



Sustainability Report



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A DIVERSIFIED EUROPEAN INDUSTRIAL GROUP

We grow medium-size industrial businesses with advanced technological expertise that use ongoing innovation to stake out and then maintain their leading positions.



Sales

€**286** M



5

leading
businesses

in niche industrial
markets



1,536

employees
on 5 continents



Customers
in over

100
countries



17

industrial
sites

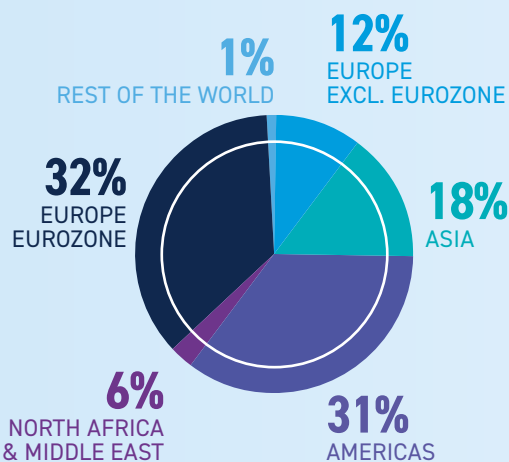
24

sales units

Business units
headquartered
in Germany, Spain,
France and Italy



**SALES
BY REGION**



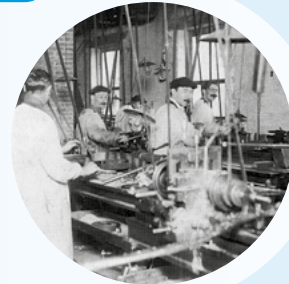


OVER 160 YEARS IN BUSINESS

1863-1945

EARLY DAYS

In 1863, Ambroise Legris bought a copper-turning business. A wide array of new uses for its products soon emerged, from surgical instruments to gas jets and boilers, and the company grew.



1945-1986

RAPID GROWTH

After World War II, Legris SA began manufacturing a wide variety of industrial taps, valves and accessories. In the 1970s, growth gathered pace, driven by a major breakthrough: snap-on instant fittings for compressed-air circuits.



1986-2007

DIVERSIFICATION

In 1986, what had been a family business became a diversified industrial group spanning several manufacturing activities.

In subsequent years, the company acquired businesses including Comap (fittings and valves for heating systems), Potain (construction cranes), Bourdon-Sedeme (measuring instruments) and Savoye (automated logistics).



FROM 2007 ON

INTERNATIONAL MARKETS

Starting in 2007, the Group accelerated its move into global markets, spearheaded by Clextral and Keller. In 2016, it acquired Schiederwerk, and in 2019, two new businesses were added: Laulagun Bearings and MEP Group.

Today Groupe Legris Industries helps medium-size manufacturers with outstanding technical expertise stake out leading positions in their markets. Its 5 business units span a range of activities: Clextral (twin-screw extrusion), Keller (industrial solutions), Laulagun Bearings (slewing bearings), MEP Group (metal-sawing solutions) and Schiederwerk (power supply).



→ REFINANCING ALIGNED WITH DECARBONIZATION

In mid-2025, the Group refinanced around €110 million of its bank financing package. Nearly all banks in the previous lending group renewed their commitment, and one new bank joined the pool. The refinancing also stood out for the significant contribution of one of Tikehau's decarbonized debt funds, marking an important step in aligning the Group's financing with its CSR strategy.



→ LAULAGUN BEARINGS SUPPORTS DECARBONIZATION OF MARITIME TRANSPORT

Decarbonizing maritime transport is a key part of the global energy transition. And one of the main ways to reduce emissions is to add wind power to conventional motorized propulsion. Laulagun Bearings is supporting this shift by working with original equipment manufacturers (OEMs) from the earliest stages, starting with research and development. Several vessels have already been launched with masts fitted with slewing bearings from Laulagun Bearings.



Keller



→ KELLER REFOCUSES ON FOUR KEY FIELDS

Keller began a strategic restructuring program in 2025 to adapt to changing markets. The company is now focusing on technology solutions that create clear value for customers in four fields: Pyrometers, Industrial Automation, Decarbonization Technologies, and Heavy-Clay Solutions. This strategy reaffirms Keller's position as a technology partner to the heavy-clay industry, combining process expertise, plant optimization, energy efficiency, and support throughout the product lifecycle, while paving the way for a return to sustained profitability.



→ MEPILOT: ONE TEAM, ONE DIRECTION, ONE PURPOSE

MEP hosted MePilot, an international event that brought together distributors and company representatives from around the world. This meeting gave MEP an opportunity to share its vision and strategy, while strengthening ties across its sales network. Presentations featured new cutting solutions, including innovative band saws and services designed to support end customers throughout the production cycle.



→ AUTOMATED BAR-CUTTING SYSTEM FOR A MAJOR AUTOMOTIVE MANUFACTURER

MEP developed a complete automated metal-cutting line for a leading company in the automotive sector. This advanced system uses marking technology to integrate metal-bar handling and traceability into the customer's existing digital infrastructure. Designed to deliver extremely reliable, high-speed performance without operator intervention, the equipment demonstrates MEP's ability to develop complex automation systems. It also supports the company's strategy of becoming more competitive in value-creating solutions that meet the rigorous quality standards of top-tier manufacturing.

→ WORKSPACES UPDATED AT SCHIEDERWERK AND CLEXTAL

Schiederwerk and Clextral both upgraded their workspaces to better support their operations. Schiederwerk added a third floor to its office and support-services building, creating space for new teams and collaborative work areas. Clextral moved teams from its Pumps business to new premises near the main plant, creating a working environment better suited to the requirements of the nuclear sector. Together these improvements will enhance operational efficiency and working conditions at both companies.



A DIVERSIFIED EUROPEAN INDUSTRIAL GROUP



CLEXTRAL

TWIN-SCREW EQUIPMENT AND PRODUCTION LINES

France

332 employees

€74 M sales



KELLER

INDUSTRIAL SOLUTIONS

Germany

343 employees

€45 M sales



LAULAGUN BEARINGS

SLEWING BEARINGS

Spain

332 employees

€63 M sales

PRODUITS

- > Processing equipment for food and non-food materials (primarily twin-screw extrusion)
- > Safety pumps for the Nuclear, Oil, Gas and Petrochemical sectors

- > Decarbonization solutions, services and machinery for the clay building materials and cement industries
- > Automation solutions for industrial processes
- > Measurement systems for non-contact temperature measurement

- > Large-size bearings (ball and roller)
- > Turning-adapted modules
- > Integrated solutions and engineering services

MARKETS

Food industry

Snacks, breakfast cereals, plant-based proteins, ingredients, crispbreads, couscous, short-cut pasta

Pet food & aquafeed

Pet food, aquafeed

Biomass industries

Biomass conversion, production of bio-based materials, fiber modification

Nuclear power plants

Oil, Gas & Petrochemical industries

Other industries

Defense, cosmetics, other

Heavy-clay, cement, steel and glass industries

Bricks and tiles

Bulk solids industry

Milling, compound feed sectors

Semiconductors

Wind industry

Onshore and offshore wind farms

Elevation systems

Construction cranes, lifting equipment, construction, port infrastructure

Marine

WPT and thrusters

CLIENTS

International groups, regional leaders, local players, start-ups, universities

Industrial companies from a wide range of industries

OEMs (wind/lifting), wind farm operators, distributors, maritime players (start-ups, large groups/WPT)

MAIN REGIONS

Worldwide

Worldwide

Worldwide

APPLICATIONS (EXAMPLES)





SERVING NICHE MARKETS



MEP GROUP

SAWS AND CUSTOM CUTTING SOLUTIONS FOR METALS

Italy

318 employees

€61 M sales

- > Band saws and circular saws for ferrous and non-ferrous metals
- > Advanced cutting solutions, automated or semi-automated, featuring high levels of automation and digital integration
- > Complete cutting lines

Metal fabrication and steel processing

Frames and welded structures

Mechanical engineering industry

Parts for machining

Steel service centers and metal service centers

Custom semi-finished products

Aerospace

High -precision materials for structural aerospace components

Oil and gas

Components for energy plants

Energy

Structures for energy facilities

Railway industry

Railway structural components

Distributors, resale,
OEMs, steel plants,
end users

Worldwide



SCHIEDERWERK

POWER-SUPPLY SOLUTIONS

Germany

192 employees

€43 M sales

- > AC/DC power supplies
- > DC/DC converter
- > Electronic ballasts
- > Power supply rack
- > High voltage power supplies
- > Power management solutions

Medical solutions

Operating tables, operating room lighting,
X-Ray equipment, dental treatment,
battery-powered medical equipment,
ultrasound equipment, light sources for
endoscopy systems

Lighting

Large areas, sport venues, studios, stages

Semiconductors

Other industries

OEMs, international groups,
niche market players

Europe, North America, Asia



RESOURCES AND ECOSYSTEMS



FINANCE

- Shareholders' equity: €6 M
- Majority stake held by family shareholders
- Long-term institutional investors (First Eagle since 2003, Arkéa Capital since 2018)



HUMAN RESOURCES

- 1,536 employees
- Employees with disabilities: 3%
- €88 M payroll costs incl. 1% dedicated to training



ECOSYSTEM

- Customers in over 100 countries
- Suppliers often adjacent to our plants



INNOVATION

- Partners in innovation around the world (universities, labs, corporate, institutional, start-ups and more)



INDUSTRY

- 17 industrial sites
- 6 test centers
- R&D = 3.6% of sales
- 42 active patents



ENVIRONMENT

- 15,817 MWh electricity consumed (+5.4% from 2024)
- 21,916 cubic meters of water consumed (-3.8% from 2024)

SHARED VALUE CREATION



EMPLOYEES

- 1,536 employees, 20% women
- 94% of all contracts are permanent
- 68% of Group employees had at least one training course in 2025
- 75% of total workforce in Europe, with 32% in Germany, 20% in France, 11% in Italy and 11% in Spain



CLIENTS

- Sales: €286 M
- €153 M increase in orders booked
- 42 active patents



SUPPLIERS

- €128 M in goods and services purchased
- Suppliers adjacent to our plants



SHAREHOLDERS AND FINANCIAL PARTNERS

- One key shareholder: the Legris family
- Two long-term institutional investors
- Shareholders' equity: €6 M
- Supervisory Board meets 4 times a year
- Banks with long histories of working with us
- A new investment company committed to meeting decarbonization challenges



LOCAL COMMUNITIES

- Corporate profit tax: €2.5 M
- Tax credits: €1.2 M
- Employer social charges: €17.6 M
- Joint projects with secondary schools, universities, local job centers and technical centers

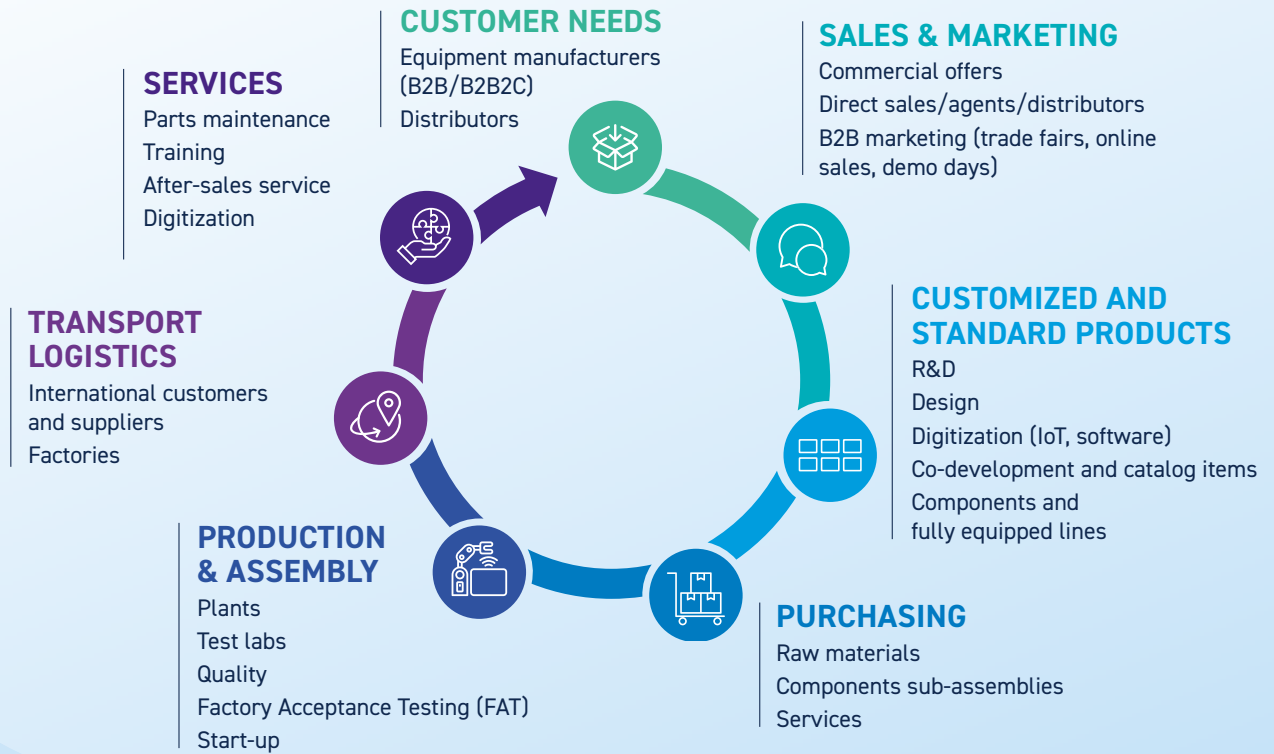


CLIMATE

- Renewable energy: Laulagun Bearings supplies wind turbine components



VALUE CHAIN

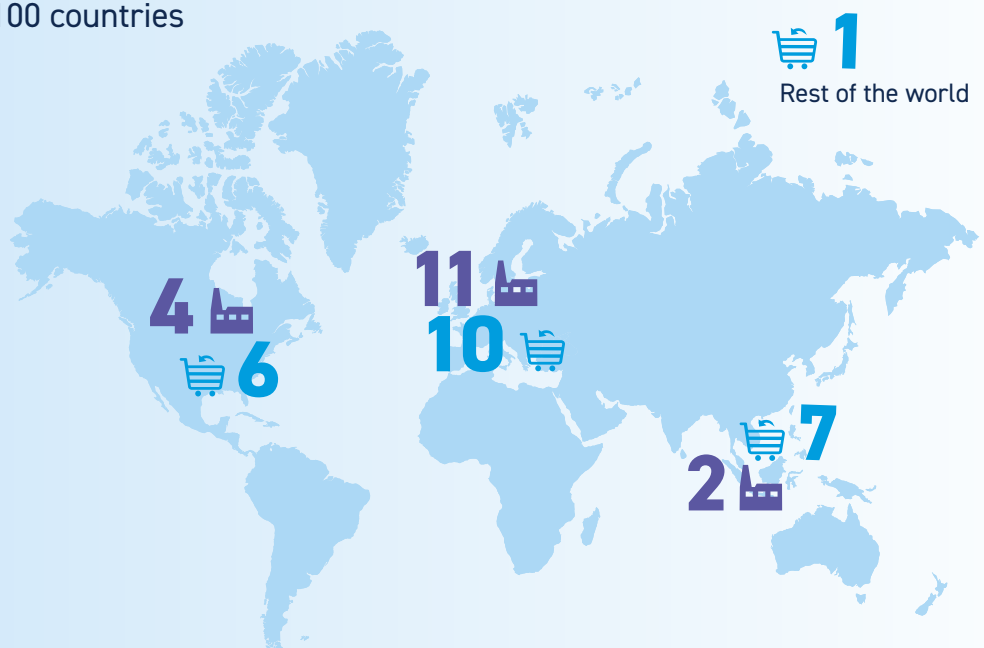


OPERATIONS ON 5 CONTINENTS

Our 17 industrial sites and 24 sales units serve customers in over 100 countries around the globe.

INDUSTRIAL SITES
11 in Europe
4 in the Americas
2 in Asia-Pacific

SALES UNITS
10 in Europe
6 in the Americas
7 in Asia-Pacific
1 Rest of the world



MEETING THE NEEDS OF PEOPLE AROUND THE WORLD

Food Animal feed Housing Energy Healthcare Mobility Entertainment Connectivity Recycling



CLEXTRAL



Snacks, breakfast cereals, plant-based proteins, crispbreads, couscous, short-cut pasta



Pet food, aquaculture nutrition



Biomass conversion, production of bio-based materials, fiber modification

KELLER



Bricks and tiles



Bulk solids processing



Sustainable technologies

LAULAGUN BEARINGS



Wind turbines (renewable energy)



Construction cranes, lifting equipment



Water treatment

MEP GROUP



Metal parts for the automotive, rail and naval industries



Metal components and structures for oil and gas pipelines and petrochemicals



Structures, framework and civil works for construction

SCHIEDERWERK



Sports lighting (stadiums, golf courses, etc.)



Medical equipment (operating tables, operating-room equipment, and radiology equipment)



UV treatment



CLEXTRAL



PLANT PROTEINS

Plant-based options that make a real contribution to fighting climate change.



Pumps for nuclear power plants, biomass

DECARB TECHNOLOGIES

Reduction of industrial environmental impact through energy-efficient process technologies and concepts for electrified kilns.

KELLER



LAULAGUN BEARINGS



WINDPOWER PROPULSION

Our windpower propulsion solutions support the development of carbon-free maritime transport.



Maritime transport

MEP GROUP

MEDICAL PRECISION

By developing high-precision cutting solutions for the medical sector, we support the production of reliable components for surgical instruments and advanced medical technologies.



SCHIEDERWERK



LED LIGHTS

LED-based lighting solutions that reduce energy consumption.



Lighting for airports, charging stations for electric vehicles



Telecom devices

GROWING OUR BUSINESS SUSTAINABLY

Thanks to our growth model, we've developed a number of strengths and areas of expertise that we bring to a wide range of businesses. These resources are critical to our strategy. By sharing our corporate expertise and encouraging our business units to exchange operational insights, we add real value to our companies, helping them perform better and achieve sustainable, long-term growth.

5 OPERATIONAL PRIORITIES



STRATEGIC ANALYSIS

Translate in-depth strategic analysis into medium-term business plans.



OPERATIONAL PERFORMANCE

Improve short- to medium-term operational efficiency.



INTERNATIONAL GROWTH

Support business units as they move into new geographical markets.



INVESTMENT AND R&D

Lay the groundwork for future growth and secure leading positions in our markets.



ACQUISITIONS

Provide direct assistance to business units as they deploy their acquisition strategies.

SHARING CORPORATE EXPERTISE & OPERATIONAL EXPERIENCE



POOLING CORPORATE FUNCTIONS

Strategy, legal affairs, tax, finance, human resources, industrial operations, auditing and risk management, IT, communication, CSR.



CROSS-FUNCTIONAL PROGRAMS

Innovation, CSR, carbon footprint, Industry 4.0, artificial intelligence, cash pooling, leadership.



SHARING BEST PRACTICES

Benefit from the wide range of experience and expertise within the Group.

CORE VALUES AND COMMITMENTS



SHARED VALUES

Open, empowering management style; autonomy and initiative; innovation, and rich, satisfying career paths.



SUSTAINABILITY

Long-standing commitment (2004), ESG reporting, continuous improvement with targets, EcoVadis rating.



Sustainability Performance Report

OUR LONG-STANDING COMMITMENT TO CSR

We've made social and environmental principles a priority for many years, and they're a touchstone for the decisions that shape our day-to-day operations. Today we want to see how our performance compares to industry practices, which is why we asked EcoVadis, an outside expert, to assess all of our business lines for the second year running.

2004



In June 2004, Groupe Legris Industries joined the **UN Global Compact** to promote **sustainable development** and responsible corporate citizenship. As part of this commitment, we pledged to support the Compact's fundamental principles and favor their extension within our sphere of influence.

2005



Groupe Legris Industries commits to making **climate awareness** a core part of our business culture and to adopting initiatives to safeguard the environment.

2011



In 2011 we launched **Sustainability by Groupe Legris Industries**, a cross-functional program that highlights our ability to change internal practices and build sustainable practices into our operations and structure.

2019



In response to customer requests—and their own quest for transparency—our **Clextal** and **Schiederwerk** business units began the assessment process on the EcoVadis platform. **Laulagun Bearings** is the Group's first business unit to obtain ISO 45001 certification, relating to employee health and safety.



2021



2023

ecovadis

2024

Aktio

2025

greenly

Altitude

Extension of EcoVadis certification.

Because our business units are so diverse, we wanted independent confirmation that they are taking a 360-degree approach to governance and impacts in key areas: the environment, labor & human rights, ethics, and sustainable procurement. **Four of our businesses achieved EcoVadis certification in 2021.**

All five Group companies certified in 2023.

In 2022, four of our five companies were already certified. But in 2023 MEP Group earned a Silver Medal from EcoVadis—giving all five Group companies EcoVadis certifications.

Groupe Legris Industries enhanced its carbon footprint assessment by incorporating **Scope 3** emissions, and partnered with **Aktio**, a recognized expert in the field, to assist in the process.

The Group has completed its double materiality analysis

HOW WE ARE IMPLEMENTING DOUBLE MATERIALITY

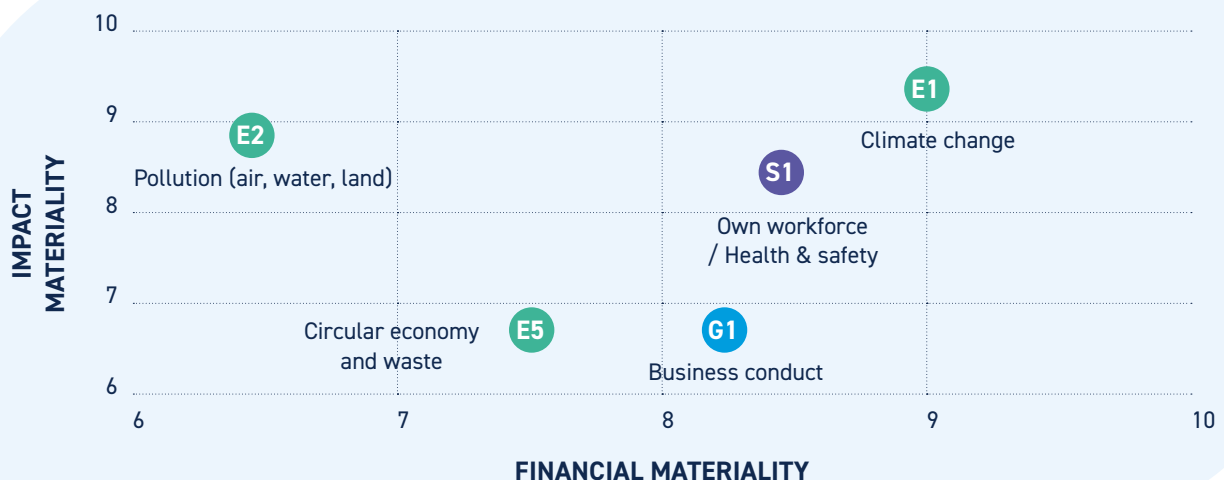
ASSESSING BOTH SUSTAINABILITY ISSUES AFFECTING THE GROUP AND THE GROUP'S IMPACTS ON PEOPLE AND THE ENVIRONMENT

Although we are not currently required to apply the ESRS, we monitor CSR reporting practice and have taken the relevant recommendations into account.

In 2025, our Group coordinated a double materiality assessment for each of its strategic units. Led by QSE managers, each division assessed its impacts by completing a detailed questionnaire, with Greenly providing a streamlined methodological framework. This process fostered dialogue with our Procurement, Environment, HR, and Sales functions, helping us identify impacts at division level. The individual results were then harmonized and consolidated, revealing the following material criteria:

- E1 Climate change
- S1 Own workforce
- G1 Governance

→ DOUBLE MATERIALITY MATRIX



ANALYZING CLIMATE RISK TO ANTICIPATE THE IMPACTS OF CLIMATE CHANGE ON OUR GROUP

Recognizing the reality of climate change and its potential impacts on Group operations, we commissioned a partner to carry out an impact assessment using the Altitude by Axa Climate tool.

This analysis assessed the consequences of different climate scenarios based on IPCC research, examining their implications for 17 climate hazards. The findings presented here are based on SSP 5-8.5*, the most extreme long-term scenario, projected to 2050.

The analysis identified eight high-risk factors, primarily water stress, extreme heat, and flooding. These findings were shared with management and taken into account during strategic reviews to determine appropriate contingency measures or, where relevant, risk acceptance strategies.

→ MAIN PHYSICAL RISKS

SCENARIO 2030 SSP 5-8.5

Climate risks analyzed using the European Union taxonomy

	Temperature-related	Wind-related	Water-related	Solid mass-related
CHRONIC	Changing air temperature	Changing wind patterns	Changing precipitation patterns	Soil erosion
			Water stress	Clay shrink-swell
			Sea level rise	
ACUTE	Extreme heat	Tropical cyclone	Drought	Landslide
	Extreme cold – frost	Storm	Extreme precipitation	Earthquake
	Wildfire	Hailstorm	Flood	Subsidence
				Avalanche
				Volcanic eruption

■ Low risk ■ Moderate risk ■ High risk

*SSP: Shared Socio-economic Pathways

5 PRIORITIES FOR SUSTAINABLE PERFORMANCE

In 2021, we reviewed our Group's long-term commitments to ethical, responsible business practices to develop a more structured response to rising demands from our stakeholders.

	 ENVIRONMENT	 PROFESSIONAL DEVELOPMENT	 HEALTH & SAFETY
Goal	Limit and reduce the direct and indirect impacts of our activities.	Ensure that our employees get professional development opportunities that match their personal aspirations, and receive equal treatment on the job.	Provide a safe, healthy workplace for our employees and third parties.
Actions	Implement HSE management system Group-wide. Measure and manage Scope 1 & 2 greenhouse gas emissions. Increase employee awareness of "green habits".	Facilitate long-term integration of graduates by promoting knowledge-sharing between generations. Give each employee an annual review with his or her direct manager. Continue our initiatives favoring equal opportunity.	Raise management awareness and report improvements in safety KPIs. Perform internal and external Health and Safety audits. Promote safety campaigns with employees.
Our 2025-2030 targets	Reduce our greenhouse gas emissions, in keeping with goals set by the 2021 Paris Climate Accords.	Give each employee at least one training opportunity every 2 years by 2025.	Cut the rate of workplace accidents in half by 2025.
Progress achieved	57%	83%	40%



INNOVATION

Innovate by providing our customers with high-performance, resource-efficient products and services.

Promote innovation to reduce the environmental impact of our offer.

Facilitate collaboration between BUs and tech clusters, hubs, start-ups, universities and R&D labs.

Steer R&D towards green products and services.

Ensure that 100% of new products use an ecodesign process by 2030.

25%



GOVERNANCE

Promote diversity in our executive management committees and make CSR an integral part of all strategic initiatives.

Develop diversity in our top management teams.

Share and update knowledge of our Code of Business Conduct within all units.

Communicate once a year on progress made toward achieving the UN Global Compact's Sustainable Goals.

Achieve EcoVadis Gold certifications for all business units by 2025.

96%

→ 2030 PRIORITIES

SUSTAINABLE INDUSTRY PROTECTS THE PLANET

We're committed to limiting and reducing the direct and indirect impacts of our activities on the environment.

Our actions

Our target

Progress achieved



1
Implement an **HSE management system** Group-wide.

2
Measure and manage Scopes 1 & 2 **greenhouse gas emissions.**

3
Increase employee awareness of "green habits".



REDUCE OUR GREENHOUSE GAS EMISSIONS to meet goals set in the 2021 Paris Climate Accords.



57%

For years we've invested in groundbreaking eco-design, actively promoted green habits, and used employee communication and awareness campaigns to reduce waste at all our business units.



6
CLEAN WATER
AND SANITATION



7
AFFORDABLE AND
CLEAN ENERGY



9
INDUSTRY,
INNOVATION AND
INFRASTRUCTURE



12
RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13
CLIMATE
ACTION



TRACKING OUR IMPACT ON THE PLANET

100%

of our business units have earned **ISO 14001** certification for their primary site.



ENERGY EFFICIENCY—

100% OF OUR BUSINESSES

are now assessed, with action plans reviewed and deployed when cost/benefit analyses demonstrate clear advantages.



21,916 m³
OF WATER CONSUMED

Total water consumption increased 4%.



4,266 metric tonnes
OF WASTE GENERATED

The amount of waste generated decreased by 7%. 88% of the Group's total waste is recycled.



GHG EMISSIONS

9,301 tCO₂e
Scopes 1 & 2

GHG emissions are calculated in accordance with the GHG Protocol methodology, using baseline emission factors. For greater accuracy, all Group sites are included in Scopes 1 and 2 reporting, which now covers facilities in the Americas and India compared with 2023.



CALCULATING OUR GROUP'S CARBON FOOTPRINT

We began working with AKTIO in 2024, using the GHG (Greenhouse Gas) Protocol method to improve data collection and calculations.

This project was coordinated at Group level and rolled out in each Division. Given the diversity of Divisions' activities, input was required from many employees to collect data that accurately reflects the industrial reality of our facilities, the technical characteristics of our equipment, and the geographic locations where it is used. Our partner AKTIO provided additional oversight to ensure that information collected was comprehensive. Some of the data was also reviewed by our auditors.

The Group's 2025 carbon footprint was thus assessed at 429,584 in location base tCO₂e. Of the 420,283 tCO₂e Scope 3 emissions, 344,167 tCO₂e relate to the use of products sold. Total emissions are calculated on the basis of energy strictly required to use the product over its estimated lifetime.

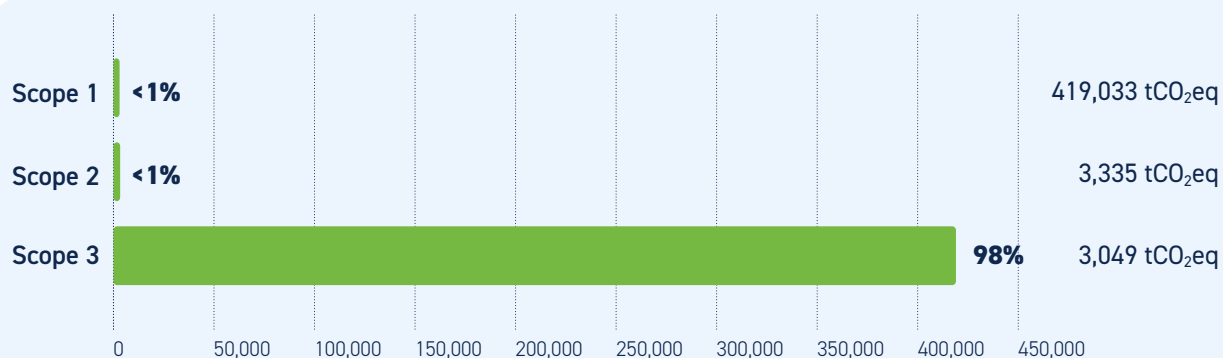
Because we have spent many years working to provide our customers with reliable, durable equipment, this has the effect of increasing calculated emissions.

In addition, the vast majority of our equipment is powered by electric motors, making it more difficult to reduce energy consumption. Conversely, depending on how they are installed and delivered, the few models that use gas can introduce a degree of volatility into greenhouse gas emissions, since these emissions are calculated on the basis of sales from one year to the next.

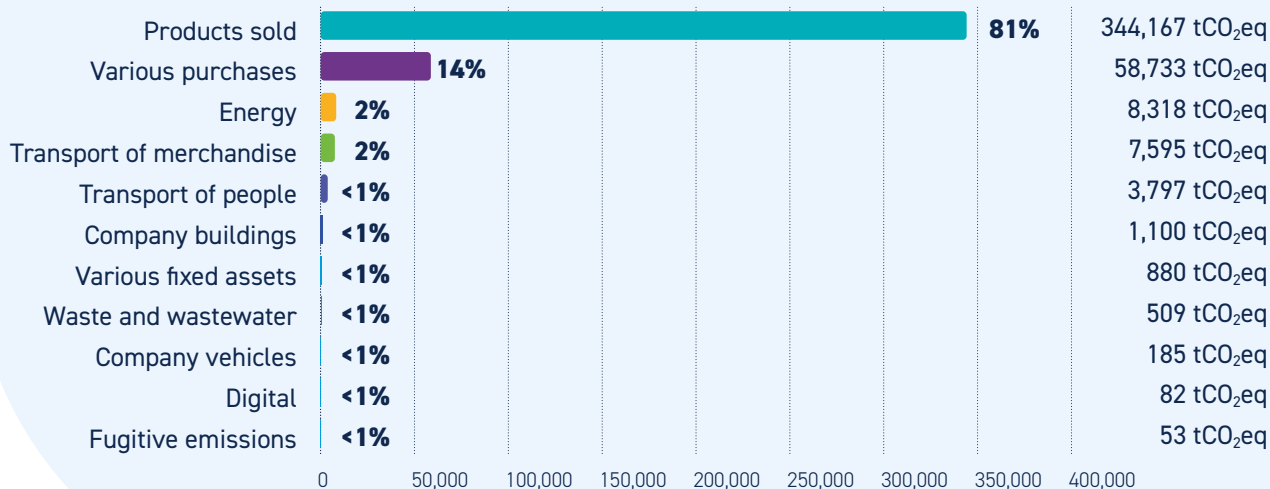
We use this data to define the most relevant decarbonization trajectory for our specific situation, in particular the fact that the equipment we sell is already electrified.

For Scopes 1 and 2, we chose to follow the Science Based Targets initiative (SBTi) framework, combined with a realistic trajectory for reducing our Scope 3 footprint that has been validated by third parties.

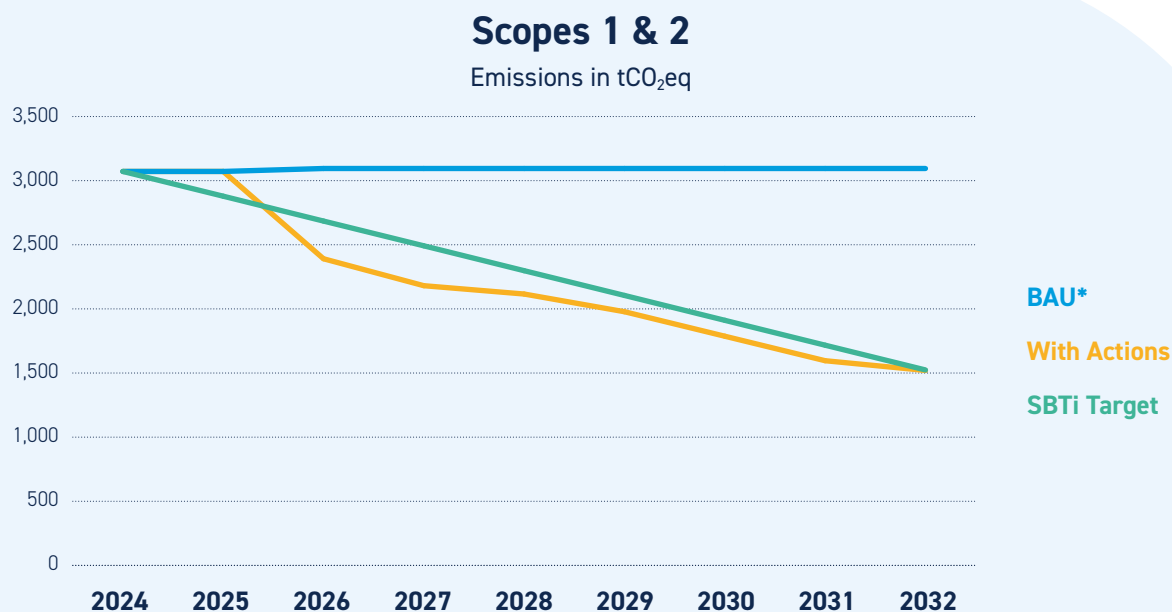
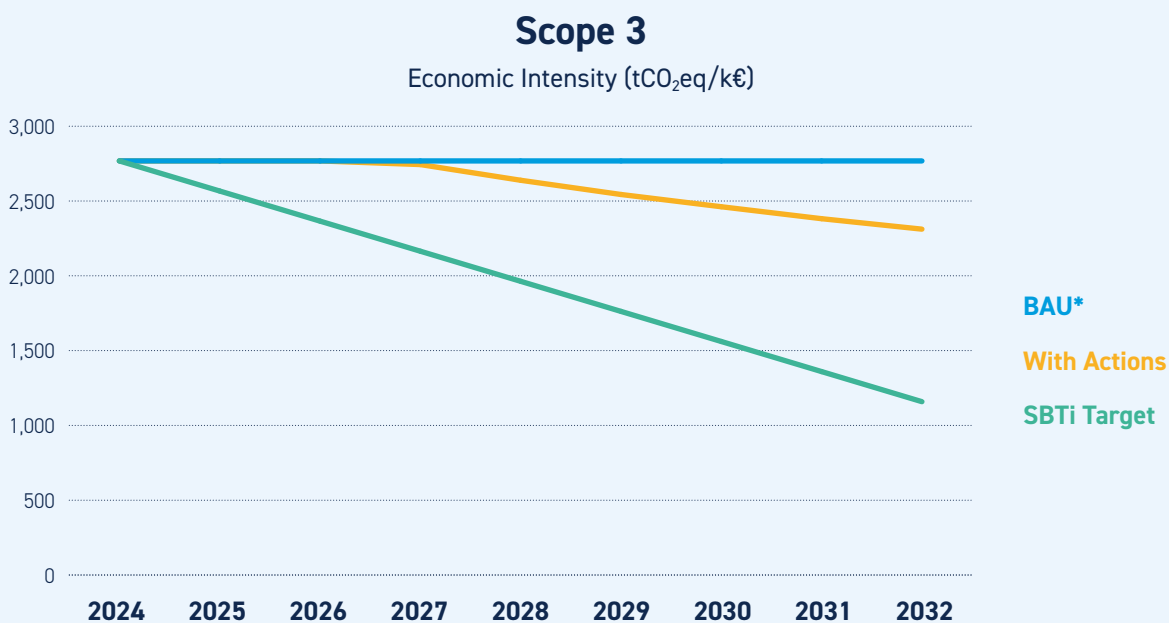
→ GREENHOUSE GAS DISTRIBUTION



→ BREAKDOWN OF INDIRECT EMISSIONS (Scope 3)



→ SCOPES' TRAJECTORY - LID BUSINESS UNITS** (Clextral - MEP - Schiederwerk)



*Business As Usual

**As part of our decarbonization efforts, we initially focused on the Legris Industries Développement (LID) scope—which includes the Clextral, MEP, and Schiederwerk divisions—to establish baseline trajectories for greenhouse gas emissions (GHG) for the coming years. This approach will be gradually extended to the Group's two remaining businesses: Keller and Laulagun Bearings. The goal is to cover Scopes 1 and 2 for the entire Group before gradually expanding to Scope 3.

SUSTAINABLE PRODUCTS AND SERVICES

→ ACCELERATING OUR TRANSITION TO DECARBONIZED ELECTRICITY

As part of an active drive to meet our renewable energy targets, we have begun purchasing decarbonized electricity. Today, 69% of the electricity we use is covered either by Guarantees of Origin or supported by energy-efficiency certificates.



→ KELLER USES ELECTRIFICATION TO DECARBONIZE THE HEAVY-CLAY INDUSTRY

To support the heavy-clay industry's transition to more sustainable manufacturing, Keller is developing solutions to electrify drying and firing, as well as downstream operations in brick and tile production. As part of a broader commitment to energy efficiency, renewable gases, storage and digitization, this initiative is designed to reduce the industry's carbon footprint while strengthening its competitiveness.



→ CLEXTRAL SUPPLIES PILOT BIOMASS EXTRUSION UNIT TO RWTH AACHEN UNIVERSITY

In 2025, Clextral sold a pilot extrusion unit designed to process biomass under acidic conditions to RWTH Aachen, a technical university near Germany's border with Belgium and the Netherlands, renowned for excellence in mechanical and electrical engineering. Biomass extrusion is an environmentally friendly and cost-effective manufacturing technology. The sale shows how Clextral's expertise can support technological innovation and the environmental transition.

→ MEP CUTS FLUID USE WITH MORE SUSTAINABLE SAW LUBRICATION

MEP's metal-sawing machines use mist lubrication, applying micro-droplets of vegetable oil as an alternative to traditional emulsion systems based on mineral oils. The lubricant is sprayed directly onto the cutting zone in extremely small quantities, which provides effective lubrication and heat dissipation while reducing fluid consumption. The use of biodegradable oils helps limit environmental impact and improve working conditions for operators, with additional benefits for workplace cleanliness, equipment maintenance, and operational efficiency.



→ SCHIEDERWERK INVESTS IN SOLAR PANELS

Schiederwerk installed solar panels on the roof of its new upper-floor extension. The system currently comprises 32 panels, each with a maximum output of 460 W, for a total capacity of 14.72 kWp. The electricity generated will be used first to power the building, with any surplus fed back into the grid.

→ LAULAGUN BEARINGS RAISES ENVIRONMENTAL AWARENESS IN INDIA

On World Environment Day, Laulagun India reaffirmed its commitment to more sustainable practices by holding talks on reducing plastic use. The company also planted trees near its site in Tamil Nadu.



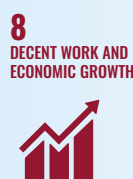
→ 2025 PRIORITIES

PROFESSIONAL DEVELOPMENT FOR ALL OUR EMPLOYEES

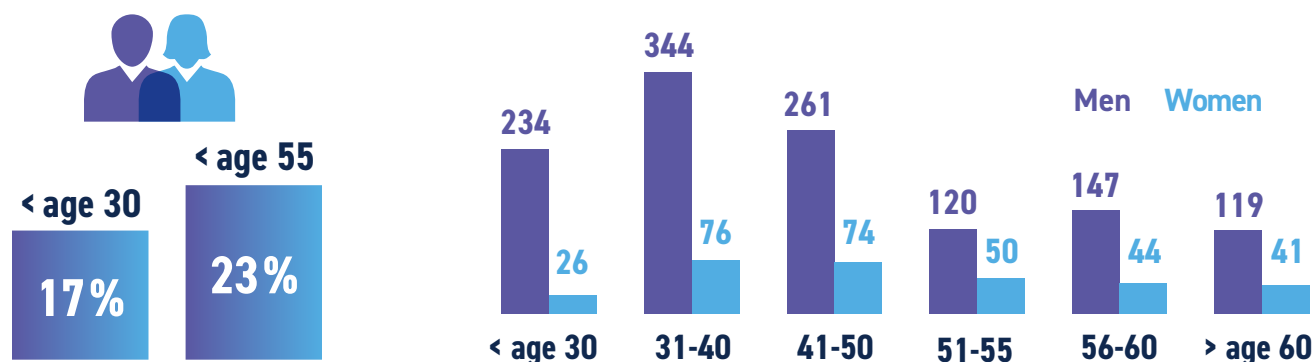
We're committed to offering all employees professional training that meets their personal aspirations and promotes equal opportunities on the job.



Groupe Legris Industries' employees can pursue a variety of stimulating career paths thanks to our wide range of businesses and job categories, our commitment to ongoing innovation, our international business culture, and our global markets, since the machines we make are used in countries around the world.

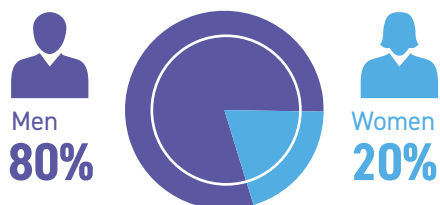


BRINGING YOUNG PEOPLE ON BOARD & PROMOTING KNOW-HOW AND SKILLS



This graphic highlights our efforts to **bring in young talent** while **retaining mature staff** to ensure a smooth transfer of know-how and skills.

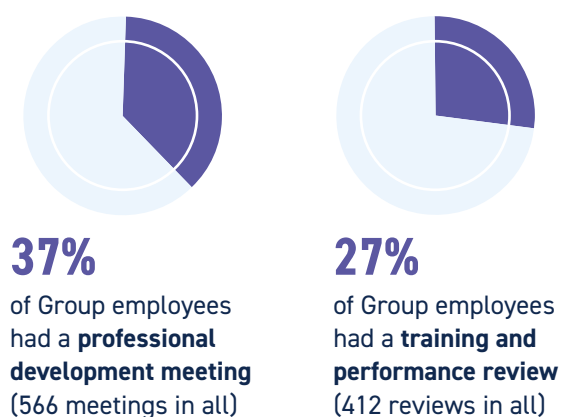
EMPLOYEES BY GENDER



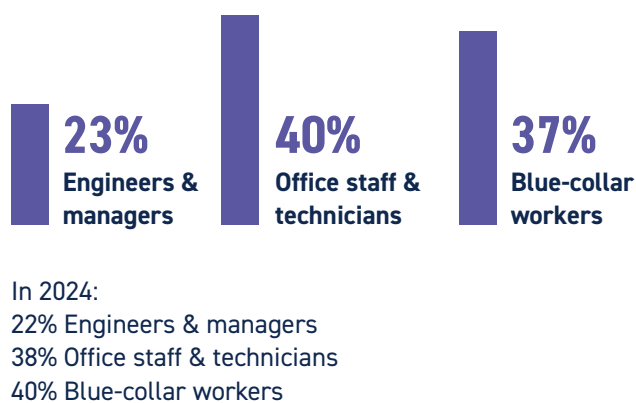
STAFF TURNOVER



EMPLOYEE MEETINGS IN 2025



STAFF BY JOB CATEGORY IN 2025



TAILORING LABOR RELATIONS TO EACH LEVEL OF OUR BUSINESS

For many years, Groupe Legris Industries has encouraged dialogue between employees and management at every level of the organization. A **European Works Council (EWC)** has been in place since 2014, giving employees of our European subsidiaries representation in our highest decision-making bodies.

Collective bargaining takes place through the forum best suited to the issue under discussion. Some negotiations are conducted across the Group, while others concern an individual company or site.

18 COLLECTIVE AGREEMENTS AND CHARTERS IN EFFECT IN 2025

- Restructuring and jobs
- Salary and variable compensation
- Employee savings plans
- Short-time work and working hours
- Mandatory annual negotiations
- Safety and risk prevention
- Career development
- Business travel

GLOBAL REACH

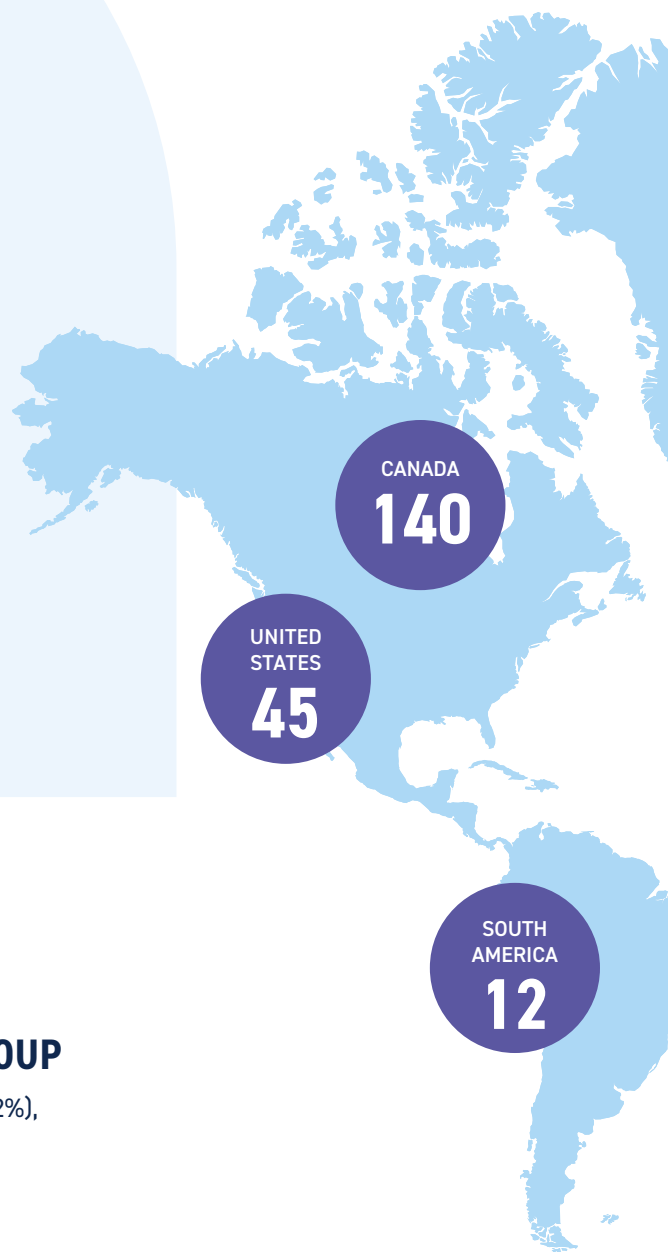
1,536

employees

around the world
as of December 31, 2025

GROUPE LEGRIS INDUSTRIES: A EUROPEAN GROUP

Nearly 75% of our staff are based in Europe, primarily in Germany (32%), France (20%), Spain (11%) and Italy (11%).



DEVELOPING TALENT AROUND THE WORLD

Our Group encourages and cultivates long-term ties with business and social stakeholders in the regions where we operate. We encourage our companies to **forge relationships with schools, universities and apprenticeship centers**, and our units' recruitment policies make it a priority to offer positions to young people in work-study programs.

49

interns

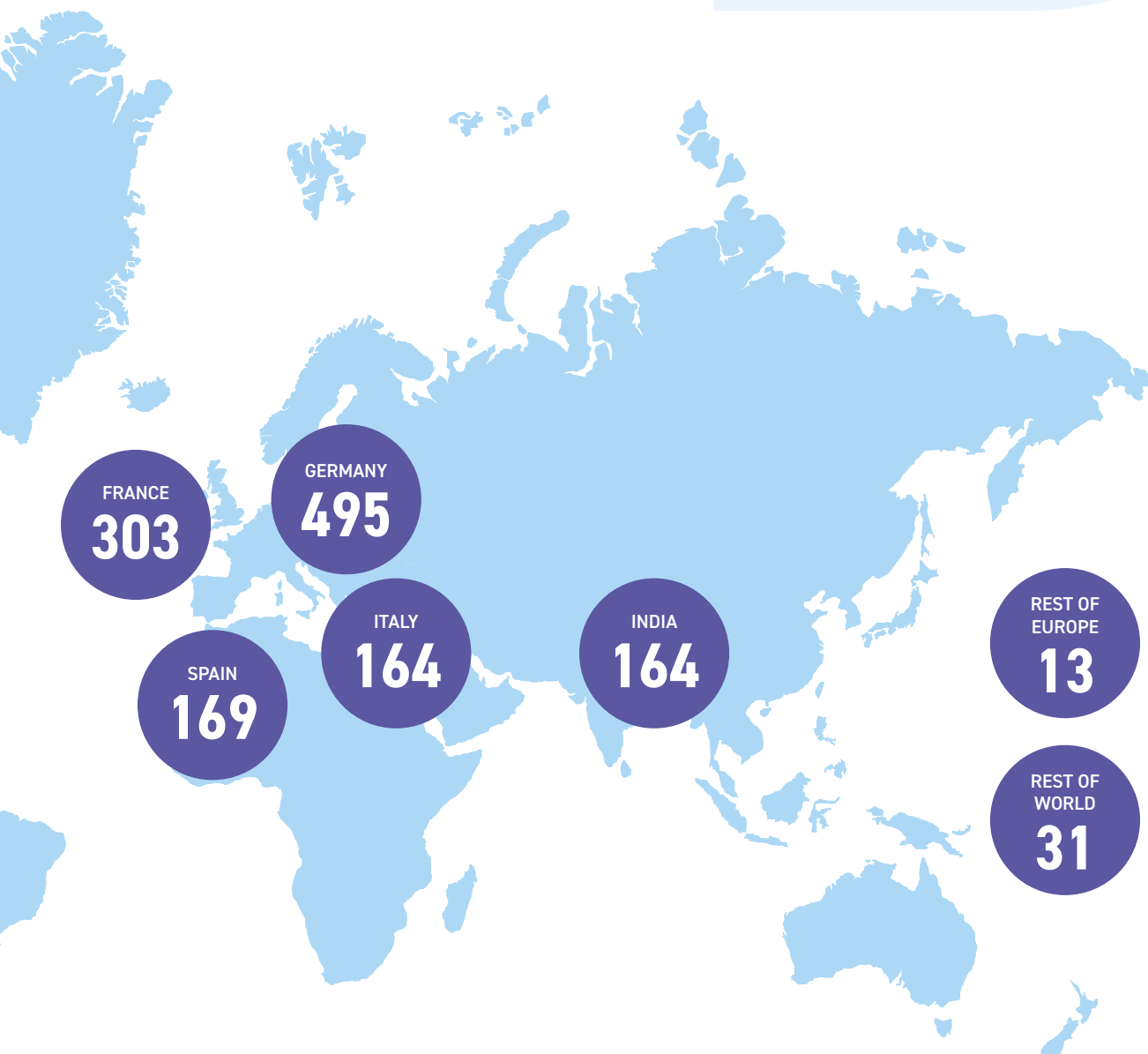


70

work-study

students in 2025, with

3 hired on permanent contracts



HIGHLIGHTS FOR 2025

→ HR EXPLORES THE BENEFITS OF ARTIFICIAL INTELLIGENCE

In July 2025, Human Resources teams from the Group and each of its business units met in Paris to discuss current and future HR challenges. Their exchanges centered on the impact of artificial intelligence on human resources, the opportunities it offers, and the regulatory frameworks in place in different countries.



→ EUROPEAN DISABILITY EMPLOYMENT WEEK

From November 17 to 21, Clextal hosted its first European Disability Employment Week. The event featured a range of initiatives to raise awareness of disability-related issues in the workplace. Employee participation was high throughout, reflecting strong engagement with the cause.



Clextal



→ INDUSTRY DAYS: PROMOTING CAREERS IN MANUFACTURING

Several Group companies welcomed students as part of Industry Days, an initiative designed to promote careers in manufacturing by introducing young people to industrial expertise and facilities. Ninth-grade students from Les Bruneaux middle school in Firminy, France, joined young jobseekers for a tour of Clextal. Students from San Benito Ikastola in Lazkao, Spain, visited Laulagun Bearings, while MEP held immersion days for students from A. Volta Polo 3 secondary school in Fano, Italy. Partnering with educational institutions is a key way to help build the industrial workforce of the future.



Laulagun Bearings



MEP

→ LEANBET WPMS TRAINING AT MEP

MEP hosted a LEANBET WPMS (Weak Point Management System) class focused on Lean methodologies and the continuous improvement of production processes. The session was led by MEP's COO, assisted by the Production Manager, and attended by participants from Italian industrial organizations. It showcased MEP's internal processes, shared practical feedback, and identified areas for improvement that could be applied in other industries.



→ STRATEGIC PLANNING AND RESTRUCTURING AT KELLER

Following major restructuring announced on July 29, 2025, Keller's management and works council signed a reconciliation of interests and employment protection plan. Of the 123 employees who left the company, 57 opted to join a transfer company from February 1, 2026 while they search for a new job. Employees of the new reorganized Keller structure are working on implementing value-creating technology solutions aligned with Keller's company strategy.



→ OPERATIONAL EXCELLENCE AND PROFESSIONAL DEVELOPMENT AT LAULAGUN BEARINGS

Laulagun Bearings' professional development program, Fabrika, promotes continuous improvement and operational excellence. The program is designed to encourage dialogue between employees, formalize collaboration, and create a culture in which knowledge sharing is the norm. Fabrika has become an essential part of the way the company operates. Laulagun Bearings also completed its job mapping project, giving both employer and employees a clearer understanding of possible career paths, how existing skills can be adapted, and how the company's needs are changing.

→ EMPLOYMENT AND COMPENSATION AGREEMENT AT HYDMECH

Hydmech and Canadian unions signed a 3-year collective agreement in autumn 2025. The agreement includes improved health care benefits, greater flexibility in scheduling holidays and compensatory time off, and salary increases. With this stable labor environment in place, everyone can now focus on achieving the company's objectives.



→ IN-HOUSE TRAINING PROGRAMS DEVELOPED WITH LOCAL ORGANIZATIONS

In Canada, Hydmech worked with *Community Employment Services* in Woodstock, Ontario, to develop a partnership with Fanshawe College. The aim is to create in-house training programs in hydraulics, pneumatics, and electricity. Community Employment Services also supports Hydmech's recruitment process through skills assessments and background screenings. In 2025, Schiederwerk launched an in-house training program focused on technical subjects related to manufacturing, from electrostatic discharge and welding to the handling of printed circuits boards. These training sessions help employees build their technical skills and improve process quality.



→ EMPLOYEE MEETINGS AND DIALOGUE

In 2025, Schiederwerk brought all employees together at two company events, one in the summer and the other at Christmas. These events also provide an opportunity to celebrate work anniversaries. The company also began hosting Coffee with Management sessions with Robert Sanger, its Managing Director. These informal meetings give employees an opportunity to talk with management, share ideas, and ask questions.



→ 2025 PRIORITIES

EMPLOYEE SAFETY COMES FIRST

We're dedicated to providing a workplace that keeps our staff and third parties healthy and safe.

Our actions



1
Raise management awareness and report improvements in safety KPIs.

2
Perform internal and external health and safety audits.

3
Promote safety campaigns with employees.

Our target



CUT THE RATE OF WORKPLACE ACCIDENTS IN HALF
by 2025.

Progress achieved



40%

Our operations span a wide range of job categories and locations, and we use that diversity to promote and share best practices from one business unit to the next. Communication is essential: we're in touch with our teams at all times to make sure they're deploying the right communication and awareness programs to prevent accidents and near-accidents. We also organize meetings with all units at least once a month to track progress made in implementing their health and safety action plans.



3
GOOD HEALTH AND WELL-BEING



8
DECENT WORK AND ECONOMIC GROWTH



MONITORING EMPLOYEE HEALTH AND SAFETY

A comparison of Lost Time Injury Frequency Rates (LTIFR) reveals wide differences from one Group business to the next. Generally speaking, our companies have LTIFRs rates within the thresholds commonly found in industry, and they work hard every day to reduce the risk of accidents.

LTIFRs range from 11 to a maximum of 29.



TF0

15.15



LTIFR is the number of lost-time injuries per million hours worked—and is down 10.3% from 2024.

HEALTH, SAFETY &
ENVIRONMENTAL
TRAINING

5,346

HOURS

Down 2.5% from 2024.



HEALTH AND SAFETY ON THE GROUND

Safety coordinators at each industrial site work constantly with employees on the ground and with operations management to address specific health and safety issues.

→ CLEXTAL SHARES HSE BEST PRACTICES WITH LOCAL BUSINESSES

The area around Clextral's facilities in Firminy, France, has a rich industrial heritage, encouraging local companies to share best practices through exchanges and site visits. In this spirit, Clextral hosted representatives from six local businesses in July. The companies discussed their progress in accident analysis, regulatory monitoring, and communication. This peer-to-peer dialogue proved highly productive, bringing together family-run businesses and subsidiaries of large groups with advanced Health, Safety, and Environment (HSE) practices.



→ NEW EQUIPMENT FOR WORKPLACE SAFETY



As part of its risk prevention policy, Laulagun Bearings distributed new helmets better adapted to on-site conditions, offering greater strength and improved shock absorption. The company also introduced a color-coding system to identify employees trained in emergency response, including fire safety and first aid. This allows for faster, more efficient responses in emergency situations.



→ REENGINEERING LIFTING TOOLS

MEP worked with multiple departments to assess its lifting tools, then redesigned equipment to make it safer, more ergonomic, and more efficient for operators. Aimed at reducing the risks associated with load handling, this initiative improves working conditions for operators and forms part of the company's broader commitment to prevention and continuous improvement in health and safety at work.



→ 2030 PRIORITIES

SUSTAINABLE INNOVATION FOR OUR CLIENTS

We put innovation to work for our customers, supplying high-performance, resource-efficient products and services.

Our actions

Our target

Progress achieved



1

Promote innovation to reduce the environmental impact of our offer.

2

Facilitate collaboration between our business units and tech clusters, hubs, start-ups, universities and R&D labs.

3

Steer R&D towards green products and services.



Ensure that by 2030,
100%
OF NEW PRODUCTS
are developed using an
ECODESIGN PROCESS.



25%

At Groupe Legris Industries, innovation has driven our growth model from the start. It's shaped every area of our business—from disruptive technologies and new applications, to our structure and working methods, to the ways our teams and employees work together.



FOCUS ON RESEARCH



6
**RESEARCH
LABS**



R&D
€10.4 M
invested in 2025



42
**ACTIVE
PATENTS**

At Groupe Legris Industries, we take a broad view, working closely with innovation project leaders and managers to build ecodesign into our solutions and products from their inception. **We now require our business units to conduct reviews of their own projects early on to ensure compliance with ISO 14006, with the aim of winning this widely recognized certification in the future.**



OUR INNOVATION STRATEGY IN ACTION

→ A NEW GENERATION OF EXTRUDERS FOR EMERGING COUNTRIES

Clextral designed the **BC ECO** line to support industrial development in emerging countries or regions, in Asia, South America, and Sub-Saharan Africa. These robust, high-performing, and affordable extruders combine reliability and industrial efficiency. Designed primarily for the production of human and pet food, they can be integrated into a **complete ECO line** with a dryer and coating system.



→ SCHIEDERWERK DEVELOPS AUTONOMOUS POWER FOR MISSION-CRITICAL ENVIRONMENTS

Schiederwerk developed its Modular Field Power System—an autonomous scalable power supply—for demanding environments such as defense, security, and remote sites. Compact and robust, this fully integrated system includes batteries, a fuel cell, and AC/DC interfaces to ensure reliable, continuous power. With its scalable design, the system sets up quickly and adapts to a wide range of operational needs.



→ LAULAGUN BEARINGS INNOVATES TO REDUCE ENERGY COSTS

Laulagun Bearings' TOMCAT program has a clear objective: to reduce customers' levelized cost of energy (LCOE). Running from 2025 to 2027, this multi-year program combines innovations in ball size, hardened layers, and end-of-life product considerations. TOMCAT aims to reduce costs for customers while strengthening Laulagun Bearings' competitiveness by improving product performance, durability, and lifecycle value.



→ DIRECT CONTROL: BEYOND MACHINES, REIMAGINING PRODUCTS

In modern manufacturing, efficiency depends not only on mechanical performance, but also on how well machines can be integrated into increasingly digital and interconnected production ecosystems. MEP's **Direct Control** technology marks a new level of digital integration in industrial performance. Its band saws use a new control architecture in which a PC serves as the system's core, supported by highly flexible software and a user interface designed to simplify and enhance the user experience. This allows machines to communicate with other systems and play an active role in the production chain, helping to optimize processes and facilitate intelligent data management.

→ CUSTOM APPS: MACHINE CONTROL AT YOUR FINGERTIPS

MEP has developed two custom applications specifically designed to meet the needs of an increasingly connected manufacturing industry. The apps provide faster, more efficient access to machine monitoring and control. The Desktop app allows users to program jobs remotely, manage production queues, and access alarm history. It also includes tools to optimize bar use and monitor consumption and efficiency in real time. The Mobile app generates instant updates on machine status and quick access to alarm history, making it ideal for constant monitoring. Together these apps represent an important step forward in MEP's digital innovation in support of more intelligent and sustainable manufacturing.



→ 2025 PRIORITIES

PUTTING CSR AND DIVERSITY AT THE HEART OF OUR GOVERNANCE DECISIONS

We promote diversity in our executive management committees and make CSR an integral part of all our strategic initiatives.

Our actions

Our target

Progress achieved



1
Develop diversity in our top management teams.

2
Share and update knowledge of our Code of Business Conduct within all units.



3
Communicate once a year on progress toward the UN Global Compact's Sustainable Development Goals.



EcoVadis Gold for all business units by 2025.

ecovadis



96%

A diversified European industrial group

Our history stretches back more than 160 years, and many men and women have worked hard to make Groupe Legris Industries what we are today. We've grown—in size, in geographical scope and in the diversity of our businesses—and we're still changing. We regularly welcome new teams from different parts of the world for an ever-broader range of national origins, cultures and customs.



5
GENDER
EQUALITY



8
DECENT WORK AND
ECONOMIC GROWTH



9
INDUSTRY,
INNOVATION AND
INFRASTRUCTURE



10
REDUCED
INEQUALITIES



13
CLIMATE
ACTION



STRATEGIC AND OPERATIONAL MANAGEMENT

For over 30 years, Legris Industries has adopted a two-tier governance structure, with an Executive Board and a Supervisory Board.

EXECUTIVE BOARD

The Executive Board is the top executive body at Groupe Legris Industries, managing day-to-day business and deploying business strategy.

Its members meet once a week. They include **Erwan Taton** (Chairman), **David Nogr ** (Managing Director) and **Benedetto Speroni** (Managing Director in charge of Business Development).



Left to right: Benedetto Speroni, Erwan Taton, David Nogr 

SUPERVISORY BOARD

The Supervisory Board oversees the Executive Board's operational role and reviews major investments and transactions with strategic implications, for which its approval is required. The Supervisory Board meets at least once each quarter.

Its members are Financ re PYL S rl represented by Pierre-Yves Legris (Chairman); Olivier Legris (Vice Chairman); Pascal Barr , Arnaud de La Cotardi re; JFG D veloppement represented by Jean-Fran ois Gautier; Ark a Capital SAS represented by Gonzague Rondouin; Yvon Jacob; Corentin Legris et Pierre-Mikael Legris.

OPERATIONS COMMITTEE

The Operations Committee (Comop) oversees Group action within our five business units. It includes all members of the Executive Board, Philippe Couturier (Head of Group Internal Audit & CSR), Erwan Guillon (Human Resource Officer), Nicolas Joffrion (Chief Industrial Operations Officer), Sabine Rolland (Strategy and Development Officer) and Roland Peyraube (Chief Financial and IT Officer). The Operations Committee meets once a month.



OUR GUIDING PRINCIPLES

CODE OF BUSINESS CONDUCT

Adopted in 2008, our Code of Business Conduct sets out clear, simple principles that guide our business practices. These principles are the basic foundations for how we work with our customers, business partners, suppliers and other stakeholders, and how our employees deal with each other. The Code also includes guidelines for relationships with competitors, as well as rules of integrity that we must comply with at all times. It was updated in 2024 to take into account the new challenges of Corporate Social Responsibility and Artificial Intelligence.

HIGHLIGHTS FOR 2025

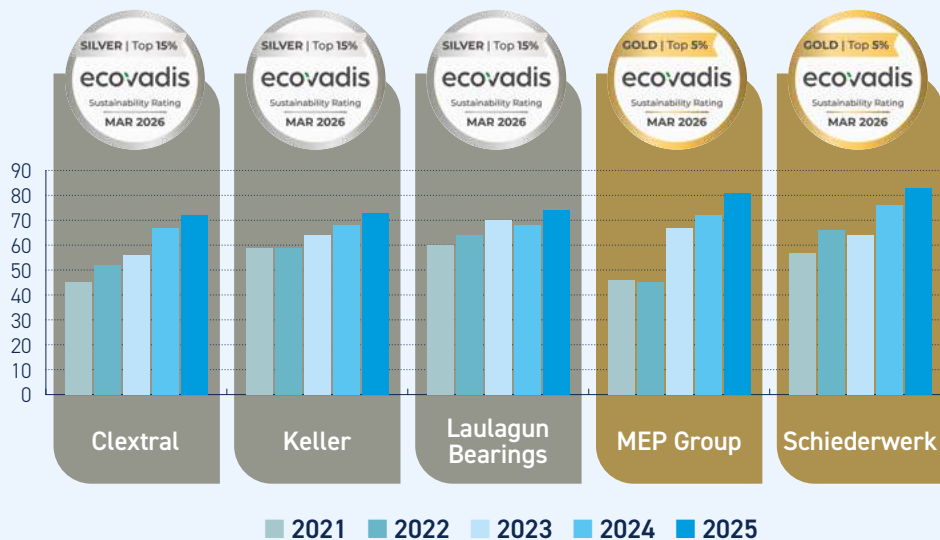
→ ECOVADIS: ALL GROUP COMPANIES IN THE TOP 15%

Following the EcoVadis certification of Groupe Legris Industries companies in 2024, the 2025-2026 ratings confirm our Group's continued progress in environmental and social responsibility.

In 2025, Clextral, Keller, and Laulagun Bearings all received silver medals, recognizing their stronger integration of CSR objectives, particularly in carbon footprint management, supplier relationships, and sustainability oversight. MEP reached a new level of recognition with an EcoVadis gold medal, awarded to companies ranked in the top 5% of ratings. This rating reflects the company's maturity in integrating ESG principles and places it alongside Schiederwerk, which received a gold medal for the second year in a row.

This recognition by a leading external expert in the B2B environment reflects the outstanding work carried out by our Division management teams. Official recognition of year-on-year progress does more than just document achievements: it benefits the company and everyone involved. Setting targets, tracking progress, and assessing results are all integral to our commitment to continuous improvement. Our teams are fully engaged in this process, and this shared momentum lets CSR, HR, and Purchasing managers exchange best practices across the entire Group.

EcoVadis Commitments over 5 Years



→ REFINANCING ALIGNED WITH THE GROUP'S CSR STRATEGY

Our Group's refinancing in summer 2025 included a significant share of financing from lenders with decarbonization strategies, demonstrating the strength of our CSR commitments. This vote of confidence encourages us to continue advancing towards our targets and 2030 action plans. Sustainability is now a key driver of value creation in our financing structure.



Pongal Festival
Laulagun Bearings, India



Diversity Day - Schiederwerk

→ DIVERSITY ACROSS THE GROUP

Cultural diversity is an integral part of who we are at Groupe Legris Industries, and we held several events this year to highlight the many cultures represented in our international teams. Laulagun India celebrated Pongal, a festival symbolizing gratitude and a bountiful harvest, by honoring team members' cultures and traditions. Schiederwerk, a signatory of the Diversity Charter, invited employees to create artistic projects inspired by their countries of origin. The company's workforce includes twenty different nationalities.

→ EXPANDING OUR FINANCE TEAMS WITH NEW TALENT

Given the challenging and at times adverse state of the world economy, Group finance teams play an active role in day-to-day business management. To strengthen their hand, several talented new professionals joined our companies during the year: **Roland Peyraube**, Group Chief Financial Officer; **Maxime Vernaz**, Group Reporting and Management Control Manager; **David Walker**, Chief Financial & IT Officer at Keller; **Gian Luca Bogiatto**, Chief Financial Officer at Rieter Morando; **Blanca Uriarte**, Chief Financial Officer at Laulagun Bearings; and **Fabrice Zbinden**, Chief Financial & IT Officer at Clextral.

→ WEARING—AND EATING—PINK IN SOLIDARITY

During Pink October (Breast Cancer Awareness Month), the Clextral Pumps Business Unit raised awareness of the importance of breast cancer screenings. The first event, A Touch of Pink, took place on October 14, and brought together the entire Pumps team. Pink sweets and refreshments were served. A solidarity march followed on October 26. Customers visiting the site during the month also received a pink ribbon.



→ PLAYING FOR CHARITY

All proceeds from the 2025 Doppelkopf charity card tournament at Keller were donated to Hospizverein Ibbenbüren e.V., an outpatient hospice and palliative care association in Ibbenbüren, Germany. This annual tournament brings together current and former employees and is especially popular among retirees, many of whom return year after year. Annual proceeds are donated to a different organization each year, while the event itself helps foster a strong sense of community.



The 2025 Schiederwerk team...



and the 2025 Laulagun Bearings team!

→ RUNNING FOR UNITY

Schiederwerk and Laulagun Bearings employees took part in several corporate sports events in 2025.

In Germany, Schiederwerk entered **B2Run**, a July race bringing together employees from companies across the Nuremberg area that promotes teamwork and collaboration outside the workplace.

In Spain, sixteen Laulagun Bearings employees competed in the 16th **Gipuzkoa Company Race**, organized by ADEGI in Donostia. The race is designed to strengthen relationships between companies and employees in Gipuzkoa province, in the Basque Country.

Running is an excellent way to promote teamwork, unity and collaboration.

→ TRAINING FOR TEAMWORK

The MEP Football Camp, now in its 9th year, is a free training camp run by U.C. Pergolese in Italy and subsidized by MEP. An MEP employee serves as the club's Technical Director and helps organize the event. The camp takes place over two weeks and is open to all youngsters born between 2016 and 2020, including employees' children.



OVERVIEW OF CSR INDICATORS

INDICATORS	2023	2024	2025	GRI *	VSME **	SDGs ***
PROFESSIONAL DEVELOPMENT						
Workforce on payroll	1,584	1,592	1,536	401.1	B8	
Women in the workforce	332	327	311	405.1		
Men in the workforce	1,252	1,265	1,225			
Permanent employees	1,449	1,461	1,442		B8	
Workforce by age group	<30: 18% ages 31-40: 25% ages 41-50: 23% ages 51-55: 12% ages 56-60: 13% >60: 9%	<30: 19% ages 31-40: 27% ages 41-50: 22% ages 51-55: 11% ages 56-60: 12% >60: 9%	<30: 17% ages 31-40: 28% ages 41-50: 22% ages 51-55: 11% ages 56-60: 12% >60: 10%	405.1	C5	
Number of employees who received training	1,102	1,200	1,047	403.5		
Number of women trained	165	215	205	403.5		
Number of men trained	937	985	842			
Number of women on executive committees	6	6	6	405.1		
Number of professional development meetings held	535	653	566			
Number of training and performance reviews conducted	579	544	412			
Number of interns and work-study participants hosted	118	120	119			
Staff turnover (%)	18	13	11	401.1		
Number of collective agreements/charters signed	10	9	18			
Employees with disabilities (%)	4	3	3			
HEALTH AND SAFETY						
Lost time injury frequency rate (number of lost time injuries per million hours worked)	19.6	16.9	15.15	403.2	B9	
Accident severity rate	1.73	0.87	0.46	403.2	B9	
Number of HSE training hours	5,422	5,216	5,346	403.5	B9	
INNOVATION						
Research centers	6	6	6			
R&D (€M)	10.01	9.9	10.4			
Patents	42	42	42			
GOVERNANCE						
EcoVadis certifications	Silver: 3 Bronze: 1 Committed: 1	Gold: 1 Silver: 2 Bronze: 2	Gold: 2 Silver: 3			
Women on executive committees	14%	16%	16%			
Women in our management teams	NE	NE	20%	405.1	C9	
Code of Business Conduct	Updated	Distributed to all employees	Development of a training course			
Number of ethics issues reported	0	2	0		C7	

* GRI - Global Reporting Initiative

** VSME - Voluntary Sustainability Reporting Standard for SMEs

*** SDGs - Un Sustainable Development Goals

NE: Not Estimated at this date

ENVIRONMENTAL INDICATORS

INDICATORS	2023	2024	2025	GRI *	VSME **	SDGs ***
ENVIRONMENTAL						
Electricity consumed (MWh)	13,066	15,004	15,817	302.1	B3	
Natural gas consumed (MWh)	8,573	8,116	8,998	302.1	B3	
Waste (metric tons)	3,875	4,569	4,266	363	B7	
Reclaimed waste (metric tons)	3,283	4,012	3,472	362	B7	
Water (m³)	22,122	21,106	21,916	335	B6	
Scope 1 GHG emissions (tCO2e)*	3,200	3,051	3,050	305.1	B3	
Scope 2 GHG emissions (tCO2e)*	6,409	7,762	6,251	305.2	B3	
Scope 3 GHG emissions (tCO2e)*	NE	NE	420,283	305.1/2		

CLEXTRAL	2024	2025
Electricity consumed (MWh)	1,307	1,405
Natural gas consumed (MWh)	4,062	4,310
Waste (metric tons)	285	510
Reclaimed waste (metric tons)	182	268
Water (m³)	2,030	2,204
Scope 1 GHG emissions (tCO2e)*	936	852
Scope 2 GHG emissions (tCO2e)*	62	142
Scope 3 GHG emissions (tCO2e)*	NE	185,648

KELLER	2024	2025
Electricity consumed (MWh)	1,149	1,111
Natural gas consumed (MWh)	3,151	3,670
Waste (metric tons)	211	324
Reclaimed waste (metric tons)	179	295
Water (m³)	2,752	3,775
Scope 1 GHG emissions (tCO2e)*	790	849
Scope 2 GHG emissions (tCO2e)*	249	387
Scope 3 GHG emissions (tCO2e)*	NE	49,470

LAULAGUN BEARINGS	2024	2025
Electricity consumed (MWh)	9,845	10,528
Natural gas consumed (MWh)	22	23
Waste (metric tons)	3,460	2,757
Reclaimed waste (metric tons)	3,301	2,477
Water (m³)	11,855	11,513
Scope 1 GHG emissions (tCO2e)*	296	319
Scope 2 GHG emissions (tCO2e)*	6,808	5,087
Scope 3 GHG emissions (tCO2e)*	NE	50,100

MEP GROUP	2024	2025
Electricity consumed (MWh)	2,020	2,059
Natural gas consumed (MWh)	881	995
Waste (metric tons)	538	595
Reclaimed waste (metric tons)	293	369
Water (m³)	3,018	2,873
Scope 1 GHG emissions (tCO2e)*	864	942
Scope 2 GHG emissions (tCO2e)*	580	374
Scope 3 GHG emissions (tCO2e)*	NE	65,157

SCHIEDERWERK	2024	2025
Electricity consumed (MWh)	683	714
Natural gas consumed (MWh)	-	-
Waste (metric tons)	75	80
Reclaimed waste (metric tons)	57	63
Water (m³)	1,451	1,551
Scope 1 GHG emissions (tCO2e)*	108	88
Scope 2 GHG emissions (tCO2e)*	237	261
Scope 3 GHG emissions (tCO2e)*	NE	69,908

*Scopes 1, 2 & 3 greenhouse gas emissions have been recalculated using location-based emission factors from the Aktio database, in accordance with the GHG Protocol. On a market-based basis, the Group's Scope 2 emissions amount 3,336 tCO2e, attributable to energy certificates.

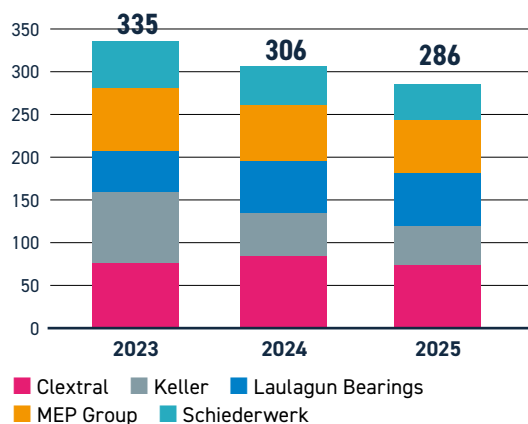
NE: Not Estimated at this date

 These figures have been audited by an independent third party

ECONOMIC PERFORMANCE

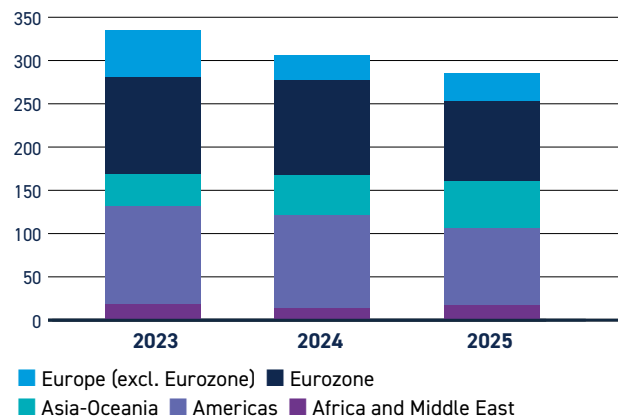
SALES BY BUSINESS

(in €m)



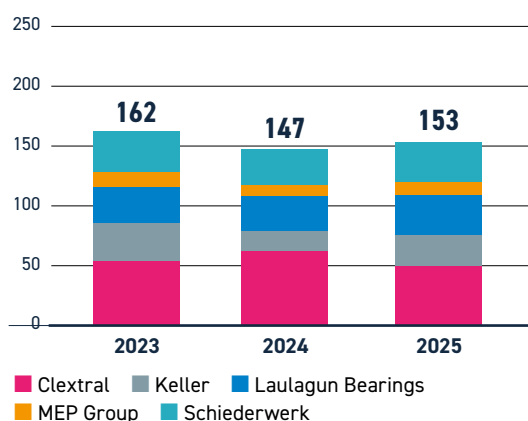
SALES BY GEOGRAPHICAL AREA

(in €m)



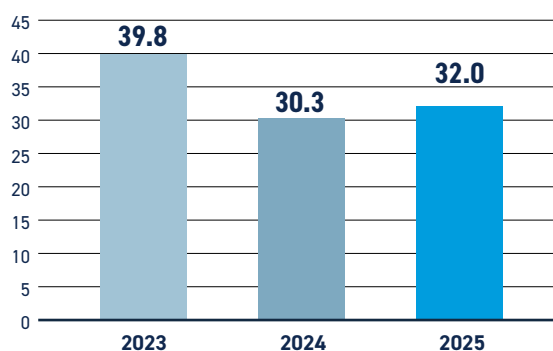
ORDERBOOK

(in €m)



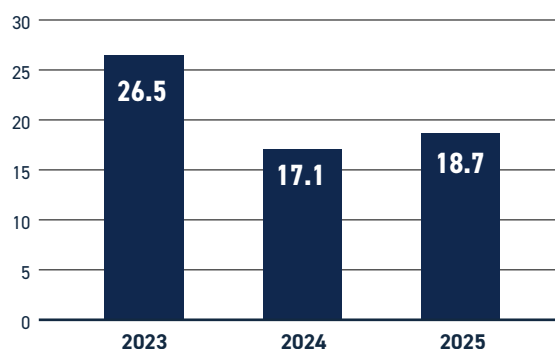
GROUP EBITDA

(in €m)



OPERATING INCOME ON ORDINARY BUSINESS

(in €m)





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