mainly use the following raw materials in our manufacturing processes.

- Aluminium,
- Steel,
- Stainless steel,
- Wood.

Use of these raw materials is restricted by the standards applicable to the products manufactured, and consequently by the mechanical characteristics required for strength and lifespan.

We sell a lot of safety products for work at height, and user safety is a top priority for our Group. We must therefore strike a balance between user safety and choice of materials.

To do so, **we include objectives for reducing our carbon footprint in the selection of our largest suppliers** and in their annual assessments.

For the wood we use, we work exclusively with suppliers who carry an FSC and PEFC labels.

Extruded aluminium comes from European suppliers; our suppliers are themselves committed to actively reducing the carbon footprint of their production.

In the design of our products, **we give priority to using recyclable materials or parts.**

We pay particular attention to using **materials from the circular economy** in our products whenever permitted by standards.



8.6 Managing our energy consumption

We have been monitoring our energy consumption at each site for many years, and a consumption index linked to the volume of activity is tracked for each type of energy.

Investments are being made to reduce consumption as part of our energy saving policy.

We have identified electricity-intensive equipment, and initiated action either to reduce consumption or to replace the equipment with more energy-efficient solutions.

We focus particularly on unnecessary consumption and wasting resources.

After identifying buildings that use a lot of energy for heating, we ran awareness-raising campaigns for our teams and invested in insulating these buildings.

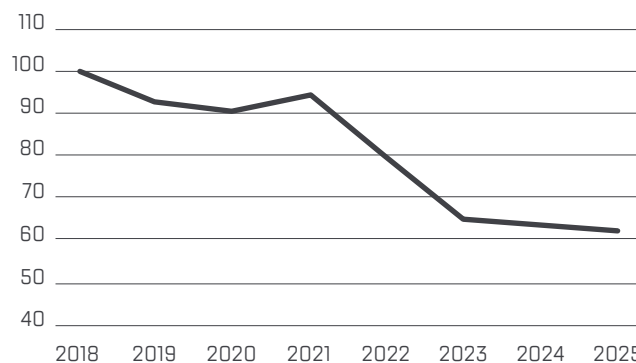
In this context, we have upgraded the heating system at our Zwolle site to a heat pump system coupled with an electric storage battery system to reduce the site's carbon footprint and optimise energy requirements by recovering heat from our air extraction systems.

Electricity

Some key examples include:

- Programmed compressor/dryer shutdowns outside working hours, timer on machine power supply, 100% power off for machines at end of shift.
- Action on air leakage: compressed air pressure reduction, air leak reduction, on compressed air compressor and heat recovery on compressed air production.
- Switch to LEDs in workshops, stores and offices.
- Presence detectors for lighting control.
- Investment in new, more energy-efficient and eco-friendly machines.
- Elimination of shrink-wrap ovens.
- Optimisation of smoke extractors at the Trévoux site.

Kwatt Electricity/Production



Between 2018 and 2025, our electricity consumption decreased by 38% at constant activity levels.

Renewable energy

The **change of heating system** at our Zwolle site will result in a significant reduction in gas consumption by 2026.



The Altrex site in Zwolle has been **equipped with rooftop solar panels** since 2017. In 2023, the Tendo site was also equipped with solar panels.

Altrex site - Zwolle

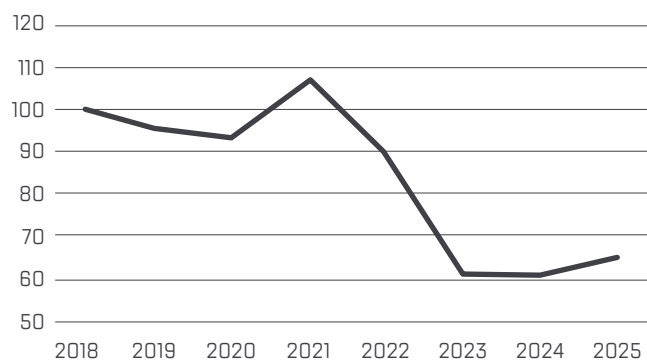
Tendo site - Tarazona



Today, this installation covers 38% of the plant's annual consumption.

Gas

We mainly use gas for heating industrial facilities and administrative offices. Our consumption can therefore vary each year, depending on the weather. Actions to raise employee awareness, various equipment upgrades and building insulation work have reduced gas consumption over the past five years. Studies are under way with a view to using other energies in future.



Water management

Our industrial processes do not consume water, but we strive at all times to detect any unnecessary consumption and to maintain our networks to avoid leaks.

Since 2019, we have reduced water consumption at our industrial sites by 27%.

8.7 Preventing environmental pollution

Our Group has a policy for complying with decrees applicable to installations classified for environmental protection (ICPE, zero non-compliance).

- For our discharge of water, all our sites are in compliance and separate rainwater from waste water.
- None of our sites discharge waste water into waterways.
- Atmospheric emissions from our sites comply with current legislation.

When we invest in new equipment, we give priority to technologies that preserve both the environment and our employees' health and safety.

Some examples of our initiatives:

Maintenance:

Replacement of the solvent cleaning fountain with cleaning equipment using detergents.

Production:

Modification of oils used in metalworking.

Former oil: blend of highly refined mineral oils with special additives (anti-corrosion additives such as volatile hydrocarbons). The product has been classified as hazardous and labelled in accordance with Regulation (EC) no. 1272/2008 (CLP).



New oil:

Product based on synthetic oils and additives. The components are non-hazardous or below the legal declaration thresholds.

Current production facilities:

Machine oils changed on 220 lubrication stations.

8.8 Optimizing our packaging

In consultation with our customers, we are working to eliminate packaging wherever possible. We aim to reduce packaging to the strict minimum needed to guarantee the quality of our deliveries and avoid, among other things, the loss of parts during transport (which, if reshipped, would have a negative carbon impact).

Now, we only have one packaging oven operating on a 1x8 shift schedule. Furthermore, this work has allowed us to reduce the use of plastic packaging by 44 tonnes in 3 years.

The only remaining packaging is a standard wooden pallet and two plastic ties, which are fully recyclable. In 2025, on average, at industrial sites, we have reduced wood waste by 15%. This waste is mostly reused to repair other pallets.

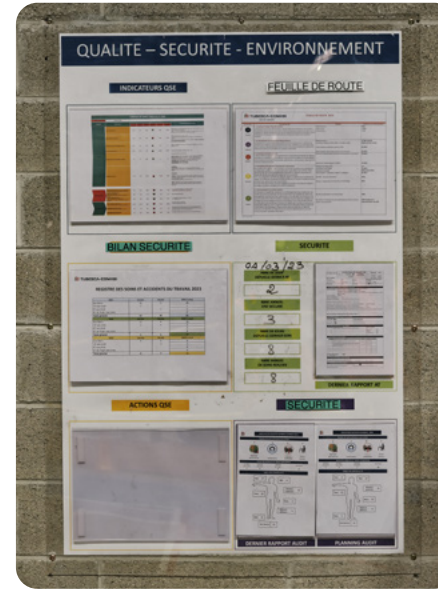
Since 2025, 95% of the cardboard used has been recycled. We also adapted the size of our labels on the wooden boxes, allowing us to reduce their size by 36%. This had the same impact on our ink roller consumption and liner waste.

Of the aluminium scrap that remains after our production process, 95% is recycled for re-use.



8.9 Raising employee awareness of CSR issues and carbon footprint

We are implementing a wide range of initiatives to raise employee awareness of environmental issues and reduce our overall ecological footprint. All teams are regularly informed about CSR issues.



Poster campaigns, displayed in high-traffic areas, remind employees of good eco-friendly practices.

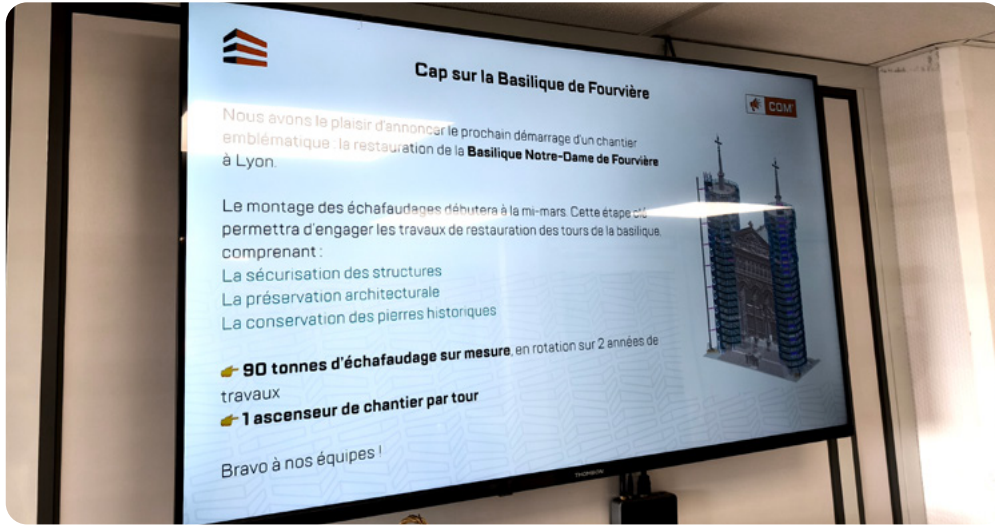
Employees regularly receive information on waste sorting and management, and dedicated collection points have been installed at all our sites.



Employees are encouraged to limit trips between our various Group sites, giving priority to video conferencing tools. All meeting rooms are equipped to support remote collaboration. Whenever travel is necessary, we promote the use of the most environmentally friendly mode of transportation, particularly rail. Furthermore, most of our entities have implemented telecommuting agreements, enabling employees to reduce commuting related emissions.

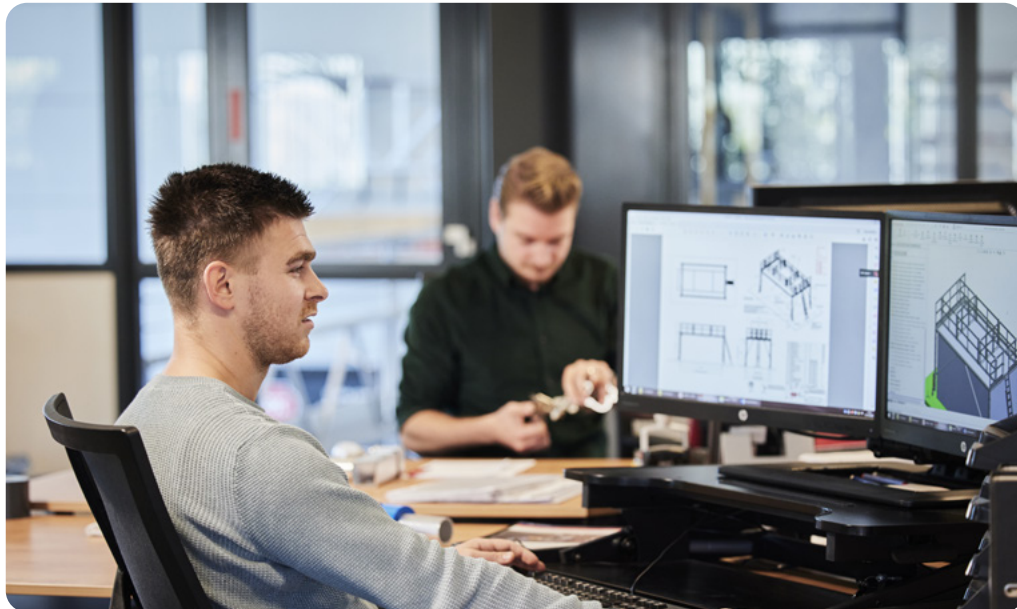
Since our 2022 agreements on working hours, we have organised four-day weeks at several Group plants, depending on the volume and seasonality of activity, thereby limiting both travel and the energy consumption at these production sites.

We reduce the use of paper at our sites and the circulation of paper documents with our stakeholders.



We therefore give priority to EDI orders with our customers. We have digitized the flow of customer and supplier invoices.

We make all product and marketing information available to our customers in digital format, thereby working with them to improve the carbon footprint of our communications.



8.10 Priority objectives and indicators

	Actual 2024	Actual 2025	Target 2026
ENVIRONMENT			
Carbon footprint reduction (base 2022)	-16.3%	-18.6%	-30%
ISO 14001 Certification	<ul style="list-style-type: none"> • Frénéhard • Tubesca-Comabi • Tendo • Artub • Gamesystem Spain • Altrex NL 	<ul style="list-style-type: none"> • Frénéhard • Tubesca-Comabi • Tendo • Artub • Gamesystem Spain • Altrex NL 	<ul style="list-style-type: none"> • Frénéhard • Tubesca-Comabi • Tendo • Artub • Gamesystem France • Gamesystem Spain • Altrex NL
Percentage of waste recycled	91%	92%	90%

Our methodology for calculating our carbon footprint is now firmly established, and the actions we have taken (eco-design, purchasing criteria, transport plan, etc.) to reduce it are already yielding positive results. We will continue to strengthen our efforts in this area.

9 FAIR TRADE PRACTICES



9.1 Our vision

To guarantee transparency and respect for our stakeholders, our Group takes the necessary measures to combat all forms of corruption, including extortion and bribery. In 2015, then gradually during the integration of new subsidiaries, we introduced an **anti-corruption management system** to prevent, detect and deal with corruption concerns. Our system is based on the French Sapin II law or the Dutch NMa law on **transparency, the fight against corruption** and the modernisation of economic life. This system includes the rules of ethics we apply in respect of all our stakeholders, and also helps to safeguard the integrity of our Group's employees.

9.2 Policies

Our Group's anti-corruption policy establishes a framework for the application of ethical standards, such as **integrity, honesty and respect for law**. To prevent any risk of corruption, our Group has developed an anti-corruption programme comprising:

- **A corruption risk map** designed to identify, analyse and prioritise the risks of exposure of our Group to external solicitations for the purposes of corruption.
- **A code of conduct**, which is an integral part of our regulations policy, setting out important standards and establishing criteria for preventing conflicts of interest and corrupt behaviour: our code sets out clear guidelines for appropriate behaviour, particularly with regard to accepting and giving gifts in the context of our Group's relations with its partners.
- **A gifts register** of all symbolic gifts received or given.
- **A training programme** for our managers and staff who are most exposed to risks of corruption and influence peddling.
- **A whistleblowing system** enabling employees to raise concerns about practices or situations that are contrary to the Group's code of conduct.

Several components of this system involve personal data processing. They are therefore subject to authorisation and must comply with data protection regulations, in particular the General Data Protection Regulation. National commissions (e.g. the French Data Protection Authority (CNIL) or the Dutch Data Protection Authority) have defined a framework for whistleblowing systems and gift registers which ensures compliance with data protection regulations in the context of customer and supplier relations (GDPR).

We have performance indicators to monitor the deployment of our anti-corruption programme:

- Percentage of relevant staff trained in the country's anti-corruption law. The list of people concerned is updated regularly.
- Extension of the number of subsidiaries covered by a gifts register. 78% of the Group's French entities already have a gifts register, and this rate will increase to over 90% at Group level in 2026 and 100% by 2027.



9.3 Priority objectives and indicators

	Actual 2024	Actual 2025	Target 2026
FAIR TRADE PRACTICES			
Anti-corruption training	85%	82%	90%
Implementation of the gifts register	75% of Group entities	80% of Group entities	90% of Group entities

10 CHALLENGES FACED BY CLIENTS AND USERS



10.1 Our vision

Building close, transparent, long-term relationships with our customers is a priority for our Group. Gaining our customers' trust and promoting shared values to meet their CSR expectations as effectively as possible is a choice we have made and act upon on a daily basis. Our mantra, Trust at Height, means we are committed to supporting our customers (distributors and professional users) on a daily basis by providing solutions and equipment that guarantee durability and safety.

Our commitments are illustrated through six key themes:

- ✓ Active listening
- ✓ Continuous innovation
- ✓ Responsible and compliant offers
- ✓ In-house training and customer information
- ✓ Product lifecycle management
- ✓ User testimonials

For the 2023 to 2027 period, our priorities are to:

- Measure the commitment of our leading companies through the ECOVADIS label.
- Provide our customers and users with the carbon footprint of our products.
- Provide our customers and users with products covered by a standard or regulatory equivalent.
- Improve our image by reducing claims.



10.2 Active listening

Professionals in the Building and Public Work and the Industrial Maintenance sectors have increasingly precise expectations based on several criteria, including safety, productivity, ease of work, and sustainability. We are attentive to and actively listen to the market to fully understand our customers' needs and develop solutions that meet their expectations.

As most of our subsidiaries are **ISO 9001 certified**, we carry out regular **satisfaction surveys** and continuous improvement plans for our products, methods and processes, to keep pace with changes in our customers' and users' expectations.

10.3 Continuous innovation

By constantly listening to our customers, our Marketing departments identify, select and qualify the best opportunities for improving our ranges or developing new solutions. They then turn to our responsive and creative R&D departments who design innovative, durable products delivering the expected functions and solving general or specific industrial issues.

Eco-design is fully integrated into our design and manufacturing processes. This means integrating not only the conformity requirements of our products, as well as their life cycle, inherent risks and our customers' needs, but also their potential impact on our environment.

We involve our sales teams ahead of a project in order to fully clarify requirements, and later to provide effective support in bringing new products to market. More generally, they provide our distributor customers with the technical and regulatory information they need to better understand and sell our products.

We offer various training modules tailored to the training needs, skill levels and expectations of different clients, either in person at our **training centre**, at trade shows or in retail outlets, or remotely via our multilingual **e-learning** platform.

As an example, in 2025, Gamesystem conducted an **information campaign** for its customers to remind them of the lifespan and best practices for checking and maintaining its Mountain products.



We carry out an LCA (Life Cycle Assessment) for all the products we modify and create. Particular attention is paid to **the product's recyclability, reparability and carbon footprint**.

For its new catalogue designed in 2025 for the year 2026, Frénéhard has chosen to include the CO2 equivalent for all of its products.

We can therefore base our decisions on the right balance between environmental, societal and economic aspects to align with the expectations of our various stakeholders.

We regularly organise working groups of users from different lines of business to compare opinions and identify the strengths and possible improvements of existing solutions as well as potential innovations. This enables us to consolidate our core range ("universal" products), but also to identify the more specific needs of certain trades, and to develop solutions tailored to professionals.

In line with our values and in partnership with STEP Nederland, a specialist in the prevention of physical

strain and ergonomics, Altrex develops products that guarantee health and safety. Ergo360 products have been ergonomically tested by STEP Nederland. By combining the experience and knowledge of Altrex and STEP Nederland, we are able to create innovative products.

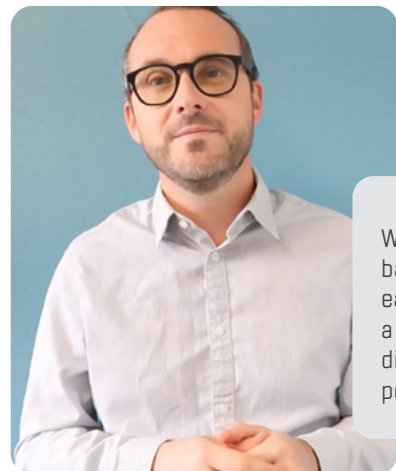
We have also created a **digital community of users** which provides us with feedback from the field.

Through **partnerships with trade influencers** who are well-known on social media, we also obtain valuable feedback on our products thanks to their large audience. Their opinions, reviews and recommendations give us insight into the public perception of our products, in order to continually improve our offering.

We also **partner with our users' trade organisations** to maintain close contact with user communities (e.g. UMGCCP, SFECE, CSFE).

Ahead of product launches, **prototypes** are tested by professional users in **"real-life conditions" for several weeks on worksites**, enabling us to validate our choices and fine-tune certain functions.

We also work with **independent organisations such as CETIM** to help us question our practices, and in particular our materials, with a view to reducing our fossil fuel consumption while improving the performance of our solutions.



Richard Perrin
Tubesca-Comabi
Marketing Manager

Video interview
on the launch of the Z'Tower

“ We brought together tradespeople from different backgrounds to understand the strengths and weaknesses of each of our products and those of our competitors. Through a lot of practical activities and talks, we identified a need we did not yet cover, and developed this small telescopic scaffold perfectly suited to all trades. ”

10.3 Responsible and compliant offers

The Altrex scaffold towers and step ladders ranges, produced at the Zwolle plant, are **Cradle to Cradle Certified® at the bronze level** in 2022. Recognising the very high level of recyclability of this range.

We also work with **certification organisations** to verify the performance of all products that are subject to standards, and we communicate transparently on the results obtained. We choose recognised independent laboratories in each European Union country to further secure our customers' confidence.

Our production sites are equipped with testing laboratories. Qualified technicians oversee the quality control of all product references, from components to finished products. The laboratories work closely with both certifying organisations and customers.

Their work covers:

- Production: product quality control, compliance and certification;
- Verification: monitoring product manufacture and control;
- Recording: entering results and managing testing documents;
- Continuous improvement: participation in the drafting and improvement of testing protocols.



Green Impact Label

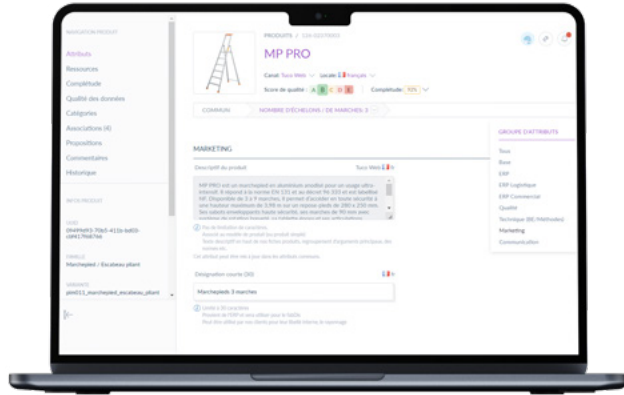
As part of its CSR approach, Tubesca-Comabi has launched its own Green Impact label to highlight its commitment to sustainability. This label is based on strict criteria and reflects the company's commitment to offering products that are environmentally friendly while ensuring safety and performance. This initiative is part of a broader strategy to promote responsible innovation and raise awareness among stakeholders about the importance of sustainable practices.



We also **actively participate in French and European standards committees** to guarantee the long-term viability of our solutions for users, and to anticipate developments as far as possible so that we continue to innovate in our markets and give our customers the safest products.

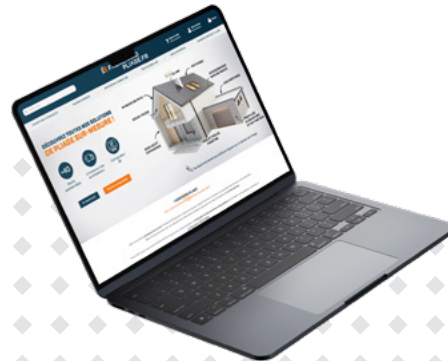
10.4 Customer training and information

To ensure that our customers always have the most recent product information and to meet the challenges of digital data, we have invested in a Product Information Management (PIM) system, which we are currently rolling out across the Group. This innovative tool was introduced in several entities in 2022: Artub, Tendo and Tubesca-Comabi. In 2025, Altrex and Frénéhard joined the project. Gamesystem, Securigard and Syam will join in 2026.

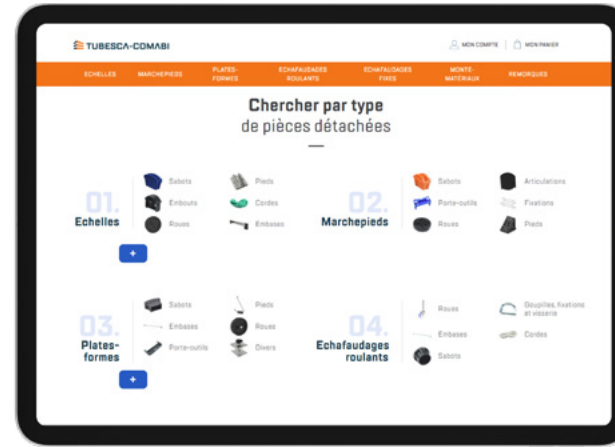


Since its creation, Syam has had a unique business model that is recognised on the French market. To meet all training needs for this patented mobile anchoring system, Syam markets, trains and annually inspects every Syam sold. A comprehensive service to guarantee the safety of our users.

As part of our efforts to enhance the customer experience, we have designed, developed and marketed a new business model for a growth activity that modernizes sales and production in construction: this is our Pliage (folding) business line. It is a multi-channel business, with direct on-line sales and sales through our network of partner distributors. For this new activity, progress has been achieved through the creation of a new production unit, the use of digital technology, tailor-made solutions, on-line configuration and pull flow production to meet the needs of building customization, external thermal insulation, and a more modern customer experience.



10.5 Product lifecycle management



The sustainability of our products is a challenge for the years ahead. To play an active part in reducing our customers' environmental impact, we have developed an e-commerce store where they can replace wearing parts on our products and thus use them for longer.

To ensure that our customers always use PPE that meets safety requirements, our Gamesystem and Frénéhard teams are accredited to perform

fall-protection PPE verification for our UNYC products and for other brands on the market.

We have defined a withdrawal procedure to be triggered in the event of any defective products or products that compromise user safety.

Teams of Gamesystem and Neressy specialists can also verify lifelines that have already been installed. Thanks to these services, any products that are dangerous for users can be withdrawn from the market, and our existing products are kept safe.



10.6 User testimonials



JB Painting Decorating for Tubesca-Comabi

A pleasure to partner up with such professional brands, absolute top tier of their field.



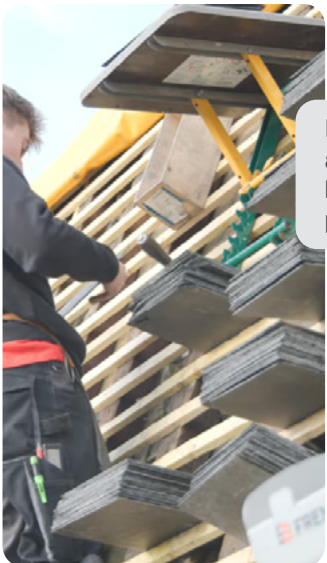
La Maison du Marais for Tubesca-Comabi

A made in France scaffold tower that can be easily dismantled and stored, and that's the most important thing.



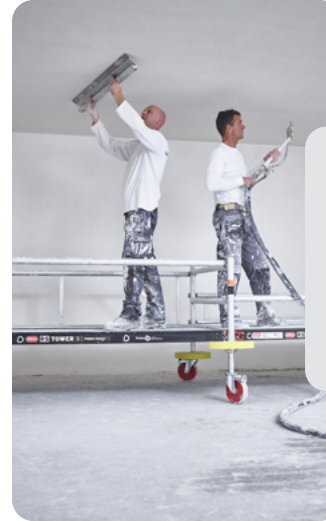
Le couvreur breton for Frénéhard

Thank you to Frénéhard for supporting me on my worksites with their gutter hooks.



Christophe Harnois (Garnier couverture) for Frénéhard

Frénéhard has always been an essential supplier for roofers, and Anjou Color has become their flagship brand for slate hooks. A roofer is almost obliged to work with Frénéhard products.



Martijn Boeve (Plasterer) for Altrex

During assembly and use, we've noticed the biggest advantages with Altrex. With just a few frames, lightweight platforms, and wheels, we can quickly set up a plasterer's scaffold that covers a large area.

We work so much more efficiently now. The guys on the shop floor are thrilled with it and don't want to be without it.



Paul Maenen (Scaffolding trainer) for Altrex

Safety is a key focus in our training courses and company—and it should be wherever people work at height. That's why we're always looking for new products and smarter ways of working. We've added Altrex's new Safe-Quick® 2 to our range and training program.

Both we and our trainees are extremely enthusiastic about this innovation. It's such a big improvement over the old way of assembling rolling scaffolds. I see Altrex's Safe-Quick® as a revolution—you simply can't make any mistakes or miss any safety features.





10.7 A CSR certification process recognised by our customers

To certify their proactive sustainability initiatives, Altrex, Tubesca-Comabi and Frénéhard turned to EcoVadis for their assessment. Frénéhard won a Platinum medal for the second consecutive year, Tubesca-Comabi and Altrex a Silver medal.



10.8 Priority objectives and indicators

	Actual 2024	Actual 2025	Target 2026
CHALLENGES FACED BY CLIENTS AND USERS			
EcoVadis label:	Platinum Platinum Silver	Platinum Silver Silver	Platinum Gold Gold
Product carbon footprint calculation (Frénéhard and Ailly-sur-Noye)	100%	67%	+ Altrex and Trévoux
Percentage of products covered by a standard or regulatory equivalent (Frénéhard, Tubesca-Comabi, Altrex, Securigard, Crémieu, Securigard, Gamesystem)	93%	91%	95%
Reduction in justified customer complaints	17%	-17%	-5%

The LCAs for the other ranges will be completed in the coming years.

11 REGIONAL ENGAGEMENT



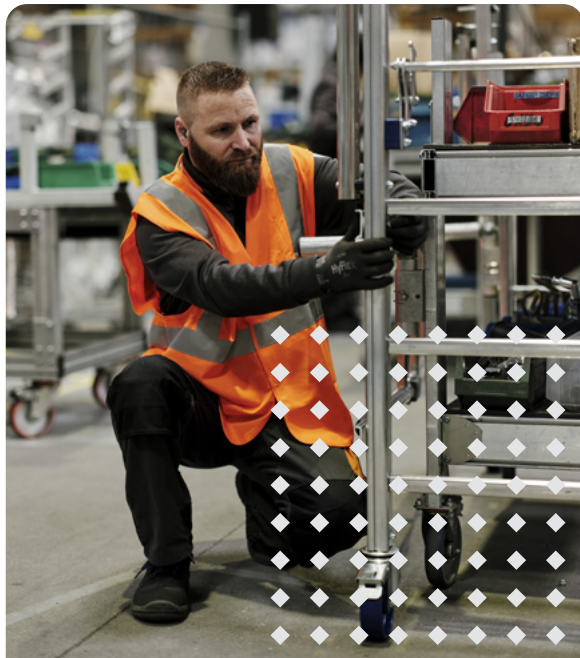
11.1 Our vision

What does local integration mean to the Frénéhard & Michaux Group? First of all, local integration is about our contribution to the development of regions. For the Group, this means creating externalities (consequences of a company's activity) that will enhance local attractiveness, maximising these positive externalities and/or minimising any negative externalities to contribute to local development, and engaging with the community.

11.2 Engaging with local communities

Our engagement with local communities focuses on maintaining and developing employment, contributing to skills development, supporting local organisations and initiatives through solidarity and local integration, reducing our environmental impact and fostering dialogue with local stakeholders.

For examples, Altrex has been based in Zwolle for 20 years and plays an important role in the regional and local economy. As a member of the VSB, Altrex contributes to the region's think tank. Frénéhard has been based in the Aiglon basin for 137 years and is a significant player in the local economy. As a member of the L'Aigle Industries association, we work to maintain the industrial fabric in France.



In practical terms, we seek to contribute to the development of the regions in which we operate, by providing financial aid for solidarity initiatives aiming to support teaching and learning, access to culture and heritage preservation, and access to sports and personal development activities. Our sites are located in rural parts or areas with little industry. We therefore have a significant impact on the economic fabric in our regions. We are committed to communicating with stakeholders in our regions through **individual meetings with local government representatives (e.g. interview with the Mayor of Ailly-sur-Noye as part of our work on dual materiality), meetings with local trade associations** of which we are a member (e.g. L'Aigle Industries, Amiens CCI, etc.) or at **meetings of regional companies** (e.g. ETI Normandie club, ETI Rhône-Alpes club) or trade unions such as IUMM, to drive regional development.

The Frénéhard & Michaux Group has been established in Normandy for 135 years and is a long-standing player in the regional and local economic fabric. As a member of the E.T.I. Normandie club, founded by Jacques Frénéhard, the Chairman of our Group's Supervisory Board, Frénéhard & Michaux contributes to the region's think-tank in Normandy and, since 2025, in Rhône-Alpes.



Jacques Frénéhard's commitment was recognised in October 2025 when he was awarded the insignia of Officer of the Legion of Honour. This distinction honours a lifetime of dedication to French industry and regional development.

Our long-standing subsidiary, Frénéhard, continues our action locally through its involvement in the L'Aigle Industries association which brings together eight companies and promotes the economic fabric of the employment area, the wealth of our industries and the skills needed in our industrial area. Through these exchanges, we take local impacts into account in our decisions and inform our stakeholders of them.

Tubesca-Comabi was also honoured at the UIMM's 2025 Members' Evening, held on 24 June in Dagneux (France). This integration award recognises the company's ongoing commitment to innovation, industrial performance and regional roots, as well as its ongoing collaboration with the GEIQ of Ain region. This distinction strengthens its position in the regional industrial ecosystem.



11.3 Creating value in our regions

As part of our commitment to local economic development and the continuous improvement of our industrial processes, we have recently invested in the acquisition of two new laser machines at our production sites in Ailly-sur-Noye and Tarazona. These strategic investments strengthen our production capacity, improve the precision of our manufacturing processes and support local employment by ensuring the long-term future of industrial activity in the region.

Simultaneously, we have made significant investments to optimise our supply chain. This includes deploying a dedicated fleet of trucks bearing our brand, improving flow management systems, and introducing innovative processes to accelerate order processing times. These initiatives are designed to ensure more efficient and sustainable flows, and to better meet our customers' expectations.

At Altrex, sustainability is at the heart of everything we do. We create value in our region by working closely with educational institutions and offering 20 internships each year. For 50 years, we have been partners with a sheltered workshop, where people who are distanced from the labour market can participate fully. In addition, we are affiliated with the VSB, the professional association for safety at work with scaffolding, in order to guarantee the highest standards of safety and quality. Together, we are building a sustainable future.



Altrex is a member of the VSB

Altrex is a member of the VSB, the professional association for safety at work with scaffolding. The VSB works to improve social recognition of the profession of 'working at height'.

For the VSB and its members, creating a safe workplace at height is of paramount importance and safety remains the central focus. The sector is constantly evolving, whether in terms of materials, technology, professional knowledge or work processes. Together with its members and stakeholders, we are constantly looking for ways to improve the safety, sustainability and efficiency of working at height. The VSB provides a platform for sharing experiences and technical expertise, inspiring its members and the wider community. Its members aim to set trends, determine the state of the art and remain at the forefront of innovation, supported by a solid training structure. Responsible management, combined with a focus on health and safety, ensures a sustainably employable workforce.

The VSB advocates high-quality training, a focus on the labour market and health and safety regulations that are closely aligned with practical applications. It is committed to creating a level playing field at regional, national and international level by promoting synergy between its members, stakeholders and government bodies, thereby creating a balanced and influential network.



Altrex has been working closely with WVS for 50 years. WVS is a Dutch social enterprise that provides jobs for people who face difficulties entering the labour market. These people are an integral part of the Altrex production process.

At Altrex, everyone has the opportunity to develop, at all levels of the organisation. We ensure that everyone gets a chance, even those who may be further removed from the labour market.

Frénéhard & Michaux is a member of the French Fab movement

We fly the French flag internationally with its label focused on know-how and innovation: for expertise and innovation. To promote its expertise internationally under a strong banner, we have joined the hundreds of industrial companies teaming up within the French Fab network of the future. This innovative label, designed to revitalise French industry, includes companies that share common values: excellence, know-how, made in France, innovation and job creation.

Joining French Fab is proof of our historical know-how in industry and our forward-looking values. Firmly rooted in France, our Group has a track record of over 100 years of expertise, marked by ever-increasing standards of quality.



Focus on integration

Some of our services are provided by adapted companies. In France, for example, we outsource part of our product packaging to a sheltered workshop, and the upkeep of some of our green spaces to a company employing workers with disabilities or people returning to employment (e.g. Amiens prison). These partnerships are important as they create stable local jobs for people facing difficulties finding work.

Tubesca-Comabi also works with the Alliance Emploi non-profit to integrate young people at its sites in Ailly-sur-Noye and Trévoux.

11.4 Solidarity for education

Every year, we offer dozens of students the opportunity to gain valuable professional experience. Thanks to our strong relationships with various educational institutions and our offering of around 20 internships per year, we have developed a robust internship programme.

We recruit interns in a variety of ways, including through collaborations with practical and theoretical educational institutions, participation in job fairs, posting advertisements on job sites, and an active presence on social media. This diverse recruitment strategy allows us to attract a varied and dynamic group of interns.

We invest in a safe and promising working environment, where a positive atmosphere is essential. We value the new perspectives that interns bring and actively integrate their contributions into our daily activities.

In addition to offering internship opportunities, Frénéhard & Michaux is committed to promoting professional advancement. For example, at Altrex, no less than 20% of our office staff are former interns, demonstrating the success of our policy of promoting long-term career development within the company.

Focus on apprenticeship



Our Group pays its apprenticeship tax to schools in the regions in which we operate, as well as to those of our work-study students and to organisations training young people in access and roofing jobs. In 2025, Frénéhard & Michaux trained 13 young people through work-study contracts.

We take on young people to show them what we do, work-study students to train them and support them as they start their careers, and trainees as part of professional training leading to qualifications. We rely on our partners such as Alliances Emplois, GIEQ and local Pôle Emploi job centres.

Donation to C.F.A. (Apprentice Training Centre) in Le Mans.

As in previous years, we renewed our support for the **apprenticeship of our future roofer users**. We donated products to the apprentice training centre in Le Mans (France) for hands-on training.

Support for learning cycling skills at middle school:

COLLÈGE DOLTO. Le projet Savoir rouler avance grâce au financement participatif

Le collège Dolto a lancé un financement participatif pour son projet Savoir rouler ayant pour vocation d'enseigner le savoir-être à vélo. L'initiative a permis d'acquérir six nouveaux VTT et des casques.

L'établissement souhaite « dire un grand merci à toutes les personnes qui ont soutenu notre projet, l'apprentissage du savoir rouler de manière autonome et sécurisée. Grâce à votre générosité, nous avons pu le poursuivre avec succès ».



Pour l'opération Savoir rouler de Dolto, ça roule plutôt bien

« Donner la chance aux élèves de participer »

La gratitude va en particulier vers l'entreprise Frénéhard « pour son précieux soutien ainsi qu'Intersport qui ont grandement participé à cette

belle aventure. Votre aide, qu'elle soit grande ou petite, a compté énormément. Nous allons pouvoir faire progresser nos élèves dans de meilleures conditions d'apprentissage et donner la chance à plus

d'élèves de prendre part aux sorties de notre association sportive ». Les responsables et enseignants du collège Dolto disent avoir été « touchés par votre engagement et

vos conseils. C'est grâce à des gens comme vous que de belles choses peuvent se construire. Ce projet, c'est le vôtre autant que le nôtre. Et grâce à vous, ce n'est que le début ! »

Support for disabled children, Normandy Super Cars:



Normandie Supercars is an association of sports and luxury car enthusiasts that organises events to bring the community together while supporting charities, particularly those dedicated to helping sick children. Co-financed by Frénéhard, the 2025 event, the "Balade Percheronne", has scheduled gatherings starting from L'Aigle to Bellême, the "Domaine de la Revardière" and the "Chapelle Montigeon". All donations made to the charity "Un Geste, Un Rêve, Un Sourire" help to bring smiles and moments of happiness to children with serious illnesses or disabilities in the region.

The WAOUH project, a new lever for the French Mission for School Drop-out Prevention (MLDS), 2 consecutive years.

In upholding our values, we pay particular attention to the education of children. In association with L'Aigle youth and culture centre, MLDS (French Mission for School Drop-out Prevention) and the riding centre Les Ecuries d'Am, we are financing more than 50% of the Waouh project aimed at preventing pupils from dropping out of school. The project targets introverted teenagers who have difficulty communicating and bonding with others. Coaching with horses aims to enable these pupils to reproduce the connection, communication and openness they have discovered with horses when they return to school, while maintaining a learning dynamic.

Organised by MLDS, ten students from the middle schools in L'Aigle and Mortagne-au-Perche come to the riding centre in Crulai for coaching sessions with horses designed to help them regain their confidence through a different approach.

Our participation aims to help these players who work for the education of future generations.



OPÉRATION WAOUH. Le retour de la thérapie par les chevaux pour tendre la main aux lycéens en difficulté

Aux Écuries d'Am à Crulai, on s'apprête à recevoir, au début du mois de janvier, dix jeunes en difficultés scolaires. C'est tout un travail qui sera alors réalisé avec le cheval pour les apprendre aux lycéens à peu à peu à s'ouvrir.

Pour la troisième année consécutive, les jeunes en difficultés scolaires vont s'épanouir aux Écuries d'Am à Crulai. C'est là-bas qu'ils suivront un total de dix séances d'équicoaching, la thérapie par les chevaux.

« Le but n'est pas de les faire monter à cheval, mais de les faire travailler sur la relation avec l'animal, sur l'empathie et l'observation », explique Laurence Rolus, propriétaire des Écuries d'Am.

Une aventure humaine... mais pas que

Cinq élèves du lycée Napoléon à L'Aigle et cinq élèves du lycée Monnet à Mortagne-au-Perche vont donc participer, en 2024, à la troisième édition du projet « Waouh » (Mét, prénom d'un des chevaux).

Ces lycéens ont, pour la plu-



Waouh entouré des partenaires de l'opération équicoaching, la MJC, Frénéhard et la MLDS, aux écuries d'Am à Crulai. Thomas ADAM

part, un problème de concentration ou d'estime de soi. Ils ont parfois des problèmes de santé ou familiaux, qui les empêchent de s'épanouir, aussi bien à la maison qu'à l'école.

Aux Écuries d'Am, les dix volontaires feront face à des

situations dites délicates. « Par exemple, il arrive que le cheval n'ait pas envie de faire. On va chercher à comprendre comment le motiver, comment lui donner envie... »

L'idée est de faire prendre conscience de la notion de

l'effort, de trouver du sens aux actions que l'on fait », développe Laurence Rolus.

C'est tout un travail personnel que chacun d'entre eux réalisera, au travers des équidés, avec qui ils devront s'appliquer à établir la communication. Le pro-

jet s'adapte donc aussi aux adolescents introvertis, à ceux qui ont du mal à communiquer et à tisser des liens avec les autres.

Frénéhard met le pied à l'étrier

Tout cela, les élèves pourront le retravailler à leur retour à l'école, tout en conservant une dynamique d'apprentissage. Tel est l'objectif de l'équicoaching.

« Cette action intervient en prévention, avant le décrochage scolaire », explique de son côté David Landais, conseiller persévérance pour la Mission de lutte contre le décrochage scolaire.

Certains retours ont déjà montré le bénéfice de l'expérience Waouh auprès des jeunes. Peu à peu, ils se sont ouverts.

« Certains ont formé des petits groupes autour de leurs séances aux Écuries d'Am. Pour quelques-uns, il y a eu une belle transformation »,

note David Landais. D'autres structures cogitent autour du projet. C'est le cas de la MJC de L'Aigle, mais aussi de l'entreprise Frénéhard.

Pour la première fois, la société spécialisée dans l'enveloppe du bâtiment, se joint à l'opération et co-finance le projet à hauteur de plus de 50 %.

« Je sais tout le bien que cela apporte aux enfants. C'est un projet qui participe grandement à l'intégration des jeunes. L'objectif de notre participation est d'aider tous ces acteurs qui travaillent sur l'éducation des générations futures », commente Aurore Boissat, directrice communication de Frénéhard.

À noter que les dix séances vont s'échelonner de janvier à juin 2024. À la fin de celles-ci, une restitution sera proposée aux familles, qui bien souvent porteront à nouveau un regard fier sur leurs enfants.

Thomas ADAM

11.5 Partnerships and relations with local authorities

As part of its commitment to young people, Frénéhard & Michaux is proud to support the Apprentice Award, organised by the Society of Members of the Legion of Honour.

Tubesca-Comabi strengthened its local commitment by supporting Amiens Métropole Natation, contributing to the development of grassroots sport and the encouragement of young talent. The company also supported a participant taking part in the Europ'Raid, a solidarity-driven European adventure promoting cooperation and cultural discovery.

In addition to these initiatives, other actions were undertaken throughout the year, such as supporting local associations (Marathon du Beaujolais, Mud'Duche, MJC de l'Aigle, Collège Dolto, Amis de la Gendarmerie...), assisting artists to promote local culture, and donating products (more than 82 donations) to meet specific needs. These commitments demonstrate our ambition to take practical and responsible action in support of the regions and communities around us.

On a regular basis, we emphasize our meetings with the municipalities where our facilities are located in order to present our ESG actions (for example the cooperation with Windesheim in the Netherlands).



Worldskills Lyon 2024



Le Souffle de la Terre



Devastating floods in Valencia



12 SUMMARY OF INDICATORS

		Actual 2025	2026 targets	Medium-term objectives
HUMAN RIGHTS				
Gender equality index ≥ 75	Legal index calculation - - entities > 50 people in France	91%	80%	90%
Gender diversity index	% of women in total headcount	24%	>25%	30%
Percentage of suppliers who have signed the Purchasing Charter	% of the year's purchases with suppliers who have signed the Charter	90%	90%	95%
WORKING CONDITIONS				
ISO 45001 Certification		<ul style="list-style-type: none"> • Tubesca-Comabi • Tendo • Gamesystem Spain • Gamesystem France • Altrex NL • Frénéhard • Artub 	<ul style="list-style-type: none"> • Tubesca-Comabi • Tendo • Gamesystem Spain • Gamesystem France • Altrex NL • Frénéhard • Artub 	All sites with manufacturing activities
Accident frequency rate	FR0	20.4	19.5	15
Training (percentage of workforce trained)	Number of people trained / Total employees	54%	68%	68%
ENVIRONMENT				
Carbon footprint reduction	Scope 1,2,3	-16.3%	-18.6%	-30%
ISO 14001 Certification		<ul style="list-style-type: none"> • Frénéhard • Tubesca-Comabi • Tendo • Gamesystem Spain • Altrex NL • Artub 	<ul style="list-style-type: none"> • Frénéhard • Tubesca-Comabi • Tendo • Gamesystem France • Gamesystem Spain • Altrex NL • Artub 	All sites with manufacturing activities
Percentage of waste recycled		92%	90%	95%
FAIR TRADE PRACTICES				
Anti-corruption training	% of relevant people trained	82%	90%	90%
Implementation of the gifts register	All entities	80% at Group level	90% at Group level	90% at Group level
CHALLENGES FACED BY CLIENTS AND USERS				
EcoVadis label	Altrex	Silver	Gold	At least Gold
	Frénéhard	Platinum	Platinum	At least Gold
	Tubesca-Comabi	Silver	Gold	At least Gold
Product carbon footprint calculation (Frénéhard and Ailly-sur-Noye)	% of products for which LCAs are available	67%	100%	+ Altrex and Trévoux
Percentage of products covered by a standard or regulatory equivalent	Frénéhard, Tubesca-Comabi, Altrex, Securigard, Crémieu, Securigard, Gamesystem France	91%	95%	95%
Reduction in justified customer complaints	% of reduction per year	-17%	-5%	-5%

ACKNOWLEDGEMENTS

Many thanks to all those who contributed to the preparation of this CSR report. This document would not have been possible without the individual and collective efforts of Jacky, Virginie, Maïke, Maarten, Jennifer, Aurore, Olivier, Emmanuelle, Benjamin and many others.

Together, we have reached significant milestones in our commitment to transparent and responsible communication. This report testifies to our collective ambition to understand and respond to the social and environmental challenges we face.



OUR LEGAL ENTITIES

ANDAMIOS TENDO

**Polígono Industrial, Parcela 89
50500 Tarazona, Zaragoza
Spain**

+34 976 64 43 01

communication@andamios-tendo.com

FMS RINGUE

**3 Rue des Frères Lumière
91630 Guibeville
France**

+33 1 60 83 26 09

contact@fmsringue.com

LOGIS ALLIANCE

**45130 Meung-sur-Loire
France**

SYAM

**21 Rue de l'Industrie
69530 Brignais
France**

+33 4 72 31 75 33

contact@syam.fr

ALTREX

**Mindenstraat 7
8028 PK Zwolle
Netherlands**

+31 38 455 7700

info@altrex.com

FRÉNÉHARD

**Z.A. Les Bredollières
61300 Saint-Symphorien-des-Bruyères
France**

+33 2 33 84 21 21

contact@frenehard.com

MA ESTRUCTURAS

**C. de Núñez Morgado, 5, Chamartín
28036 Madrid
Spain**

+34 916 98 72 24

info@maestructuras.com

TUBESCA-COMABI

**976 Route de Saint-Bernard
01600 Trévoux
France**

+33 4 74 00 90 90

contact@tubescacomabi.com

ALTREX

**Puursesteenweg 335
2880 Bornem
Belgium**

+32 3 870 53 43

info@altrex.com

GAMESYSTEM

**450 Avenue de l'Europe
38330 Montbonnot-Saint-Martin
France**

+33 4 76 04 16 16

contact@gamesystem.com

NERESSY

**45 Rue de l'Industrie
65420 Ibos
France**

+33 5 62 90 00 27

contact@neressy.fr

TUBESCA-COMABI

**Route de Boves
80250 Ailly-sur-Noye
France**

+33 3 22 41 72 27

contact@tubescacomabi.com

ARTUB

**4 ZA Les Triboullières
38460 Crémieu
France**

+33 4 74 90 70 45

contact@artub.fr

GAMESYSTEM

**2 C. Alfarería
28933 Móstoles, Madrid
Spain**

+34 9 16 44 07 55

contact@gamesystem.com

SECURIGARD

**Z.A. Les Bredollières
61300 Saint-Symphorien-des-Bruyères
France**

+33 4 80 42 12 08

contact@securigard.com

WIENESE

**Energieweg 36
3771 NA Barneveld
Netherlands**

+31 342 404500

info@wiene.nl

FM ACCESS IBERICA

**179 Av. Prat de la Riba
08780 Pallejà, Barcelona
Spain**

+34 9 36 63 10 16

info@altrex.com

GAMESYSTEM

**13b Via Giuseppe Sirtori
20017 Rho, Milan
Italy**

+39 2 33 57 65 51

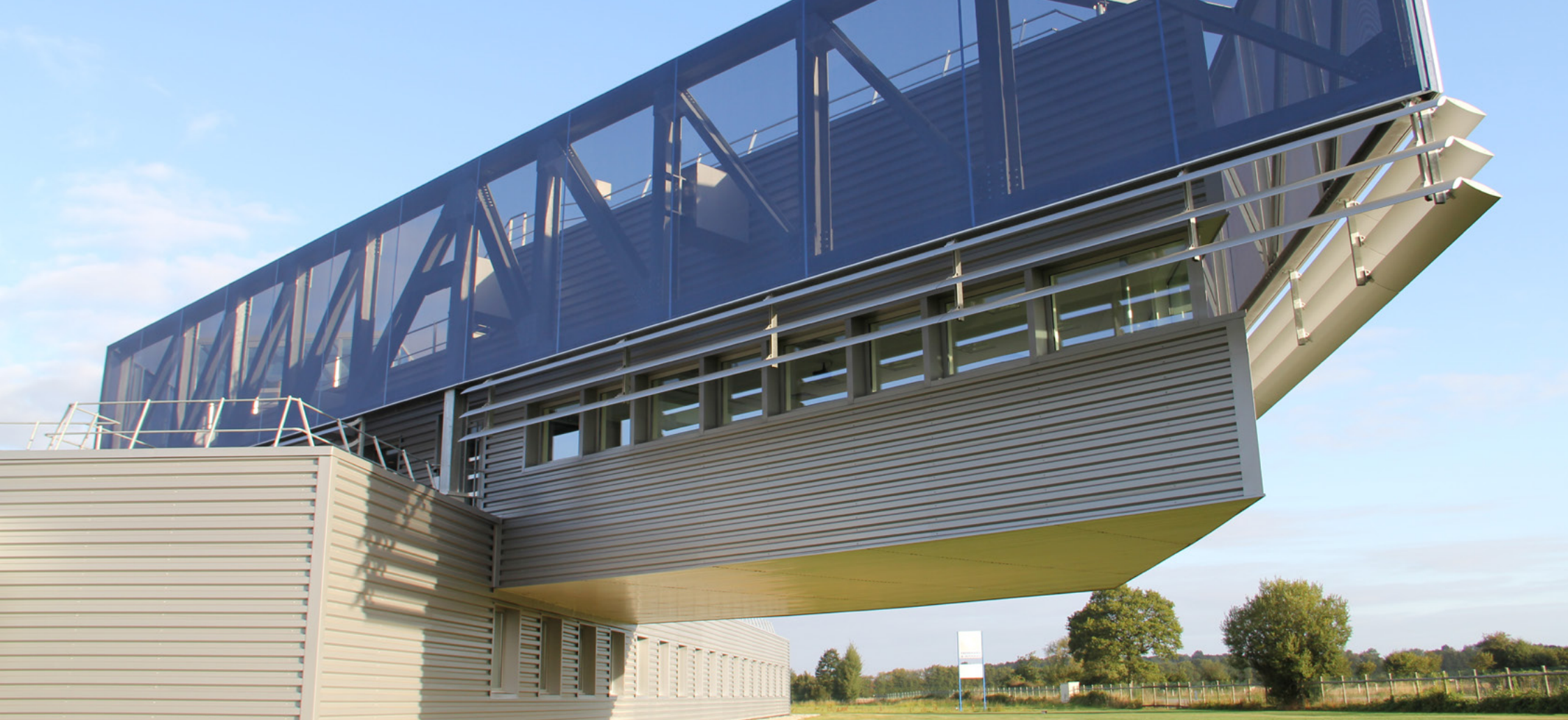
contact@gamesystem.com

SKYWORKS

**Industrieweg 11
2651 BC Berkel en Rodenrijs
Netherlands**

+31 10 422 2577

info@skyworks.nl



 **FRENEHARD & MICHAUX**



frenehard-michaux.eu



Frénéhard & Michaux
BP 171
61305 L'Aigle CEDEX
FRANCE
+33 (0)2 33 84 21 21



contact@frenehard-michaux.com