



# Going Further Together

2022 Annual and CSR Report

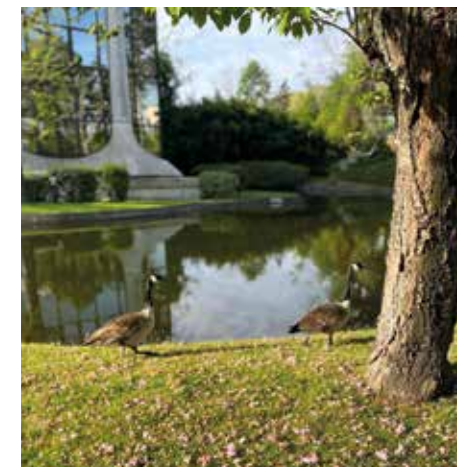
# CONTENTS

**Editorial** – Philippe Monnoyeur –  
Chief Executive Officer – Growth that  
benefits our customers ..... **p.4**



**1**

**A group in transformation** ..... **p.5**  
 The group's key dates ..... **p.6**  
 Expertise and key figures ..... **p.8**  
 Business units..... **p.10**  
 Locations ..... **p.12**  
 Mission and ambition ..... **p.14**  
 Governance ..... **p.16**  
 The talent at the heart of our growth ... **p.18**  
 Our values ..... **p.20**  
 Financial information ..... **p.21**



**2**

**Highlights** ..... **p.23**  
 Group ..... **p.24**  
 Capital goods and services for  
 construction and industry ..... **p.26**  
 Power generation and  
 motorisation solutions..... **p.28**  
 Handling solutions ..... **p.30**  
 Capital goods and services  
 for agriculture ..... **p.32**  
 Digitalisation solutions for  
 construction and manufacturing ..... **p.34**  
 Specialised services ..... **p.36**

**3**

**CSR** ..... **p.37**  
 Our CSR governance ..... **p.38**  
 Supporting the United Nations  
 Global Compact ..... **p.39**  
 Our stakeholders and  
 their expectations ..... **p.40**  
 Our three CSR pillars ..... **p.42**  
 Pillar 1: Products, services  
 and business relations ..... **p.44**  
 Pillar 2: Our operations ..... **p.55**  
 Pillar 3: Our teams ..... **p.64**  
 Societal commitment ..... **p.70**  
 Methodology and indicators ..... **p.74**

Monnoyeur SAS – Share capital of €28,345,920 – Registered office: 117, rue Charles Michels 93200 Saint-Denis – Registered in Bobigny under number 562 038 745.  
 This document is strictly for information purposes only. It is intended neither as advice nor as a contractual agreement on the part of Monnoyeur. The information is correct at the date of publication. Monnoyeur disclaims all liability for any errors or omissions, as well as any use that might be made of this document. Any reproduction, representation, circulation or redistribution, in whole or in part, of the content of this document by any means whatsoever without the express and prior permission of Monnoyeur is an offence punishable under Articles L.335-2 et seq. of the French Intellectual Property Code.  
 Published by the CSR Department and Strategy Department of Monnoyeur – Photo credits: Monnoyeur, Freepik – Production: **wellcow**

---

## Philippe Monnoyeur Chief Executive Officer

---



### Growth that benefits our customers

Despite a global macroeconomic environment characterised by supply chain issues and the return of inflation, 2022 was a record year for Monnoyeur. The group accelerated its growth momentum (up by 17% on 2021, including 11% organic growth, generating more than €2.6 billion in revenue) and continued to diversify its business lines while expanding its geographical footprint. Our Arkance and Aprolis divisions have become European market leaders in the space of a few years.

The group's growth stems from the successful execution of our strategy, at the corporate level and within our business units, as well as the unfailing commitment of all our teams.

Our aim is to continue on this path in 2023. This will involve accelerated international expansion and further development of our offerings in the usage economy, digital technology and decarbonisation support, in order to fulfil our promise to support our customers in their own transformation. This will entail a change in size for our family business, which will embark on this next phase with strengthened governance and a visual identity redesigned around a tagline that focuses on growth: "Going further together".

To achieve its goals, the group can draw on the source of its strength and assets: a growing diversity of people in different roles, united around shared values. I know they are 100% behind a shared ambition: to build a responsible, innovative global group of B2B services, while continuing to work in close partnership with all our customers, to write a new chapter in Monnoyeur's history.

## Editorial

“

The group's growth stems from the successful execution of our strategy, at the corporate level and within our business units, as well as the unfailing commitment of all our teams.

”



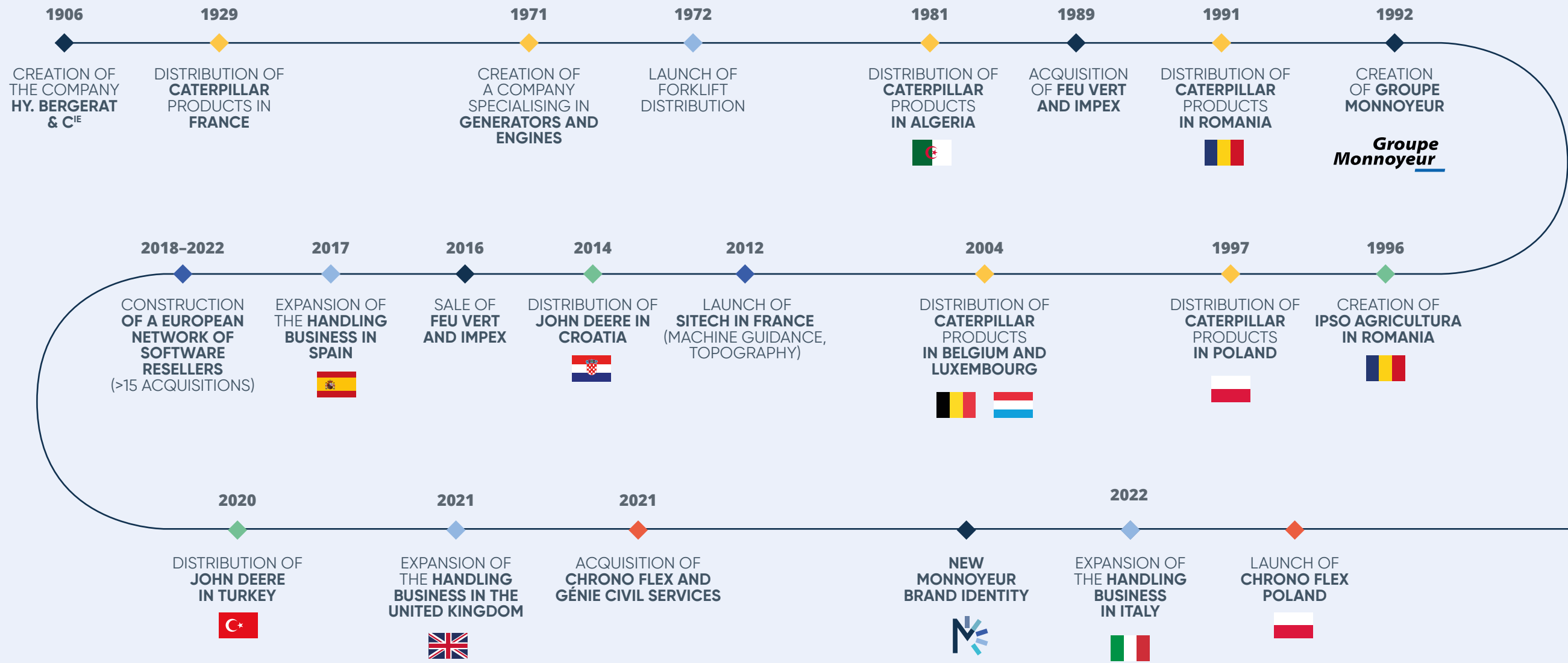
1

## A group in transformation

# THE GROUP'S KEY DATES

Since 1906, Monnoyeur has been providing goods and services that help its customers enhance their performance: from the mechanisation of construction and handling processes, power generation solutions and the development of after-sales service, to rolling out rental services, digitalisation support, and now decarbonisation support.

This development of our operations has been accompanied by a proactive geographical expansion, as a result of which the group now operates in 19 countries across 3 continents.



# Complementary expertise

Monnoyeur's offerings are divided into four main service lines, which are structured to offer our B2B customers the best solutions for their environmental, financial and operational performance challenges.



## Rental services

Monnoyeur has developed equipment rental solutions in response to its customers' financial and operational efficiency needs. Their equipment requirements can vary, with occasional peaks in activity. Customers also struggle to recruit staff capable of maintaining increasingly sophisticated equipment. Some customers have to make financial trade-offs in favour of investments in their core business.

For the past few years, Monnoyeur has been investing in fleets of equipment for its customers, confident of the significance of the growing usage economy in the sectors it serves. It has also built up expertise in lifecycle management, so that it can offer customers short- and long-term rental solutions with integrated maintenance.



## Services and distribution

Monnoyeur has built up expertise in the supply and distribution of equipment and solutions developed by global industry leaders. Monnoyeur specifically positions itself as the partner who can adapt that equipment and those solutions to the real-world issues that customers are facing. It supports their use over the long term by carrying out the necessary maintenance and repairs, as well as assisting users with their use or operation.

As a result, Monnoyeur has forged close ties with partners such as Caterpillar, John Deere, Mitsubishi, Trimble and Autodesk.



## Digitalisation services

As a partner in its customers' transformation, Monnoyeur is expanding its service offering across all its business

lines to accelerate the digitalisation of its customers' processes. The aim is to provide innovative tools that guarantee efficient management of their machine fleet or power generation equipment, to optimise the productivity of their operations and to minimise the carbon footprint of their business.

With its subsidiary Arkance in particular, Monnoyeur has built up a business entirely dedicated to the digital transformation of the construction and manufacturing sectors, combining a portfolio of software solutions with training, integration and consulting services.



## Specialised services

With its experience and in-depth knowledge of the issues facing customers on the ground, Monnoyeur has begun developing a portfolio of repair, maintenance, rental and lifecycle management services to optimise the performance of multi-brand capital goods.

# THE GROUP'S KEY FIGURES IN 2022



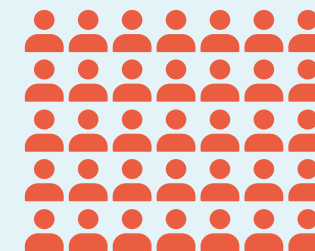
**116**

years of history and expertise

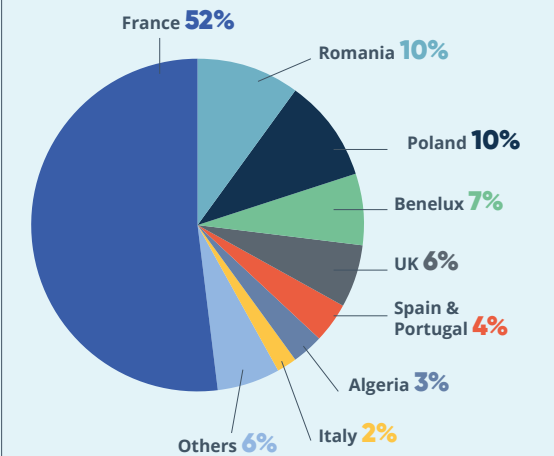
**2.6**

billion euros in revenue in 2022

**8,130**  
employees as of  
31 December 2022  
(+7% vs 2021)



## Distribution of workforce by country as of 31 December 2022



**19**

countries

**3**

continents

## 6 business units (percentage of total revenue)



Capital goods and services for construction and manufacturing

**45%**



Power generation and motorisation solutions

**12%**



Capital goods and services for farmers

**15%**



Handling solutions

**17%**



Digitalisation solutions for construction and manufacturing

**8%**



Specialised services

**2%**

# 6 business units



## Capital goods and services for construction and industry

Bergerat Monnoyeur is the dealer for the Caterpillar brand – the world’s leading manufacturer of construction and mining equipment – in multiple countries. It has held this distinction since 1929 in France, since 1981 in Algeria, since 1991 in Romania, since 1997 in Poland, and since 2004 in Belgium and Luxembourg. Bergerat Monnoyeur operates in all industry sectors, including public works, mines and quarries, roads, highways, industry and landscaping. Its mission is to offer its customers capital goods and solutions that will guarantee them operational and environmental performance every day.



## Power generation and motorisation solutions

Eneria designs, installs and maintains power generation systems. Eneria is the Caterpillar brand’s dealer for Energy & Transport products and solutions in France, Belgium, Luxembourg, Poland, Romania and Algeria. Eneria incorporates a wide range of products such as diesel, gas and hydrogen generator sets, UPS systems, engines for marine, industrial and oilfield applications, photovoltaic panels, thermal solar panels, biomass boilers and hybrid systems with storage. Eneria’s mission is to harness its talent and expertise to guarantee its customers, wherever they are, innovative and competitive solutions over the long term, meeting their energy needs and supporting them with their energy transition challenges.



## Capital goods and services for agriculture

IPSO Agricultura in Romania, Novocommerce in Croatia and IPSO Tarim in Turkey are dealers for John Deere, the world’s leading agricultural machinery manufacturer. These companies provide their farming customers with the machines, equipment, solutions and services that enable them to optimise their performance: choice of suitable machines and equipment, maintenance and repair, digital activity monitoring solutions, precision farming equipment, irrigation solutions, etc.



## Handling solutions

Operating in France, the UK, Italy, Spain, Portugal, Luxembourg and China, Aprolis offers its customers short- and long-term equipment rental, the sale of new and used equipment, as well as maintenance services for its handling solutions.

In just a few years, Aprolis has become the European leader in multi-equipment, multi-brand handling solutions. As a distributor and rental company for more than 300 different brands, Aprolis manages a long-term rental fleet of 50,000 machines.



## Digitalisation solutions for construction and manufacturing

As a partner in the digital transformation of key players in construction and manufacturing, Arkance provides its customers with software solutions and training, integration and project management services that enable them to address their operational, financial and environmental challenges. Its Arkance Systems network, operating in 13 European countries, is a Platinum reseller of Autodesk solutions. Autodesk is the world leader in design software.

The SITECH subsidiaries (France, Belgium, Poland and Romania), exclusive resellers of the Trimble brand for public works, connect and automate construction sites.



## Specialised services

The Specialised Services division ensures that machines return to operation as soon as possible, irrespective of the business sector or brand.

CHRONO Flex is the specialist in on-site emergency hydraulic hose repair.

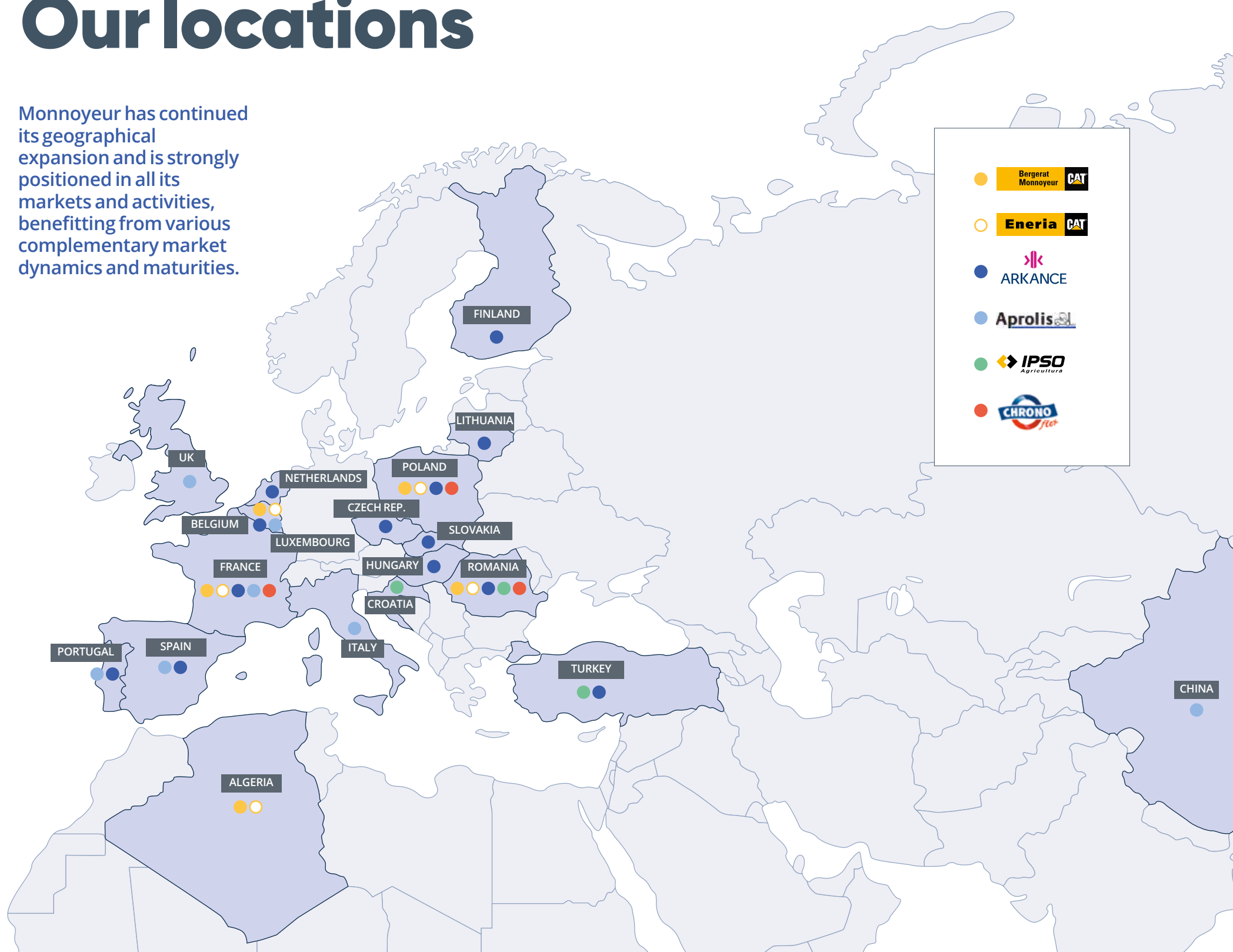
GCS repairs, rents and sells tyres for civil engineering, industry and mines and quarries.

Both companies, which are market leaders in France, have begun to expand into other territories (Poland and Romania) with a view to becoming European market leaders.



# Our locations

Monnoyeur has continued its geographical expansion and is strongly positioned in all its markets and activities, benefitting from various complementary market dynamics and maturities.



# A diversified group committed to its customers' performance and transformation



## Our mission

We are a B2B services company: we provide our customers with equipment and services to help them optimise their performance and support them with their transformation (digital, environmental and towards the usage economy).



## Our ambition

To build leadership positions, combining a strong local footprint with world-class solutions and services.



### An international company with a local network

Monnoyeur is a diversified B2B services group that stands out for its close partnerships with its customers. The group's strength and uniqueness lies in this powerful identity as an international company with deep local roots. Throughout its history, Monnoyeur has built lasting partnerships with market-leading companies: Caterpillar in construction equipment and energy; Mitsubishi Logisnext in handling; John Deere in agricultural equipment; and more recently, Autodesk in design software. The group combines its capacity to manage these global

partnerships with an extensive network in all its regions to supply, adapt and maintain products and solutions and ensure their best use by our customers.

Geographical expansion is a key pillar of Monnoyeur's growth: it bolsters the group's ability to offer the best services to its customers, strengthening its relationships with its supplier partners and expanding its specialist networks to handle varying practices and different levels of market maturity.

### A keen understanding of customers' performance needs

Across all the group's business units, Monnoyeur's employees can be found in the field: in industrial facilities, on construction sites, with farmers, in design offices... They are familiar with their customers' production tools, they are aware of their needs, and they share their successes and challenges. Throughout its history, Monnoyeur has been committed to searching – on behalf of and alongside its customers – for solutions that enable them to enhance their operational, financial and environmental performance. It is this close partnership with its customers that allows it to continually refine its solutions, adapt its practices and devise new service offerings.

### Transformation partner

Monnoyeur regularly expands its portfolio of solutions and services to support its customers with the challenges they face. Through organic growth or via acquisitions, the group has:

- invested heavily in acquiring fleets of machinery to strengthen its rental business, providing its customers with full-service solutions that spread their costs and take care of maintenance and repairs;
- developed solutions to digitalise its sales and services to make management of its customers' equipment fleets easier and ensure a seamless, transparent experience, nearing B2C standards;
- invested substantially in Arkance, a specialist in the digitalisation of the construction and manufacturing sectors, in order to support them in the BIM<sup>1</sup> and CAM<sup>2</sup> digital revolutions;

- harnessed its engineering expertise

to facilitate the energy transition of its customers, by developing green or hybrid energy production solutions at Eneria.

### Pivotal strategies that form part of a long-term ambition

Monnoyeur's positioning and its development priorities vis-à-vis its customers are reflected in clear strategies which it communicates to its shareholders and financial partners:

- increasing exposure to **growth markets** (businesses and regions);
- growing the share of **recurring revenue streams** (service contracts, rental activities, sales of SaaS);
- building **leadership positions** in its markets – the only way to ensure sustainable profits that enable the group to invest for the future.

These strategies, which guide the trade-offs that Monnoyeur makes in its business development, feed into a long-term ambition that focuses on three complementary objectives:

- future-proofing a family business venture that is more than a hundred years old, by continuing to create value for Monnoyeur's shareholders, customers, employees and partners;
- investing in order to offer group employees rewarding and motivating career paths;
- pursuing growth while fully embracing the group's social and environmental responsibility through proactive initiatives for its customers, employees and entire ecosystem.

<sup>1</sup> Building Information Modelling  
<sup>2</sup> Computer Aided Manufacturing



# Executive Committee

The Executive Committee is composed of the Chief Executive Officer, the General Secretary, the Human Resources Director and five Business Directors. Executive Committee members are involved in defining and implementing the group's strategic guidelines and oversee its operational business.



From left to right and top to bottom: **Olivier Ferrand**, General Secretary; **Philippe Monnoyeur**, CEO; **Grégoire Arranz**, ARKANCE; **Jean-Marie Basset**, Bergerat Monnoyeur France and Belgium; **Helen Potter**, Human Resources Director; **Philippe Rivoallan**, Eneria and Bergerat Monnoyeur Algeria, Poland and Romania; **Benjamin de Castelnau**, Aprolis; **Arnaud Van Strien**, IPSO.

# Board of Directors

There are 13 directors on the Board, including 6 who are independent. The directors belong to the third or fourth generation of the Monnoyeur family, following in the footsteps of the group's founder, Mr Francis Monnoyeur.

## Representatives of the Monnoyeur family

- **Baudouin Monnoyeur** (Chairman, 3<sup>rd</sup> generation)
- **Denis Monnoyeur** (3<sup>rd</sup> generation)
- **Éric Monnoyeur** (3<sup>rd</sup> generation)
- **Bruno Monnoyeur** (3<sup>rd</sup> generation)
- **Thibault Monnoyeur** (4<sup>th</sup> generation)
- **Grégoire de Castelnau** (4<sup>th</sup> generation)
- **Marina Boutry-Cuypers** (4<sup>th</sup> generation)

## Independents

- **Julie Avrane-Chopard**
- **Patrick Cazalaa**
- **Jean Eichenlaub**
- **Léonard Forestier**
- **Pascal Guillemain**
- **Xavier Jauretche**

## A new Board of Directors in 2023

At the Annual General Meeting on 23 May 2023, some new members were appointed to the Board of Directors, including a new Chairman.

- Three new directors from the fourth generation of the family – **Éléonore de Galard**, **Aurèle Gaüzère** and **Augustin Monnoyeur** – were appointed to replace four members from its third generation.
- **Olivier de Panafieu**, former managing partner of Roland Berger in France and current CEO of the private equity fund Audacia, has joined as an independent director. **Xavier Jauretche** has left the Board.
- **Pascal Guillemain** was appointed Chairman of the Board of Directors

The new Board has 12 members: 6 family members and 6 independent members.



This new composition of the Board of Directors signals a move towards handing over the reins to the next generation of the family. I am confident that the new team will build on the successful work of the Board that I had the honour of chairing. I also know that the new team will add its own touch, given the breadth and depth of experience that the new members bring.



**Baudouin Monnoyeur**  
Chairman

The Board of Directors has two special committees.

## Audit Committee

Composed of three members, its duties include:

- reviewing the financial statements
- monitoring the internal audit plan and risk management systems
- monitoring CSR actions and compliance issues in general
- cybersecurity issues
- crisis management

### Members:

**Patrick Cazalaa** (Chairman)  
**Grégoire de Castelnau**  
**Xavier Jauretche**

## Appointments and Compensation Committee

Composed of three members, its task is to assist the Board of Directors in determining the remuneration policy, the appointment of directors and governance-related issues.

### Members:

**Jean Eichenlaub** (Chairman)  
**Bruno Monnoyeur**  
**Pascal Guillemain**

# Interview

## Helen Potter HR Director

# The talent at the heart of Monnoyeur's growth

Arriving with a strong background in the HR and strategic challenges facing major industrial groups, Helen Potter joined Monnoyeur in September 2022 as Group Human Resources Director and member of the Executive Committee.

Her ambition is to attract and develop the talent needed to support Monnoyeur's growth internationally by cultivating diversity, a strong group spirit and a thriving workforce.

**What was your background before you joined Monnoyeur?**

**H.P. :** After studying economics, I began my career in 1995 as Associate Partner at the consulting firm Mercury Consultants, with dual responsibility for HR and sales. I stayed with them for 10 years, moving between London and Paris. In 2005 I joined the railway equipment manufacturer Faiveley Transport as Marketing and Communication Director, before becoming HR Director. We were starting from scratch and there were significant HR challenges. It was an exciting challenge, though. In 2013, I joined Air Liquide Welding as HR Director. After that I moved to Masternaut, a telematics provider, attracted by its entrepreneurial drive. In 2019 it was taken over by Michelin, and I became HR Director of Michelin Connected Fleet. Each of these opportunities was above all about meeting people and being spurred on to overcome hurdles. That's what motivates me.

**What made you join Monnoyeur? How do you see the group, now that you've been here for a few months?**

**H.P. :** I like the group's entrepreneurial spirit, its international standing, the diversity of its activities, and its vision of long-term growth. After more than a hundred years, Monnoyeur remains deeply committed to its values and family history, while looking to the future. These criteria are particularly attractive for recruitment and offering rewarding careers.

**What will your role consist of?**

**H.P. :** It's about helping Monnoyeur through its transformation and structuring process, by defining an HR policy that enables talent management and fulfils the ambitions of a group that has seen significant growth and international expansion in recent years. My main focus is on standardisation, to limit silos and encourage internal mobility. Monnoyeur is a highly diversified group in terms of business lines and therefore

### SHORT BIO

September 2022-present: HR Director, Monnoyeur  
2019-2022: Fleet Management People and Management Director, Michelin  
2016-2019: VP Human Resources, Masternaut  
2013-2016: HR Director, Air Liquide Welding  
2005-2013: Marketing and Communication Director, then HR Director, Faiveley Transport  
1995-2003: Associate Partner, Mercury Consultants

employee profiles, and that's where its strength lies. As HR Director, I'm keen to nurture those specific traits, but I also want to instil a unifying group spirit, create community and foster a sense of belonging within the different entities, particularly through the use of cross-company systems. For example, an HR management system will make it possible to harmonise, streamline and align processes (talent reviews, annual appraisals, advertising of internal vacancies, etc.). I'd also like to introduce an HR policy that is common to each country in terms of holidays, remote working, etc. All these factors will facilitate the movement of employees between our subsidiaries and countries so that we can offer attractive career paths within the group.

**What are the main milestones on your HR roadmap?**

**H.P. :** My priority is to retain, attract and develop talent. Regarding the first of those three pillars, talent retention is essential in a tight labour market. As well as having a pay policy focused on performance and aligned with market practices, we are keen to offer a work environment in which everyone can thrive and feel happy. This is reflected in our employee net promoter score (eNPS) of 28, well above the average of 7 for companies in Europe. And even though our employee satisfaction scores are already high, we will continue to target improvements through more in-depth satisfaction surveys. I also want to encourage teams to work together on delivering those improvements, because everyone must play an active role in making our day-to-day better.

“

My priority is to retain, attract and develop talent.

”

**What about attracting and developing talent?**

**H.P. :** Each of our entities now recruits under its own brand. The aim is to create a group-wide employer brand image, particularly on social media, so that we can disseminate our shared values and our progress on diversity and inclusion in particular. Another area is personal development. Under the Monnoyeur Executive Programme (MEP), the group supports its managers in their professional development with tailor-made programmes. A Learning Academy is also in the pipeline: the first project is aimed at instilling a harmonised management culture and leadership philosophy across the group. I am keen to cultivate openness, so that people share their experiences and get to know each other – and encourage internal mobility in the process.



**What is your vision of human resources?**

**H.P. :** Human Resources plays a strategic role in supporting the growth of the business, for example by anticipating the skills we will need in the future and contributing to employees' development and fulfilment. My belief is that everyone plays an active role in their own future and career progression. We are here to help them achieve those aspirations.

# Values that reflect who we are

Shared by the entire group, our values reflect our quest for excellence, our daily commitment to our customers, and our constant focus on positive human interactions. In 2021, the group published a “Charter for living well together”, which sets out the principles of management and cooperation associated with those values.



## Respect

The group is proud of the commitment shown by its employees and the trust placed in it by its customers. It is focused on providing a sustainable basis for its internal and external relationships, anchoring them in the notion of respect, and thus recognising the human, intellectual, social and moral value of its employees, clients and partners.



## Courage

To anticipate and manage our future developments and support our clients in their markets, the courage to face challenges is something that must drive the actions of each of the group’s employees, in managing both client relationships and internal teams.



## Entrepreneurship

The group’s development is based on entrepreneurship and a desire to innovate. This is a source of creativity internally and an effective lever for growth of our market share and performance in the long term.



## Friendliness

The group’s strength lies in its long-standing ability to foster dialogue among employees at all levels and at all times. Employees are united by a passion for their work and for customer service, resulting in a friendly and effective working atmosphere in which each key moment and success is shared.

# Financial information



Monnoyeur pursued its external growth strategy, notably with the acquisition of CGM and Movincar in Italy at the end of the year (and in Portugal in early 2023) for the Handling division. This was matched by two acquisitions in Hungary and the Iberian Peninsula to expand Arkance’s European footprint. At the same time, the group continued to invest significantly in its businesses (rental fleet, IT systems and tools, real estate projects). Meanwhile, debt remains under control (leverage of 2.2x) and the group’s financial structure remains solid, allowing it to finance its future development.

Despite an uncertain inflationary environment, characterised by interest rate hikes and ongoing supply chain disruption, Monnoyeur had an excellent year in 2022, driven by the exceptional performance of the Agricultural division. These results demonstrate the benefits of a diversified model with complementary business lines.

- Revenue totalled €2.645 billion, up by 17% on 2021 (including 11% organic growth), and up by 30% on 2019.
- For some divisions, the order books are at very high, if not historically high, levels.
- Operating margins have risen sharply: EBITDA stood at €262 million, with an EBITDA margin of around 10%, a 30% increase on the 2021 figure.
- Net profit was up 21%, despite the increase in financial expenses (impact of higher debt and rising interest rates), and has therefore doubled since 2019.



A record year for activity and profitability, confirming the group’s resilience and the pertinence of its strategic decisions.



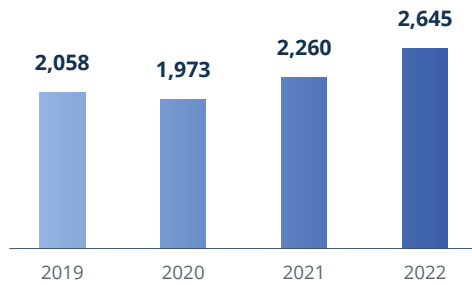
**Olivier Ferrand**  
General Secretary

## 2023 outlook

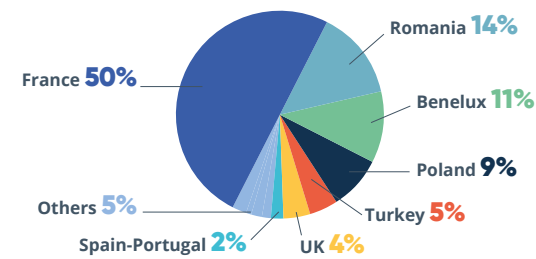
The high order book levels have eased uncertainty over the level of activity in 2023. However, inflation and the scale and impact of sudden interest rate hikes are causing a paradigm shift, and may even delay investment decisions for some customers. In 2023, priority is being given to operational excellence and the integration of recent or upcoming acquisitions within the Arolis and Arkance divisions.

# FINANCIAL INDICATORS

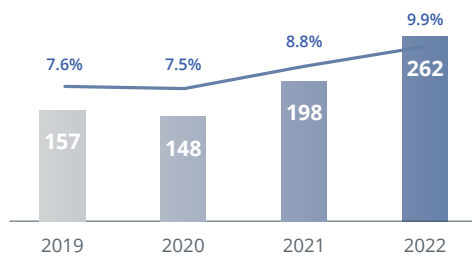
**Revenue** (in €m)



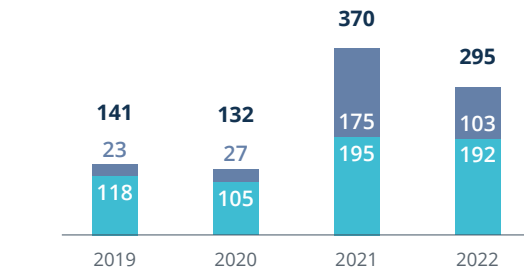
**Geographical distribution of revenue** (in %)



**EBITDA** (in €m and % of revenue)

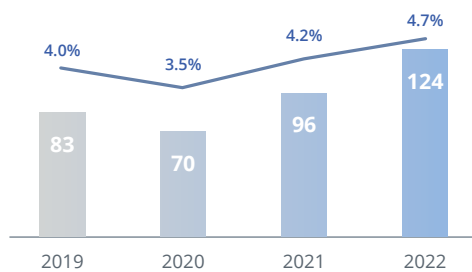


**Investments** (in €m)

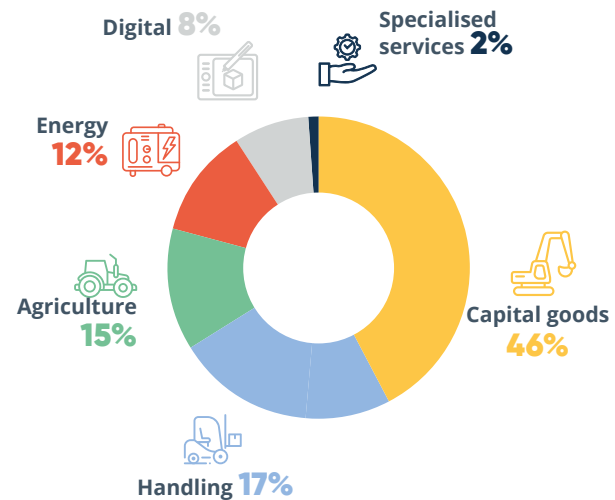


■ External growth (acquisitions)  
■ Capex (machinery fleets, IT, real estate)

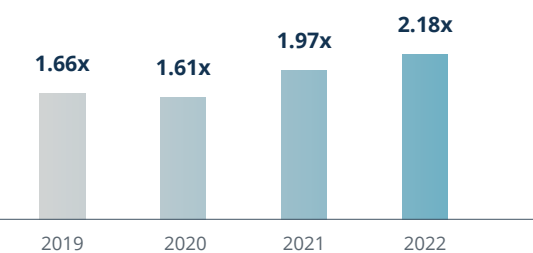
**EBIT** (in €m and % of revenue)



**Distribution of activity by business unit**



**Net debt/EBITDA** (leverage)



2

## Highlights

# A new phase for Monnoyeur



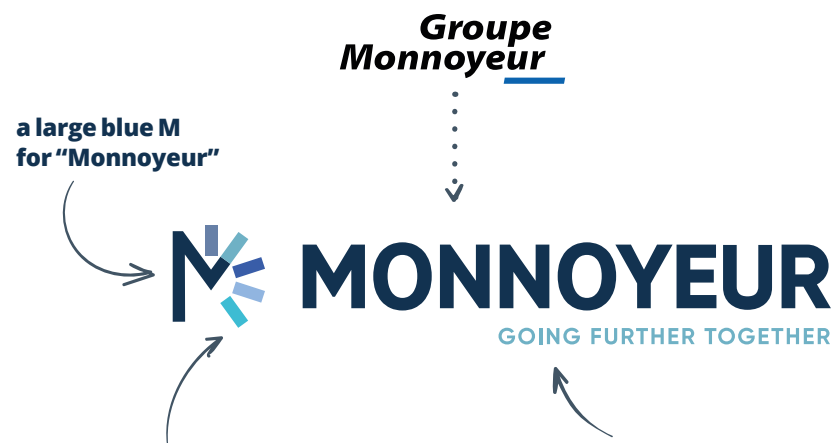
Monnoyeur embarked on a new development phase in 2022:

- a historically high level of activity (despite supply chain issues);
- new structural acquisitions within Aprolis and Arkance;
- changes in the group's balance of operations:
  - 50% revenue outside France in 2022 (and more with the "full year" effect of acquisitions in 2023);
  - an increasingly diverse business portfolio (more than 40% of revenue not linked to the partnership with Caterpillar);
  - increasing diversification of employee profiles;
- the decision, ratified by shareholders, to continue and accelerate the growth momentum that began in 2017.

These developments go hand in hand with increasing Monnoyeur's visibility among employees, as well as customers, suppliers and financial partners.

## Establishing a new brand identity

The group has decided to introduce a new harmonised visual identity for its 8,000 employees, and which is easy to identify for all its stakeholders.



Set off by **coloured spokes** in a similar palette, reflecting the diversity of its employees. These spokes also symbolise the entrepreneurial spirit that has driven the group since its creation in 1906, as well as its current growth momentum (new employees, new customers, new businesses, new countries).

The group has also adopted an ambitious tagline for its customers, employees and partners: **"GOING FURTHER TOGETHER"**.



### Benjamin Ferré

#### CORE VALUES

- Resilience
- Persistence
- Commitment

#### PROJECTS

- Founder of the IMAGO adventure incubator
- Organiser of the 'BEYOND - Les Nouveaux Aventuriers' series of inspirational talks
- Member of La Vague collective: adapting competitive sailing to environmental challenges

#### CAREER TO DATE

- 2010: Crosses Morocco in a Renault 4
- 2012-2013: Solo round-the-world hitchhike
- 2015: Crosses the Atlantic using only a sextant for navigation
- 2019: Mini-transat (solo transatlantic race with no means of communication), finishes 3<sup>rd</sup>
- 2021-2024: aiming for the Vendée Globe, after major qualifying races such as the Route du Rhum (2022) and Transat Jacques Vabre (2023)

## A project bringing our staff together



The winners of the "Monnoyeur Boat Challenge" in Saint-Malo, at the start of the Route du Rhum

Between 2020 and 2022, Monnoyeur onboarded 2,000 new employees and expanded its footprint to 7 new countries, acquiring more than 15 companies and recruiting new talent in existing companies. Apart from establishing the group's new visual identity, it seemed a good opportunity to rally employees around a team event to create a sense of belonging, promote the group's values and drive internal communication.

After meeting with skipper Benjamin Ferré, the decision was obvious. Sailing requires commitment, high standards, an appetite for a challenge, a quest for innovation, respect, teamwork and trust, all of which reflect Monnoyeur's own values: respect, entrepreneurial spirit, courage and friendliness. Benjamin Ferré's character, personal values, career and approach are in keeping with the messages that Monnoyeur seeks to convey externally and to all its employees.



Benjamin Ferré with the teams from Arkance Systems France



With employees from the Aprolis France Local Network

In 2022, Monnoyeur's employees got a taste of the adventure across various meet-ups with Benjamin, including tours of the boat, get togethers at race start points (Défi Azimut, Route du Rhum) and via online initiatives (Monnoyeur Boat Challenge photo contest, Virtual Regatta).



**3,000**  
employees

**1,207**  
million euros  
in revenue

# The partner for performance

As a dealer for Caterpillar – the world’s leading manufacturer of construction equipment – Bergerat Monnoyeur is committed to providing its customers with the capital goods and solutions that will guarantee their operational and environmental performance.

With a footprint covering France, Algeria, Romania, Poland, Belgium and Luxembourg, Bergerat Monnoyeur takes care of the sale, rental, maintenance and repair of new and used Caterpillar machines intended for a variety of applications, including construction, demolition, mines and quarries, waste management and paving.

## A strategy focused on excellence

Across its territories, Bergerat Monnoyeur implements a coherent strategy, adapted to the specific level of market maturity, with the aim of delivering a premium service and experience. The strategy consists of several strands, including:

- increasing proximity to customers, with a dense geographical network (workshops, partners) and customised digital tools;
- a unique service offering based on support, transparency and fast response times;

- support for customers in their transition to the usage economy, with tailored rental solutions;
- a commitment to working alongside customers on their safety procedures and decarbonisation pathway.

## Rounding out and refining the service offering

For several years, in line with Caterpillar’s strategy, Bergerat Monnoyeur has been stepping up the pace of its investments to guarantee its customers the best quality of service. This has led to the implementation of high-performance digital tools dedicated to operational efficiency and customer service (see overleaf) and roadmaps focused on a smooth, high-quality and transparent customer experience.

The expansion of the rental business under the Bergerat RENT brand is also part of this approach. It is accompanied by a service offering that complements the provision of machinery, such as analyses and recommendations on operation, a safety dashboard and guidance on eco-driving. Customers increasingly have a

Total Cost of Ownership mindset, which allows Bergerat RENT to demonstrate the competitiveness of its service and to differentiate itself by offering services that are aligned with customers’ expectations.

## 2022: a successful but constrained year

The Bergerat Monnoyeur division saw record levels of activity in 2022, despite significant supply chain issues, which often put pressure on market share. The Used Equipment business reported significant growth, driven by strong demand due to delays in deliveries by manufacturers and Bergerat Monnoyeur’s ability to identify the world’s best machines.

The after-sales business is still growing steadily, in line with the trend of the past few years. To maintain this, Bergerat Monnoyeur has continued to recruit and train technicians at a time of increased labour shortages.



**Nathalie Galea**  
HR Director, Bergerat Monnoyeur France

“Our employees are our biggest asset. We make sure they feel welcome and help them settle in. We’ve also set up a user-friendly onboarding process based on a mobile app. We also endeavour to provide them with training throughout their career, so that everyone can thrive in our company over the long term.”

## Digitalisation to optimise operations

In 2018, Bergerat Monnoyeur decided to implement an ambitious digitalisation roadmap to boost operational efficiency and transform the customer experience. The rollout of Salesforce solutions (CRM and Field Service) and the use of Caterpillar machine connectivity tools and other innovative technologies, such as virtual reality, have made it possible to optimise technician support, develop remote maintenance (see page 61) and advise customers on machine operation. The customer relationship has also been streamlined with the launch of the Bergerat Monnoyeur customer portal (initially in France, before being rolled out in other countries), enabling customers to independently access all relevant data.

## Leaders in service...

In 2022, Caterpillar named Bergerat Monnoyeur (France and Belgium) as the best after-sales service provider out of all the Caterpillar dealers in the Europe, Middle East and Africa (EMEA) region. The accolade was based on lead times for parts, the quality of support for customers on machine management contracts, capacity for innovation and fulfilment of service commitments.

## ... and equipment sales

Bergerat Monnoyeur has identified equipment sales as one of its avenues for growth. In 2022, the effectiveness of its marketing and sales teams enabled Bergerat Monnoyeur France to outperform all other Caterpillar dealers worldwide. A total of 2,500 tools, including 380 hydromechanical components (hammers, multiprocessors, clamps, grapples), were sold in France via the two sales and marketing channels, Sales and After-Sales.

# Key events 2022



## Cat Rental Store expands its network in Poland

Launched in 2020, Cat Rental Store offers a short-term, multi-brand equipment rental service. In 2022, Bergerat Monnoyeur Poland increased the CRS network to eight sites (Warsaw, Poznań, Gdańsk, Czeladź, Wrocław, Białystok, Kielce and Łódź), serving a customer base of more than 1,500 active customers.



Customer portal



Remote diagnostics





**950**  
employees

**315**  
million euros  
in revenue

# The specialist in power generation and motorisation solutions

For more than 40 years, Eneria has been developing recognised expertise and know-how in turnkey energy solutions, based on the wealth of experience of its engineering and maintenance teams.

## A wide range of solutions

For more than 40 years, Eneria has provided energy solutions to a host of B2B customers, while also handling the maintenance and repair of their equipment and facilities. Eneria's products and solutions have manufacturing or emergency standby applications in a wide variety of sectors: agriculture, industry, services (shopping centres, healthcare facilities, data centres, etc.), marine (propulsion or onboard energy), military, oil platforms, etc. As a Caterpillar dealer for its Energy and Transport products and solutions in France, Belgium, Luxembourg, Poland, Romania and Algeria, Eneria promotes its partner's engines and generators across the entire range of applications. To enable it to offer tailored solutions, Eneria has also forged other partnerships with suppliers of UPS systems (ABB, Active Power), small generators (Teksan) and solutions for clean energy production.

## The partner for operational performance...

Eneria's engineering teams support customers throughout their project to pinpoint their energy needs and simulate the economic and environmental impacts of the various options. Apart from designing and installing solutions, Eneria supports its customers on a daily and long-term basis, thanks to its extensive network of technicians and its performance contracts. For several years, Eneria has been focused on developing the service with a multi-brand approach, in line with market expectations.

## ... and the energy transition

Across all its regions, Eneria has set up teams dedicated to renewable energy, adapting to the progress made by each market in its energy transition. The teams support customers in their decarbonisation efforts by promoting hybrid and 100% renewable solutions (electricity and heat), such as solar

photovoltaic technology, solar thermal technology, biomass boilers and hydrogen.

## 2022: a challenging year

Demand was steady in all regions, fuelled by rising energy prices and – in France – fears of network failure. This prompted many customers to consider new ways of guaranteeing the long-term stability of their energy supply. However, supply chain issues with our partners hampered the delivery of numerous projects. Historic order book levels await the start of 2023.



**Jérôme Paradis**  
Product Support Director, Eneria France

*"2022 was a record year for our service businesses, demonstrating the relevance of our multi-brand, multi-technical approach. We are unique in the sector because our 200 technicians can respond to calls 24 hours a day, 7 days a week. This is a strong differentiator when we bid for tenders."*

## Key events 2022



### Strong growth in data centre activity

The amount of data collected, stored and processed continues to increase as activities are digitalised and equipment becomes smarter. The data are processed at data centres, which require a reliable, uninterrupted power supply. For several years, Eneria has been developing expertise in the design of efficient standby power solutions for data centres. This activity has become a real growth driver. In France, revenue from the data centre business grew by 60% in 2022. Eneria is the leading Caterpillar dealer in this segment in Europe, and has been asked to assist its clients with projects in cities such as Milan, Frankfurt and Warsaw.

### In Poland, the energy transition involves co-generation

In a market that is accelerating its energy transition to limit the share of coal in its energy mix, co-generation projects (simultaneous production of electricity and useful heat) saw strong growth in 2021 and 2022.

Eneria's expertise, which stems from the experience it has gained in the group's other countries, has enabled it to position itself successfully on many co-generation plant projects and to deliver its first gas turbine project (Solar Turbines).



### Major achievements in solar photovoltaic technology

2022 saw the first deliveries of major projects, an unprecedented achievement for Eneria that truly signalled its entry into the burgeoning market of photovoltaic panel suppliers and installers. In June, Eneria delivered a 9,100 m<sup>2</sup> photovoltaic canopy installation with a total capacity of 1,850 kWp at the Dolexpo exhibition centre in Dole, in France's Jura region. Opale Énergies Naturelles, in charge

of developing the solar plant, had chosen Eneria to handle the civil engineering, the mechanical installation of nearly 6,000 panels and the electrical connection of the entire system.

In Poland, Eneria prepared comprehensive documentation and delivered and installed photovoltaic panels with a total capacity of 1 MWp at five sites of the DBK Group, the largest Polish supplier of products and services for transport and logistics.



In 2022, Eneria also continued its industrial and commercial partnership with EODEV (see page 46).



**2,115**  
employees

**444**  
million euros  
in revenue

# A unique positioning in handling solutions

As the European leader in multi-brand, multi-equipment handling, Aprolis seeks to offer its customers the most comprehensive range of machines and to provide them with the best levels of service, across all its regions.

For more than 40 years, Aprolis has been developing the short- and long-term sale and rental of handling equipment in France. From forklifts and warehouse equipment to platforms, industrial tractors, autonomous trucks, rail-road traction vehicles and port and airport handling equipment, Aprolis offers its customers a wide range of machines for sale and rent, and provides maintenance services for all its equipment. Aprolis is the leading independent rental company in the handling sector in France, with an estimated market share of around 10%. Since 2017, the company has pursued an international expansion strategy, acquiring a series of companies in Spain, the UK and Italy. Now operating in six European countries as well as China, Aprolis will generate upwards of €500 million in revenue in 2023, half of this outside France. In total, it manages a rental fleet of around 50,000 machines.

## A strategy of differentiation from manufacturers

Faced with competition from forklift manufacturers, Aprolis has implemented a two-pillar strategy:

- the diversification of its offering to include a range of equipment that meets the needs of the industry, logistics, port and airport sectors. Aprolis offers more than 300 different brands, including Caterpillar, Crown, Konecranes and Carer, as well as more economical brands such as Heli and Hangcha. Aprolis positions itself as a one-stop shop for B2B customers, thereby simplifying the purchasing process and offering them an optimised experience.
- the transition to a rental model, in line with the evolution of the handling market. This usage economy model prevents customers from having to invest in equipment that is generally seen as being outside their core business. It also allows maintenance to be outsourced to trained, responsive professionals, thereby improving the availability of equipment and optimising its service life.

## Building a European platform

Following the acquisition of Impact Handling in the UK in mid-2021, Aprolis expanded its European operations with the acquisition of CGM-Movincar in Italy (see overleaf). Operating in four of Europe's main handling markets, Aprolis can now leverage its significant influence to create more value for all its customers: sharing operational best practices, pooling digital transformation projects and managing purchases at a European level.



**Benjamin de Castelneau**  
CEO, Aprolis

*"Being independent while relying on solid partnerships with our suppliers, having a local presence near our customers while benefiting from a global footprint – this is what differentiates Aprolis in the European handling landscape, giving us the necessary agility to face the challenges of the sector, such as the digital transformation and ecological transition."*

# Key events 2022

## Aprolis acquires CGM-Movincar in Italy

In November 2022, Aprolis made its debut in the Italian market with the acquisition of CGM-Movincar, a group based out of Bologna and Turin and operating throughout Italy, either directly or through its partner network. An exclusive distributor of Cat® Lift Trucks, Konecranes Lift Trucks, Clubcar and MOL Transport Solutions, this group generated revenue of €80 million in 2021. It employs 200 people and manages 4,000 long-term rentals.

Like Aprolis, CGM-Movincar has developed expertise in long-term asset rental and related services. It has also pursued a diversification strategy in growth markets: port and airport equipment, automated guided vehicles, multimodal platforms and container terminals.

The deal gives Aprolis a platform in one of Europe's major handling markets and cements its position as European leader.



## Aprolis bolsters its presence at French airports

In 2022, Aprolis France accelerated the growth of its airport business by winning several major contracts and expanding its range of services and solutions for customers in the aviation sector.

Aprolis has consolidated its relationship with Air France and strengthened its presence at the two main airports in the Ile-de-France region, with new orders for tractors on long-term rental. Aprolis also expanded its business by gaining new customers in freight (Air France Cargo) as well as airport service providers such as Onet Airport and Aviapartner.

## Record activity in the UK

Revenue from the UK operations of Aprolis, acquired in 2021 and now grouped under the Aprolis UK umbrella brand, rose to €110 million, with an estimated market share of almost 10% in the UK forklift market.

Its success was driven in particular by strong market penetration of the Heli and Hangcha brands, which benefited from better equipment availability than other suppliers, and increased customer interest in electric trucks fitted with lithium-ion batteries.







685  
employees

391  
million euros  
in revenue

# Side-by-side with farmers

A market leader in the supply of turnkey solutions for farmers, the agricultural division is helping to develop the agriculture of the future. Its teams are forging close partnerships with customers to help them maximise their operational efficiency and profitability.

Monnoyeur's agricultural division is active in Romania with IPSO Agricultura, in Croatia with Novocommerce International and in Turkey with IPSO Tarim. In all three markets, these companies are distributors of machinery and solutions from John Deere, the world's leading agricultural machinery maker, as well as equipment from other partners to meet specific customer demands (tools, irrigation, etc.). Their employees sell, maintain and repair agricultural equipment and support farmers in the choice and use of that equipment.

## Addressing the challenges of the agricultural world

The agricultural world is facing considerable challenges: developing more sustainable practices and responsible use of inputs and water; finding economic equilibrium for farmers despite the volatility of the costs of fuel and inputs and prices of agricultural products; producing despite labour shortages.

Monnoyeur's agricultural division supports its customers in transforming their practices, in particular through:

- a range of high-performance machinery and equipment suited to their crops;
- an increasingly proactive after-sales service provided by technicians located throughout all regions, who service equipment in workshops or directly at customers' premises;

- the introduction of precision farming tools and solutions, aimed at limiting the use of inputs on agricultural land, and smart agriculture, aimed at optimising farm management;
- a comprehensive range of irrigation solutions.

## Record activity in 2022

In 2022, the agricultural division saw record levels of activity (34% organic growth compared with 2021), as a result of abundant harvests coupled with high cereal prices. This performance was achieved despite supply chain issues with our suppliers, which constrained sales and depressed market share. Turkey in particular experienced strong momentum, with IPSO Tarim doubling its sales to exceed €100 million in revenue (see overleaf). The division's three countries saw strong demand, ending the year with high portfolio levels (up by 80% on 2021). This should sustain the business in 2023, despite a less favourable context (lower cereal prices, political uncertainty in Turkey). Romania and Croatia are also expected to benefit from the positive impact of EU funding (EAFRD) on farmers' investments.



**Aurelian-Laurentiu Vasile**  
IT Director, Agricultural division

"In 2021, the agricultural division embarked on a digitalisation process set to span more than five years. The main aims are to improve the customer experience, promote the sustainable growth of the business and optimise internal efficiency. We are confident that our agricultural customers will respond positively to the launch of the customer call centre and the rollout of our new service management tool in early 2023."

# Key events 2022

## Precision agriculture: an increasingly comprehensive portfolio of solutions

In 2022, IPSO Agricultura added soil analysis to its portfolio of solutions, collecting around 10,000 samples from more than 2,000 hectares using this technology. By analysing the soil, customers can improve the efficiency of each parcel of their land. In 2022, IPSO Agricultura also installed the first 200 weather stations from its partner Meteobot on its customers' farms. By the end of the year, IPSO had more than 1,900 farms with a total of 4,000 smart machines sending data to the MyJohnDeere app, documenting all work conducted in the field.



## Ipsos Irrigation becomes market leader in Romania

In just over three years, with more than 600 systems installed, IPSO Irigatii has now positioned itself as a major player in Romania for efficient, smart and environmentally sustainable irrigation. With a dedicated team of 20 people, IPSO Irigatii has the capacity to provide an end-to-end service, from designing a project tailored to the customer's goals and constraints, to configuring and implementing irrigation systems (pumping stations, supply networks and irrigation equipment).

## IPSO Tarim doubles its revenue and expands its network in Turkey

For its second full year of trading in Turkey, IPSO Tarim succeeded in almost doubling its revenue to €105 million. In a market re-energised by favourable yields, high crop prices and farming subsidies, in 2022, IPSO Tarim managed to increase its sales of medium and large tractors by 50%, and its market share for tractors above 150 hp by more than 4%, despite machine availability challenges.

IPSO Tarim has also begun making efforts to increase its direct presence in Turkey, where operations currently rely on resellers. The first direct retail outlet has opened in Manisa, in western Turkey, while plans for a second are already under way, due to open in Aydin in 2023.



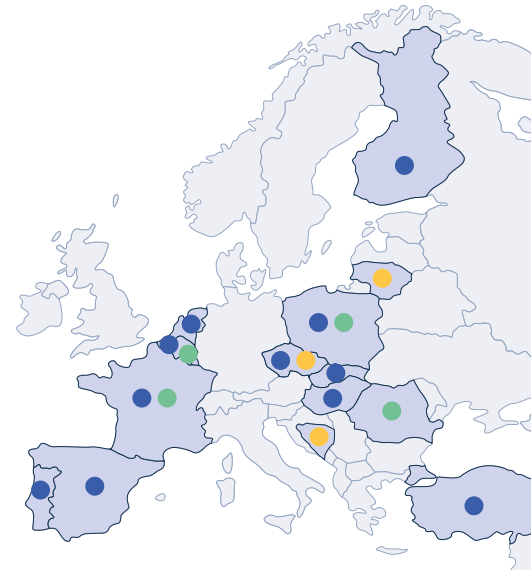


**820**  
employees

**223**  
million euros  
in revenue

# The partner for the digitalisation of construction and manufacturing

Arkance supports its customers with the digital transition of the entire lifecycle of their projects, from design and construction through to maintenance. In 2022, Arkance operated in 15 countries.



● Arkance Systems ● SITECH ● Arkance Development

## “Partner to build smarter”

Established in 2018, Arkance is Monnoyeur's subsidiary specialising in the digitalisation of construction and manufacturing. Positioned in the fast-growing technology and service markets, based on CAD and CAM (computer-aided design/manufacturing), BIM (building information modelling) and PLM (product lifecycle management), Arkance is a consultant, supplier and integrator for tools that optimise the productivity, profitability and carbon footprint of projects and processes.

In 2022, the composition of Arkance was as follows:

- The SITECH subsidiaries. Exclusive resellers of the Trimble brand for public works in France, Belgium, Poland and Romania, its teams support construction players in the connection and robotisation of their sites. (In 2023, this activity will be transferred to the Capital Goods division.)

- The Arkance Systems network, operating in 13 European countries. Its teams of experts distribute software solutions (including Autodesk, the world leader in design software). They advise customers on the choice of solution, guide them through system integration, and provide user training and support.
- In addition, Arkance has put together development teams capable of designing software that makes standard solutions easier to use (plugins, specific extensions and connectors with other tools such as ERP) or bringing specific added value to certain user categories (design tools specifically for wood or metal design, for example).

## Accelerating growth and expanding the offering

In 2022, Arkance continued implementing its strategy, adding to its European footprint with two new acquisitions of Autodesk value-added resellers (VARs) (see overleaf). At the same time, it accelerated the integration of acquisitions made in previous years to build a robust network and leverage the expertise of all entities. Arkance has stepped up its investments in development teams to publish its own software, with around 60 developers in Europe.

Finally, 2023 will be a key year for Arkance's growth, with the acquisition of Vinzero, a company active in the US, Australia, the UK and India. This acquisition will elevate it to the status of global player and premier Autodesk reseller.



## Arkance wins Autodesk award

Arkance was presented with the “Partner One Team” award by Autodesk, its principal partner, at the recent OTX Summit – an event that brings together Autodesk resellers from around the world. The award recognises the strategy pursued by Arkance and its team of experts, as well as the excellent relationship it has with Autodesk.

## Key events 2022



### Partnership between Arkance and Sweco in Finland

Arkance teamed up with the Finnish subsidiary of the leading European engineering firm Sweco, the Finnish Road Administration and the municipality of Espoo, to work on a complex infrastructure development project. The challenges included the redirection of 40,000 cars a day, a high-density built environment, the environmental requirements of residents and the need for close coordination of the design with the construction site, owing to constraints related to bridges and tunnels. Arkance worked with the various stakeholders to create a digital solution linking the teams, from planning, design, construction and handover up to the operational phase of the project.

This connected process was created by managing the digital design data, allowing all stakeholders to work with the same digital model in real time throughout the project.

The result was 93% conformity of the construction with the design, higher than any level ever achieved by the customers on their previous projects.



### An innovative motorway project in Romania

SITECH Romania and Arkance Development worked with construction firm PORR on a pilot project involving the digital continuum of processes and solutions, applied to the planned motorway between Sibiu and Pitesti in Romania. Arkance implemented a fully connected workflow from design to the construction site, to improve customer productivity, reduce costs and deliver the motorway on time. From connected machine control systems to BIM, a seamless workflow of real-time synchronised data exchange was deployed with success, and the construction site was delivered 4 months earlier than scheduled.

## New additions to Arkance in 2022!

Since 2018, Arkance has been pursuing an active expansion strategy in order to build a European network of experts. In 2022, two new subsidiaries joined Arkance:

- Asidek, one of Autodesk's largest value-added resellers in southern Europe, has a network of 9 offices in Spain and Portugal and a team of 42 employees.
- Hungarocad, an Autodesk VAR and a major player in the digitalisation of the construction and manufacturing sectors in Hungary, which has a team of 20 employees.

As a result of these acquisitions, the Arkance division had more than 820 employees at the end of 2022, establishing itself as one of the leading European players in its sector.





**460**  
employees

**64**  
million euros  
in revenue

# The machinery repair expert

Established in 2022, the Specialised Services division provides specific services for the maintenance or repair of capital goods (multi-brand, multi-sector). It is the result of two acquisitions made in France in 2021: CHRONO Flex, the specialist in on-site emergency hydraulic hose repair, and Génie Civil Services (GCS), which sells, rents and repairs tyres for civil engineering, industry, mines and quarries.

## CHRONO Flex in 2022: growth and diversification

CHRONO Flex, which has operated in the French market since 1995, now employs more than 300 technicians who specialise in repairing hydraulic hoses and is on call 24 hours a day, 7 days a week, across the whole of France. Emergency repairs are carried out within less than 58 minutes on average, and the machine restart rate is 98%. With its unique culture of teamwork, accountability and agility, CHRONO Flex is continually evolving to better serve its customers. In 2022, CHRONO Flex expanded its teams in regions with high potential (the Paris Region in particular), expanded its offering for major construction sites (in association with Bergerat Monnoyeur) and developed new solutions (hydraulic filtration, centralised lubrication).

In 2022, with the support of other Monnoyeur entities, CHRONO Flex launched in Poland, initially in the Warsaw region, and laid the first building blocks for its expansion in Romania.

## GCS in 2022: consolidating its French leadership

Founded in 2001, over the past 20 years GCS has built up a leadership position in a very specific market: the sale and rental of off-the-road tyres and related services. Prior to its acquisition by Monnoyeur, GCS was already a partner of Bergerat Monnoyeur, with which it has many customers in common. In 2022, these ties were further strengthened to support the development of the off-the-road tyre rental business, and links were established with Aporlis to drive sales of industrial tyres, a segment in which GCS offers innovative solutions. For GCS, 2022 was also a year of structuring (IT tools, training processes, etc.) and consolidating its coverage of France, laying the foundations for the acceleration of French growth and preparing for international expansion, planned for Poland in 2023.



**CSR**

Monnoyeur head office – Saint-Denis, France

# CSR governance at group and business unit level

## The Corporate Social Responsibility (CSR) Department

is in charge of the rollout of the CSR strategy in Monnoyeur's various business units and countries. It also oversees key performance indicators and the group's CSR communications. The CSR Department falls under the responsibility of the General Secretary – a member of Monnoyeur's Executive Committee – and therefore has a cross-function, group-wide remit. It reports regularly on progress and actions to the Executive Committee and the Board of Directors.

Focused on three main pillars (see page 42), **the CSR strategy establishes the frame of reference for Monnoyeur's business units**, which then develop their own CSR roadmap in line with the group's priorities.

In addition, a **CSR Committee** is in place at group level. Offering a forum for discussion and reflection between the group and its subsidiaries on CSR issues, it is composed of corporate representatives (General Secretary, CSR Director and HR Director) and representatives from the business units.

The Human Resources and Health, Safety and Environment (HSE) functions are, by nature, closely involved with CSR issues. The group's HR Department coordinates the HR Directors of the various business units, to whom divisional HSE managers report.

More generally, each function is responsible for the rollout of CSR action plans within its area of competence.

# Our commitment to the United Nations Global Compact



**W**e are a member of the United Nations Global Compact. This means that we are committed to respecting the 10 universal principles of the Global Compact, covering human rights, labour, the environment and the fight against corruption, and to promoting them within our sphere of influence.

## Our contribution to the United Nations Sustainable Development Goals

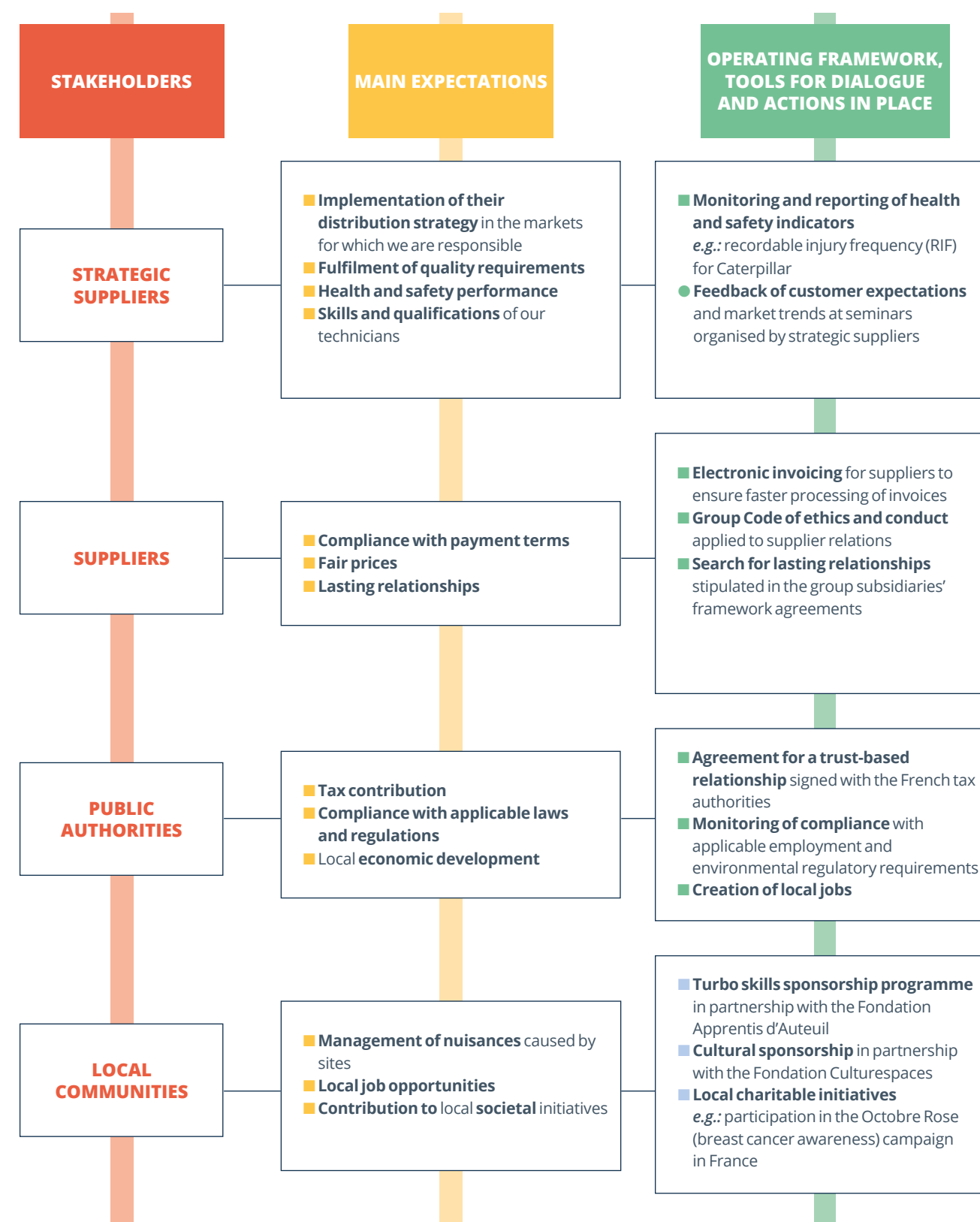
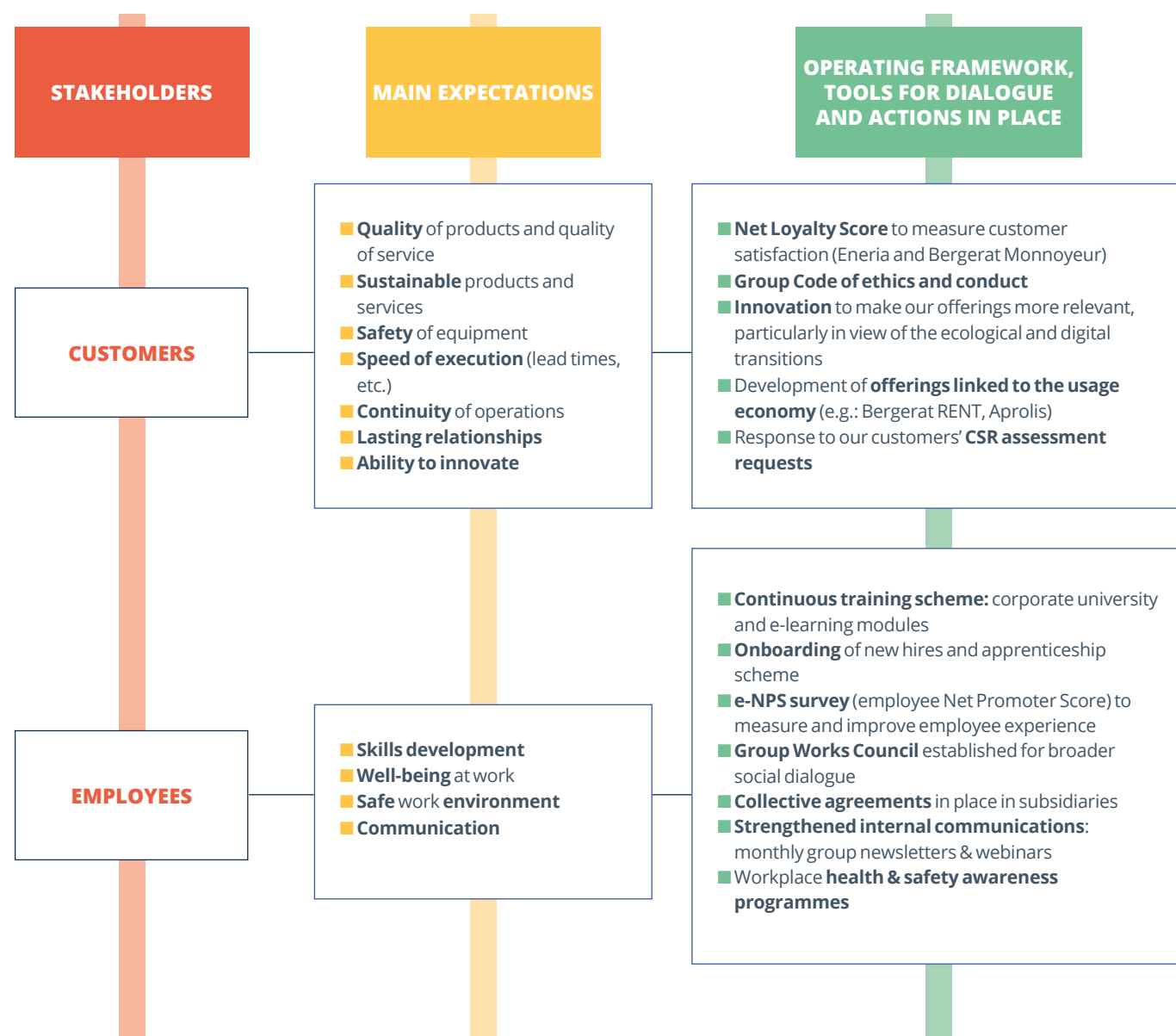
Monnoyeur is committed to the Sustainable Development Goals (SDGs), which the Global Compact seeks to promote. Defined in 2015 under the aegis of the United Nations, they make up the "2030 Agenda". As a result of a broad multi-stakeholder consultation process, these goals represent a common frame of reference for all of society.

**WE SUPPORT**



# Our stakeholders and their expectations

CSR covers the company's entire ecosystem. Below is a description of the key stakeholders we have identified and their expectations, as well as the operating framework, tools for dialogue and actions in place to allow those expectations to be met.



# The three main pillars shaping our corporate social responsibility



## Anne-Laure Denis Group CSR Director



As members of the United Nations Global Compact, our shared mission within the group is to epitomise its ten principles and impart them within our sphere of influence. We are conscious of the numerous interdependencies at the heart of sustainability issues and are working with our various partners so that we can make progress together, in the spirit of our brand signature "Going further together".

Lastly, we never lose sight of the fact that, as a company, we are also stakeholders in society in the broader sense. This 2022 CSR report includes a chapter on our societal commitment to serving the local communities in which we are based, as well as our support for common causes that concern us all.

“

The roadmap is designed as a common frame of reference for the group, as well as for each of its six business units.

”

As the life force of the company, our CSR approach is also focused on our employees, who are essential to Monnoyeur's service businesses. It is imperative that we engage in a way that meets their expectations, as well as those of the talent we want to recruit, both now and in the future.

At Monnoyeur, we care about corporate social responsibility and have built our roadmap around three main pillars. The roadmap is designed as a common frame of reference for the group, as well as for each of our six business units, which are responsible for adapting it to their own scope of work.

Working in close partnership with our customers, it is vital that we incorporate sustainability and the ecological transition into the support we offer them, while maintaining a pragmatic approach. We are also mindful of conducting our own activities more responsibly so as to better manage our impacts. In 2022, we worked hard on the calculation of our overall carbon footprint at group level, a crucial first step in defining our carbon pathway.

# Products, services and business relationships

Innovating to support our customers' decarbonisation	47
Ensuring safety and protecting the health of customers and third parties	50
Extending the service life of our products	51
Guaranteeing ethical behaviour of the highest standard	54
Guaranteeing responsible purchasing practices	56



## Innovating to support our customers' decarbonisation



In addition to providing our customers with capital goods and solutions that guarantee operational performance, our mission is to support them when it comes to environmental efficiency. In each of our businesses, we apply our skills and expertise to support our customers' own decarbonisation pathways.

### Usage economy and decarbonisation

Bergerat RENT offers its customers in France and Belgium access to more than 1,500 Next Generation (NextGen) machines for short and long-term rental. These machines have more fuel-efficient engines, reducing their greenhouse gas (GHG) emissions. They also have data sensors and receivers. **Customers can manage their fleet efficiently thanks to customised data available via the Hiboo platform, while also having access to tools that allow them to comply with their specific local reporting requirements, particularly regarding CO<sub>2</sub> emissions.** Bergerat RENT recommends the right machine for a given use and advises customers on how to organise their site efficiently.

The expert management of off-the-road tyres by GCS (Specialised Services division) also contributes to the usage economy by developing a rental model based on hours of use. **The use of the innovative Tyre Pressure Monitoring Systems solution helps avoid excessive fuel consumption due to under-inflated tyres, as well as the associated GHG emissions.**



### Enabling low-carbon design with Arkance

In Finland, Arkance is providing support for a major rail link project between Helsinki and Turku, aimed at optimising freight transport and cutting journey times for 1.5 million Finns. Thanks to its partnership with the ORIS platform using artificial intelligence, Arkance is advising the project owner on how to **minimise the environmental footprint of the construction and operational phases. For each structure, different variants are studied in a dynamic, innovative digital model based on real data (nature of the materials, quarry of origin, type of lorries used, etc.).** In addition to the technical and structural aspects, the design is based on a better

understanding of environmental issues. **Materials consumption, CO<sub>2</sub> emissions and climate resilience over 40 years (e.g. resistance to freeze-thaw cycles) are modelled.** This holistic approach gives the project owner valuable insights early on, resulting in the delivery of financially viable, sustainable and durable infrastructure.

### Eneria: strengthening our offer of decarbonised energy production solutions

Eneria ramped up its production of hydrogen generators, manufacturing **30 GEH<sub>2</sub> units in 2022 (compared with 7 in 2021, the first year of production).** The partnership set up in 2020 with EODev, designer of the GEH<sub>2</sub>, involves the industrialisation, distribution and maintenance of the generators by Eneria. With no CO<sub>2</sub> emissions or atmospheric pollutants, as well as being completely silent, the GEH<sub>2</sub> offers a virtuous solution for generating clean, decarbonised electricity, the benefits of which are recognised by existing and prospective customers alike. Through this work, Eneria participates in the structuring of the hydrogen sector, for which several upstream components are still to be finalised (producing “green” hydrogen, as well as its cost, distribution and storage).

At the end of 2022, Eneria restructured its organisation with the addition of a “renewable energy and decarbonisation” department, a sign of its commitment to expanding its offering to support the energy transition.

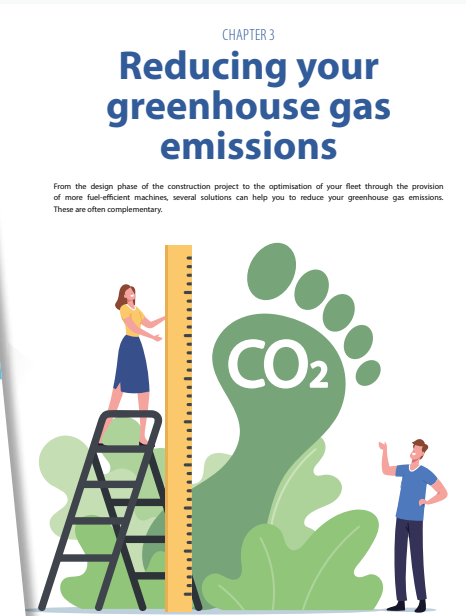


### Customer experience

Bergerat Monnoyeur (BM) and Eneria regularly measure the “Net Loyalty Score” (NLS\*), which gives an indication of how likely customers are to recommend us and trust us in future.

Company/ Year	France		Belgium	Romania		Poland	Algeria
	BM	Eneria	BM	BM	Eneria	BM	BM
2022	64%	54%	55%	77%	-	67%	49%(**)
2021	54%	44%	45%	75%	87%	55%	60%

\* The NLS is calculated by subtracting the percentage of detractors from the percentage of promoters.  
(\*\*) NB: supply chain disruption and the resulting increase in lead times impacted the NLS indicator in 2021, and for Algeria in particular in 2022.



## FOCUS Working with our customers on decarbonising construction sites

**W**e are committed to supporting our customers’ decarbonisation efforts, an issue important to both us and them. In this spirit, and in keeping with our brand signature “Going further together”, **in February 2022 we published a summary of Monnoyeur’s service offerings that contribute to reducing greenhouse gas emissions generated on construction sites.** The publication discusses the various aspects that have an impact on greenhouse gas emissions, both at the design stage and in terms of site organisation and implementation.

For each one, the guide highlights the solutions offered by the group’s companies such as Bergerat Monnoyeur, Bergerat RENT, Arkance, Eneria and GCS. For the construction phase, the guide includes factors such as machine fleet operation, fuel consumption, tyre management and the maintenance and refurbishment of equipment. **It also covers the essential question of measuring the emissions generated by the use of machinery, based on consumption data downloaded from embedded telematics systems.**

The shared goal of decarbonisation and the interdependence between the different players in our value chain (manufacturers, distributors and operators) call for a significant joint effort. **At Monnoyeur, we are already throwing ourselves into meeting this challenge in collaboration with our clients, offering practical solutions to the various aspects of the issue.**





# Ensuring safety and protecting the health of customers and third parties

For our businesses involved with machines and engines in particular (Bergerat Monnoyeur, IPSO, Aprolis, Eneria and Specialised Services), the health and safety of customers and third parties is paramount. Their protection is also a concern for our customers and our strategic suppliers.

## Meeting our customers' safety needs

Drawing on the expertise of its in-house design office, Bergerat Monnoyeur (France) designs and builds custom adaptations of its customers' new or used equipment to meet their specific requirements. The adaptations improve machine safety as well as the safety of the operators themselves. They also improve risk prevention, through, for example, enabling safe access to the machine during operation or maintenance, improving cabin air quality through a filtration system, or giving the operator better peripheral vision by installing cameras.

Our customers also have access to the safety data sheets (SDS) of the products we distribute, and we take responsibility for ensuring the prevention of occupational risks when servicing equipment at our customers' premises (see page 56 for more information).



## Knowing how to operate the machines safely: driving schools

Each machine delivery is accompanied by a start-up protocol and safety instructions for the customer. For heavy equipment, Bergerat Monnoyeur (France) offers a **one-day "driving school" at the customer's site**. The various conditions for safe machine operation are covered, such as accessing the cabin, wearing a seatbelt and suitable PPE, as well as risk prevention technology (detection of nearby pedestrians, 360° cameras, onboard weighing and restriction of the machine's movements within a certain perimeter).

A team of **7** experienced demonstrators, specific to Bergerat Monnoyeur, run these training events.

In 2022 **620** driving schools were held in France.

In addition, the BM Academy offers customers two other training courses on eco-driving and advanced driving (see page 66).



# Extending the service life of our products

The durability of the equipment we distribute is an issue faced by our energy (Eneria), capital goods (Bergerat Monnoyeur, IPSO, Aprolis) and specialised services (CHRONO Flex and GCS) divisions. Through the application of our combined skills and experience we are able to extend the service life of the equipment manufactured by our strategic suppliers.



1

## It starts with proper maintenance...

Bergerat Monnoyeur offers predictive maintenance based on analysis of the data downloaded from connected machines. This helps prevent faults and parts failure, which could halt production or damage the equipment. Our technicians work on the machines and engines by following a detailed protocol drawn up by the manufacturers. To guarantee their performance, they take special care to prevent any contamination of hydraulic circuits that may damage them.

2

## ... and offering reconditioning solutions to extend service life

Our parts salvage, component reconditioning and refurbishment services mean that our customers can give their equipment a new lease of life at a lower cost than a brand new replacement, saving both money and resources. As an added benefit, scaling up these activities in our workshops helps boost local employment. Caterpillar's Cat® Reman remanufacturing programme turns 50 in 2023!

## Reaching the end of the road

We plan in advance for the end-of-life management of the equipment we distribute. A good example of this is Eneria, who has a partnership in place with an approved service provider for the collection and recovery of end-of-life products directly from customers. Owing to its premium quality, some equipment that has reached the end of its life with our customers is sold on the second-hand market and used for other purposes.

## Development of refurbishment services in 2022



The reconditioning of handling equipment is an integral part of the solutions offered by Aprolis. **In 2022, 1,245 machines were refurbished in France before being returned to service.**

## Successful launch of Eneria's parts refurbishment service

In 2021, Eneria launched a **parts refurbishment service in a dedicated workshop** near Lyon. The idea is that our customers in France send us their parts, which we then refurbish to the manufacturer's standard. To guarantee this, the techniques we use are certified by Caterpillar. **The transportation of parts – and the associated emissions – are therefore considerably reduced,** since the manufacturer completes most of its refurbishments outside Europe. It also means better parts availability for our customers.

Initially, priority is given to cylinder heads, the main section of which – which makes up around 95% of the mass – can be reused. **In 2022, 425 cylinder heads were refurbished, equivalent to 800 in a full year. There is significant customer demand for this service, which will be extended to other parts in 2023.**

## Giving engines a new lease of life

Eneria refurbishes high-capacity engines at its industrial facility in Monthéry (France). This service caters for the needs of major rail freight players in particular. Dedicated technicians, trained and certified by Caterpillar, refurbish the engines using industrialised processes. Once refurbished, the engine undergoes a full inspection on the test bench specially designed by Eneria's industrial department. It is then returned to service for **another 40,000 hours! Around 30 engines were refurbished or inspected in 2022.**



## 2022: a record year for refurbishment at Bergerat Monnoyeur

In 2022, 49 items of heavy equipment were completely reconditioned in France and Belgium (Cat® Certified Rebuild Programme). **Bergerat Monnoyeur is market leader among Caterpillar dealers in the EMEA region for this activity, under which a complete refurbishment retains 95% of the machine's mass.** Around ten of these operations were also carried out in Poland and six in Algeria, where the group opened a new engine reconditioning centre in early 2023. **Overall, reconditioning accounted for around 25% of the spare parts business in France in 2022, our biggest market.**

**The value of experience in this field is really starting to show through** (see also focus section on next page): **teams are increasingly understanding how to pinpoint the perfect timing for reconditioning.** This is partly due to a better understanding of lifetimes in real-world conditions, aided by the analysis of machine data. Our experts can proactively schedule reconditioning to **optimise the overall lifetime before key components fail.**



**972 M XE wheel loader sockets.** The one on the left has been refurbished with metallisation and then machining.

**700 components in 2022.** The standard exchange remains a core part of the service: thanks to its continually replenished stock of refurbished items, the CRC

can ensure that replacement components are available for customers. **Rebuilding components contributes to responsible consumption and production by significantly limiting the consumption of resources and the production of waste.**

There are also additional benefits for the customer: the rebuild service **extends the service life of their equipment and is more economical than a brand new replacement.** The rebuilt components are also covered by an 18-month warranty, a testimony to the quality of the service.

Bergerat Monnoyeur celebrated **20 years of the Component Rebuild Centre** in Brie-Comte-Robert in October 2022, saluting its **valuable know-how for extending service life and its important contribution to the circular economy.**

Happy birthday to the CRC – long may it continue!

## FOCUS The Component Rebuild Centre celebrates its birthday: it's not every day you turn 20!

**F**or 40 years, Bergerat Monnoyeur has replaced faulty or worn components with identical new or refurbished components for its customers in France. In 1964, the "exchange-repair" service was launched, followed by the "standard exchange" service in 1976.

The company was keen to **structure and industrialise its component refurbishment process** to make it as efficient as possible. To professionalise the service and develop its expertise, it built the Technical Refurbishment Centre to pool existing refurbishment infrastructure.

Specialising in drivetrain components (mainly engines and transmission), it opened in 2002 and has since been renamed the **Component Rebuild Centre (CRC).**

The CRC site in Brie-Comte-Robert (Seine-et-Marne, France) has a 4,200 m<sup>2</sup> workshop. The rebuild follows a clearly defined protocol: cleaning, disassembly, sorting and inspection of parts that can be refurbished or reused, reassembly and, finally, performance tests.

**With the expertise of 44 mechanics** and its know-how in parts salvage, **Bergerat Monnoyeur rebuilt around**



# Guaranteeing ethical behaviour of the highest standard

At the instigation of the group's Internal Audit and Compliance Department, we have established the frame of reference and continuously implement the necessary measures to align our practices with the regulatory requirements and standards for business ethics, in particular the French "Sapin II" law on transparency and anti-corruption.

## Anti-corruption risk analysis

We have a consolidated overview of corruption risks based on the risk maps drawn up by each entity. The sectors of activity, territories, types of third parties and transactions most exposed to corruption risks have been identified for all our subsidiaries. All our business partners have been assessed for corruption risk. We updated our risk map in 2022, as well as its validation process, in accordance with the new recommendations published in 2021 by the French Anti-Corruption Agency. It has therefore been approved by the Management Committees of our business units, as well as by the group's Executive Committee and Audit Committee.

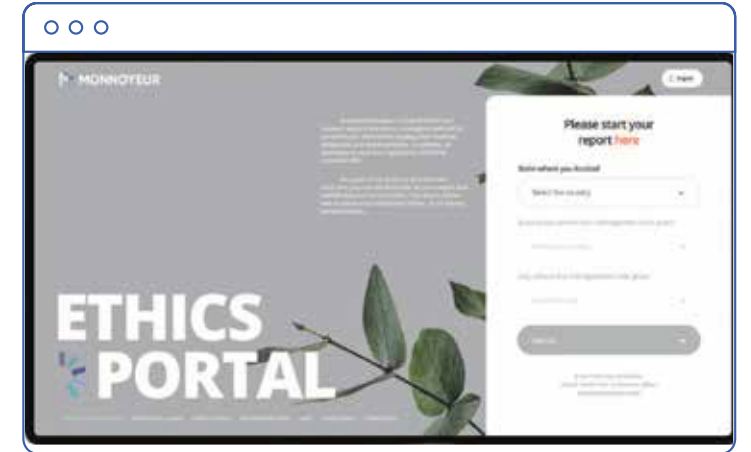


## Group Code of ethics and conduct

In place since 2016, the Code of ethics and conduct applies to all our subsidiaries and to relationships with all our business partners. It is regularly updated and was overhauled in 2020 to include all the requirements of the French "Sapin II" anti-corruption law. Distributed to all employees in their national language, it is also available on the group's website.

In 2022, we strengthened our whistleblowing mechanism – an integral part of the Code – by reducing processing times, expanding the topics covered and extending access to all third parties (including our customers and suppliers). This unique mechanism, which covers the whole of Monnoyeur, is available in the vast majority of languages spoken in the group.

Reports are dealt with in accordance with the group's whistleblowing procedure, which guarantees the confidentiality and security of the collection and processing of information, as well as offering whistleblowers more protection. In 2022, five reports were received.



## Continuation of staff training on the Code of ethics and conduct

All employees are required to undergo specific training on the new version of the Code of ethics and conduct, delivered via our 360 Learning platform. This takes into account the corruption risk map.

Originally launched in France in 2021, the module was extended to all group companies in 2022.

**73%**  
of our employees had obtained their certificate of course completion at the end of 2022.

We are continuing to roll out this training in 2023 to the new companies and new employees who have recently joined Monnoyeur.

## Protection of personal data

All group websites have been updated to comply with the requirements of the EU General Data Protection Regulation (GDPR). This included updating our cookie management policy, privacy policy and legal notices in 2021. In 2022, our efforts focused on the rollout of the compliance programme to the newly integrated companies.





# Guaranteeing responsible purchasing practices

Our social responsibility extends to our value chain and includes relationships with our suppliers. We are continuing to work on incorporating CSR into our purchasing practices.

## Codes of conduct governing supplier relations

Our Code of ethics and conduct governs our interactions with our suppliers as business partners<sup>1</sup>. Bergerat Monnoyeur France also has an Ethical Purchasing Charter signed by each supplier selected following a call for tenders.

## Supplier CSR assessment

In 2022, we extended the CSR assessment of suppliers introduced in 2021 with the company EcoVadis. The selection for Bergerat Monnoyeur (BM), Eneria and Aprolis represents approximately 40% of the volume of purchases managed in France<sup>2</sup>.

**By the end of 2022, 63% of the suppliers concerned had been awarded a CSR score. For Aprolis, this represents 80% of the purchase amount included in the CSR assessment, while it represents 52% for BM and 12% for Eneria.**

Together, BM, Aprolis and Eneria have refined the supplier risk assessment to ensure that our CSR assessments are better targeted. At the same time, **Aprolis has strengthened buyers' training on responsible purchasing in 2022 and introduced a CSR improvement process with its suppliers.**

## Increasing emphasis on CSR in contractual clauses

At Aprolis, Bergerat Monnoyeur and Eneria in France, framework purchase agreements include specific clauses on the protection of health and the environment, safety and working conditions. These agreements are routinely used for major suppliers.

They now mention our membership of the UN Global Compact, which means promoting its principles within our sphere of influence (see page 39). They also state that we expect our suppliers to participate in any CSR assessment on request. These updates supplement those made to the General Purchasing Conditions in 2021.

<sup>1</sup> More information on the group's Code of ethics and conduct can be found on pages 52-53.

<sup>2</sup> Excluding purchases from our strategic suppliers.

# Our operations

Guaranteeing the protection of workplace health and safety 58

Reducing energy consumption and greenhouse gas emissions 61

Reducing waste and preventing pollution 64



# Guaranteeing the protection of workplace health and safety

As one of our operational management priorities, health and safety issues are addressed according to the occupational risks associated with the various types of role: the group's business lines are extremely diverse! Therefore, we adjust the prevention measures to the nature of the operations.

## Management of workplace health and safety issues

The Health, Safety and Environment (HSE) function oversees the analysis of occupational hazards and defines the corresponding prevention measures and procedures. Reporting to the Human Resources Department for the majority of subsidiaries, it manages the rollout of HSE programmes. The associated action plans are implemented locally at each site. The HSE managers in France and Belgium work together on common issues.

## Risk mapping and assessment

Occupational health and safety risks are identified and documented locally in the single risk assessment document in France (or its equivalent elsewhere). Particular attention is paid to those with the highest frequency of exposure and/or potential severity, such as driving hazards, hazards linked to carrying heavy loads and manual handling of parts, and workstation ergonomics.



## Maintaining a safety culture

Each company defines the main risk prevention measures in its internal procedures. In addition, the group internal control framework includes HSE operational requirements (see page 62). On each site, ad hoc communications maintain the culture of prevention through different channels: management memos, workshop notices, targeted news updates and feedback. Health and safety are discussed by teams during safety briefings and specific training sessions. We draw up prevention plans to regulate work carried out by third parties on our sites. Equally, our staff are expected to comply with our customers' prevention plans when they work on our customers' premises.

## Protecting mental health

Awareness-raising on psychosocial risks is carried out regularly at Bergerat Monnoyeur in France, Belgium and Luxembourg and at IPSO in Romania. An independent counselling service, which is strictly confidential, is available at all times to employees in France, Belgium, Poland and Romania.

## Continually improving our workplace health and safety management

To drive continuous improvement and meet the requirements of specific customers, some of our companies have introduced a certified workplace health and safety management system.

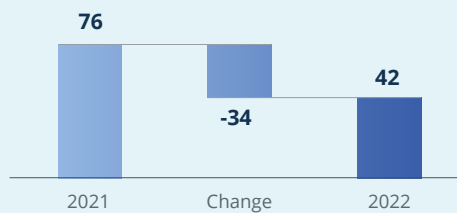
Certification	Purpose	Business activities
ISO 45001	Workplace health and safety management system	Bergerat Monnoyeur Romania; Impact Handling (handling division, UK)
MASE	Management system for the continuous improvement of companies' health, safety and environmental performance	Bergerat Monnoyeur France (Dunkirk and Rouen); Aporlis France (Dunkirk, Calais and Sainte-Catherine)
VCA	Certification of contractors' health, safety and environment management systems	Bergerat Monnoyeur and Eneria Belgium/Luxembourg
CEFRI	French Committee for Radioprotection Certification	Aporlis France
ISO 9001	Quality management system	Aporlis Iberia: its management system includes safety aspects



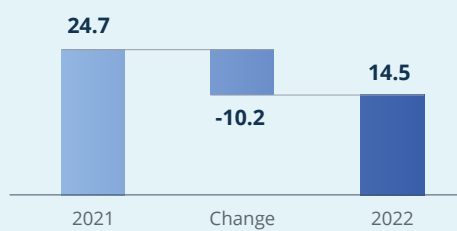
### Prevention on the ground and managerial commitment: Bergerat Monnoyeur France

With the support of management, hands-on initiatives hampered by social distancing measures due to Covid-19 were revived in 2022: training of technicians and safety shadowing during performance of their tasks, training of local managers, workshop audits, etc. Road safety has also been addressed with training on eco-driving (see page 61). In terms of health, the medical department at head office has continued to raise awareness by issuing monthly "health updates". Accidents reduced in 2022, especially lost-time accidents. Prevention efforts are continuing in 2023.

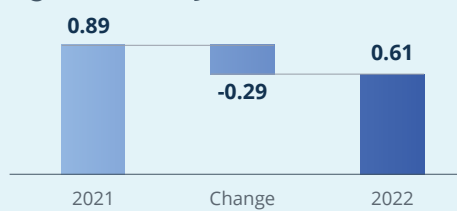
#### Change in number of lost-times accidents 2021/22



#### Change in frequency rate 2021/22



#### Change in severity rate 2021/22



### Internal HSE audits of workshops increased in 2022

Year	2021	2022
Number of audits carried out on BM sites	38	43
Number of audits carried out with service engineers	188	200



**Bertrand Lemesle**  
HSE manager



In 2022 we endeavoured to return to our pre-pandemic performance levels, given the increased internal mobility and the significant number of young technicians hired.

The National Safety Steering Committee set up in 2022, bringing together members of the Management Committee and the HSE manager, helped to support efforts and boost prevention.



In addition, Eneria and Bergerat Monnoyeur monitor a specific safety indicator defined by their strategic supplier Caterpillar: RIF\*, which covers work-related accidents.

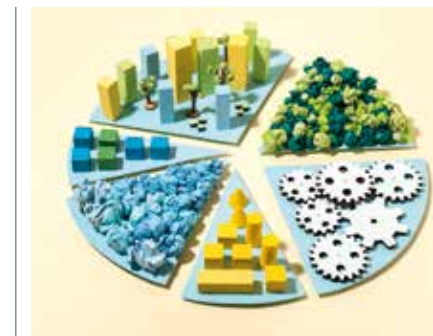
RIF* trend:	France		Belgium/Luxembourg	Romania	Poland	Algeria
	BM	Eneria	BM	BM	BM	BM
2021	3.22	1.50	1.64	0.45	1.09	0.72
2022	3.18	2.07	0.64	0.42	1.65	0.90

\* RIF: "Recordable Injury Frequency" per 200,000 hours worked.



# Reducing energy consumption and greenhouse gas emissions

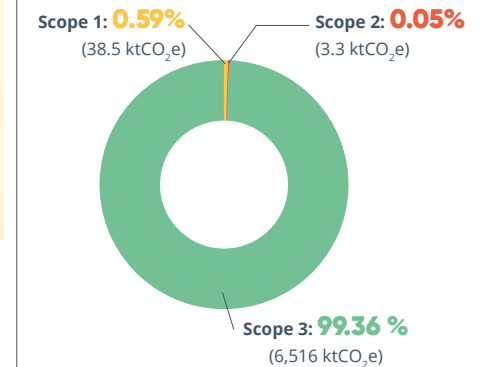
In 2022, we carried out the first group-wide comprehensive carbon inventory with a view to mapping a carbon pathway aligned with the Paris Agreement. We are already working on various levers to reduce our energy consumption and our greenhouse gas (GHG) emissions, focusing on our business units that distribute capital goods.



### Measuring our GHG emissions and mapping a carbon pathway

In line with the commitment made in late 2021, we calculated our group carbon footprint in 2022, covering all our direct and indirect emissions (scopes 1, 2 and 3) with the help of a specialised consultancy. This exercise prompted the various entities of the group to compile the necessary data. The results show that indirect scope 3 emissions make up the predominant share, accounting for 99% of our total carbon footprint of 6.6 million tCO<sub>2</sub>e.

### Greenhouse gas emissions



Our direct emissions (scope 1) account for 38.5 ktCO<sub>2</sub>e and 85% are generated by our vehicle fleet. The indirect scope 2 emissions of 3.3 ktCO<sub>2</sub>e relate to our electricity consumption. For scope 3 (6,516 ktCO<sub>2</sub>e), 91% of emissions come from customers using the capital goods we distribute.

Next steps: we are finalising the mapping of a science-based carbon reduction pathway, according to the requirements of the SBTi\*, together with the associated action plans to reduce our emissions (see pages 47 and 61 for more information on the actions already taken).

\* SBTi: Science-Based Targets initiative

## Improving the energy performance of our buildings

In 2022, the working group for energy savings in our tertiary buildings in France (under the “tertiary decree” requiring a reduction in energy consumption in these types of buildings) coordinated energy audits by the specialised service provider advising us on the subject. A representative sample of sites were audited: 9 for Bergerat Monnoyeur, 15 for Aprolis and 3 for Eneria. A report outlining the various options for reducing energy consumption was prepared at the end of each audit: these scenarios will inform future decision-making.

**With the help of our partner, we have set up an energy management platform to closely monitor consumption at sites covered by the obligations. Aprolis has chosen to go a step further by connecting the meters from all its sites to the platform (where a direct energy supply contract is in place).**

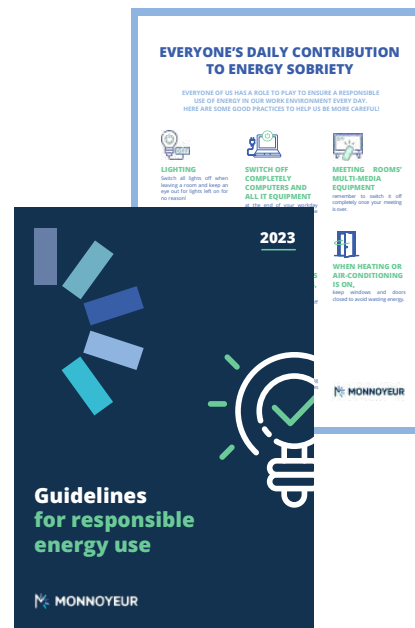
At the same time, Bergerat Monnoyeur continued the multi-year plan to refurbish its regional branches and workshops in France, with delivery of the works for the Eastern division and the Quimper site in 2022. By renovating the facades and roofs, **the natural gas consumption of these two sites was reduced by 22% in 2022.**

Bergerat Monnoyeur is also carrying out energy retrofit works in Belgium, through measures such as the insulation of workshop roofs, the gradual replacement of single glazing with triple glazing, and so on. Energy-consuming equipment is also being targeted by, for example, gradually replacing gas boilers with condensing boilers. **In 2022, total natural gas consumption fell by more than 650 MWh, or 27%. For the head office in Overijse alone, there was an estimated gas saving of 350 MWh in 2022, 40% resulting from the works carried out and 60% from the switch to electric heating, which emits fewer GHGs. These measures reduced emissions by more than 70 tCO<sub>2</sub>e\* over the year.**

## Energy-saving measures

In view of the energy supply pressures experienced in 2022, we sought to find ways to make savings. **The group’s CSR Department has drawn up guidelines for responsible energy use, both in terms of the management of the sites’ technical systems (heating, lighting, energy-intensive equipment, etc.) and also in terms of everyday eco-actions.** Issued in February 2023, they reinforced the energy-saving measures taken locally by our companies in Poland, Romania, France, Spain and Croatia, etc. (e.g. in France, thermostats to be turned down by 2°C in winter).

**Across the entire group, natural gas consumption fell by 16% between 2021 and 2022.**



## Progress in the use of renewable energy

As part of its renewable energy development, Eneria continued its installation of photovoltaic panels on buildings at its head office in Monthéry (France) in 2022, doubling its production of renewable electricity from 101 MWh in 2021 to 209 MWh in 2022.

In the same vein, an additional canopy equipped with photovoltaic panels is being installed at Bergerat Monnoyeur Belgium. The solar power this generates will be used to charge the electric vehicles in its fleet.

### 100% renewable electricity in Finland

Since 2021, Arkance Systems in Finland has met **100% of its electricity consumption needs with electricity from renewable sources.**

## Contributing to the development of natural carbon sinks: our subsidiaries’ commitment

In line with its “Committed to making a better world” vision, CHRONO Flex finances the planting of 100,000 trees every year in partnership with the non-profit organisation Planète Urgence. The projects financed are in Madagascar – which has seen high levels of deforestation – balancing local economic development with the restoration of forest ecosystems. In total, CHRONO Flex has helped to plant 400,000 trees since 2019 (see overleaf for more information on our tree planting contribution).

\* Emission factors used: 150 gCO<sub>2</sub>e/kWh for the Belgian electricity mix and 292 gCO<sub>2</sub>e/kWh for European natural gas emissions. Source: carbon database of the French Agency for Ecological Transition (ADEME).

# Reducing the environmental impact of our fleet

## FOCUS ON TWO ACTIONS Remote diagnostics and eco-driving

We are working on several fronts to reduce the environmental impact of our vehicle fleet, which accounts for **85%\* of our direct GHG emissions (scope 1).**



### Action 1 Removing journeys with remote diagnostics

Since the end of 2021, Bergerat Monnoyeur has offered remote diagnostics to its customers throughout France, an innovation allowing technical issues reported by customers to be investigated using the machine’s connectivity or an augmented reality tool on a smartphone, with remote guidance by one of our operators. **The remote diagnostics can be carried out successfully in 91% of cases. In 2022, Bergerat Monnoyeur completed 3,041 remote diagnostics operations. The average reduction in emissions achieved by a technician not having to travel is estimated at 33 kg of CO<sub>2</sub>\*\*.** compared with on-site diagnostics at the customer’s premises.

\*Reference year: 2021  
\*\*Estimate based on the average distance travelled by a technician to a customer site and the fuel emission factors taken from the ADEME carbon database  
\*\*\* ONF: French Forestry Commission

### Action 2 Promoting eco-driving

Not all our service operations can be performed remotely; often they require the technician to be physically present. Following previous pilots carried out in partnership with WeNow, in 2022 Bergerat Monnoyeur made preparations to **extend its eco-driving scheme to its 480 field-based service engineers in France.** The scheme was launched in early 2023. The programme is built from an analysis of driving habits (heavy braking, high speeds, etc.) downloaded directly from the vehicles or collected via a telematics box. On the basis of this data, WeNow gives each driver documented feedback on their driving style and offers one-to-one coaching to **encourage them to change their driving behaviour.** Aprolis has introduced the same scheme and has been signing up its **450 field-based service engineers in France** for training on eco-driving since early 2023.

**Developed as an environmental scheme,** eco-driving with WeNow includes the planting of a tree every year for every participating vehicle, in association with the ONF\*\*\*. It also includes a contribution to carbon neutrality through UN projects, based on the residual emissions generated by the vehicle fleet. An added bonus is that by encouraging drivers to be more aware of how they drive, **eco-driving also makes them safer behind the wheel.**



# Reducing waste and preventing pollution

Our most significant impacts in terms of waste are linked to the activities of Eneria, Bergerat Monnoyeur, IPSO, Aprolis and Specialised services. This is where most of our commercial waste comes from; mainly produced during the commissioning and maintenance of the equipment we distribute. In parallel with improving our waste management, in 2022 our efforts also focused on improving how this is reported.



## Our commitments

We are striving to limit the production of waste. The group's subsidiaries have special waste management procedures; waste is collected and processed by specialised service providers according to its classification. We also arrange the management of waste generated by the maintenance and repair work we do at our customers' sites. Thanks to our divisions' efforts, how we report the data associated with different waste streams also improved in 2022 (for more information, see the chapter on methodology and indicators on page 80).

## Reinforcing prevention measures

At the end of 2021, the CSR Department and the Internal Audit Department extended the group's internal control framework to specify the operational requirements for waste management, chemicals storage and handling, and the prevention of pollution (e.g. leaks or accidental spills). The framework applies to all Monnoyeur companies. In 2022, verification of the framework's correct implementation was added to the programme of internal audits coordinated by the group.

# Our subsidiaries' actions

## Reusing to reduce business waste

In Spain, Aprolis Iberia (handling division) partnered with a local service provider specialising in the processing of contaminated textiles in 2022. **The cloths used in its workshops, which become soaked in mineral oils once they have been used, are now collected separately, decontaminated and then reused by Aprolis Iberia.** By enabling them to be reused, this circular usage model avoids the production of contaminated textile waste and prevents the dispersion of pollutants into the environment.

**As a result, 1 tonne of cloths was able to be reused in 2022.**



## Reducing the impact of waste collection by optimising its management

In 2022, Aprolis optimised the management of cardboard waste streams by setting up waste baling machines that compress the cardboard, leading to a **tenfold decrease in volume**. This had two advantages: a significant reduction in the number of collections by waste service providers and therefore in the GHG emissions generated by their vehicles, and the elimination of the risk of cuts associated with having to fold the cardboard. This equipment is now in use at several Aprolis sites in France.



## Improved separation and recovery of office waste

In 2022, Bergerat Monnoyeur expanded the separation of office waste for recycling. Six sites in France now use the company Élise to collect and recycle this type of waste. A disability-friendly company, Élise offers long-term employment for disabled people and people who have difficulty finding work.

Arkance Systems France introduced the same scheme in 2022.

Aprolis and Bergerat Monnoyeur have also introduced the on-site collection and recycling of cigarette butts, outsourcing this to service providers that specialise in their decontamination and the recovery of materials from this type of waste.



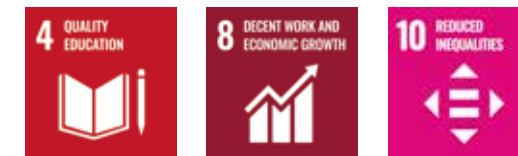
## ISO 14001 certifications

Bergerat Monnoyeur Romania is ISO 14001 certified (the certification includes the energy business). In France, Eneria has been certified since 2021 for the design, supply and installation of photovoltaic solar plants. It is working to extend this certification to all its operations. Impact Handling in the UK (handling division) is also ISO 14001-certified.



# Our teams

Retaining and recruiting talent	67
Ensuring quality social dialogue and the well-being of employees	70
Promoting diversity and fighting discrimination	71



## Retaining and recruiting talent

As a B2B services group, it is essential for us to develop, retain and recruit the talent we need for our business units. Certain roles that are essential for our divisions, such as technicians, are still in high demand on the market; others are evolving rapidly, such as roles related to the digital transformation.

### Retaining employees and developing their skills

#### Group development programmes

The corporate university project, Monnoyeur Learning University, winner of an internal innovation competition in early 2022, was formalised at the end of last year. The project's originator, who was originally responsible for training and development at IPSO in Romania, has been appointed to develop it. Initial guidance on the relevant work streams for employee development was defined jointly with 13 ambassadors representing different group entities. The first schemes are in the process of being defined.

We are also continuing our Monnoyeur Executive Programmes in association with HEC Paris.

#### Expansion of our distance learning platform

The rollout of the "360 learning" platform to all group employees was finalised in 2022. The wide range of courses provide the various audiences with support throughout their careers. The modules are intended to develop technical skills (on-site repairs, prevention of contamination, etc.) as well as cross-disciplinary skills. The catalogue is continually expanding and now comprises 2,000 modules, 74% more than in 2021.

More than  
**232,000**  
hours of training  
were delivered group-wide  
in 2022.

#### Enhanced induction

In 2022, 120 new technicians benefited from the enhanced induction programme launched in 2020 by Bergerat Monnoyeur France, an increase of 25% compared with 2021. When the technicians arrive, a trainer is assigned to them for two weeks to ease them into their role. The induction takes place at the Bergerat Monnoyeur Academy in Chécy, near Orléans, which has a training centre with 600 m<sup>2</sup> of dedicated workshops and classrooms. Given the programme's success, similar programmes have been created for new team leaders and heads of department.



### Career-long development

The Bergerat Monnoyeur Academy continues developing employees' skills throughout the course of their career. For example, it provides technical training in the form of short videos focusing on specific maintenance operations. Technicians who have to travel frequently can access the videos online via the "360 learning" platform. **In 2022, the Academy renewed its Qualiopi certification. It also obtained the Excellence in technician development certification (the highest level) once again for 2022-2024, awarded by Caterpillar following an in-depth audit.**



**1,200**  
people trained in 2022



**25,000**  
hours  
of training delivered

## Facilitating recruitment

### Getting everyone involved

As part of our co-opting scheme, we encourage our employees to recommend candidates, with a financial bonus if the recruitment is successful. **In 2022, 212 new members of staff joined us in this manner.**

### Teaching people what we do

Recruiting talent with the technical training that meets our business needs is a real challenge for our sector. To address this, **Bergerat Monnoyeur is launching the Bergerat Monnoyeur Campus in partnership with AFTRAL<sup>1</sup> to train the next generation of technicians.** With the Academy's help, the Campus will enrol 30 young people each year on a sandwich course to prepare them for the RNCP<sup>2</sup> Level 4 qualification "Machinery and construction and handling equipment maintenance technician". The beneficiaries are provided with high-quality tools as well as receiving practical support, with accommodation and travel expenses covered for the length of their training. Designed in 2022, the Campus opens its doors in 2023.



### Putting in to help students

We are committed to preparing young people for working life. Since 2019, Bergerat Monnoyeur and Eneria have been involved in the "I choose to lead" programme to develop the leadership of students at schools and sixth form colleges in Romania. IPSO and Bergerat Monnoyeur also support education sector organisation Narada, with a focus on technology colleges that teach mechanics. Both companies have contributed to the refurbishment of mechanical workshops; IPSO also takes on interns.

The Choiseul Institute named Monnoyeur as one of the "champions of human capital" in its independent 2022 "Choiseul Conquérants" ranking. This recognises mid-sized companies that are people-centric and make the biggest contribution to job creation in France.

<sup>1</sup> AFTRAL: an organisation that assists companies with their recruitment and training needs  
<sup>2</sup> RNCP: national directory of professional certifications (France)



## FOCUS ON TURBO Committed to vocational integration: the "TURBO" skills sponsorship

For the past few years, we have been helping disadvantaged young people to enter the labour market with our TURBO programme, developed jointly with Fondation Apprentis d'Auteuil. Each intake includes between 10 and 20 young people who enrol on a 19-month vocational diploma course with a view to qualifying as a "Machinery and construction and handling equipment maintenance technician".

The apprentices are fully immersed for more than a year and a half, alternating between practical and theoretical lessons taught by a dedicated trainer and periods spent in our workshops. Supervised by a tutor, the time spent in a company within the group allows them to complete their training and prepares them for the workplace.

What is special about the scheme is the high number of employees involved. Tutors, sponsors, technicians and examiners help these young people, who might otherwise struggle to find work, to gradually rebuild their confidence and prepare them for working life by teaching them a sought-after occupation.

**TURBO 4 results**  
The fourth TURBO intake reached the end of their training in December 2022. Of the nine who saw the programme through to its end, three of the apprentices received their diploma during a ceremony held at group headquarters. A wonderful achievement which also serves to highlight the challenges that these young people face.



A message for Monnoyeur: first of all, well done and thank you for not choosing the easy option, but instead going in search of young people who are disconnected from the job market and find it hard to enter a structured and demanding work environment. What I want to tell these young people is that which we see during our various partnerships: you are not destined to fail. It is possible to believe in yourself again and gain confidence in the adult world, in the business world. Partnerships such as the TURBO scheme prove this. Don't lose confidence, start again: we are here to support you. For us, this is a positive vision of your future and the future of society.



**Nicolas Truelle,**  
CEO,  
Fondation Apprentis d'Auteuil

Since its launch in 2014, we have helped more than 70 young people, around 15 of whom have been offered employment contracts in our workshops.

TURBO also represents a vehicle for diversity and gender balance within our teams, which is a challenge for our industry. In TURBO 3, it was a woman who came top of the class. The two young women who persevered to the end of TURBO 4 have both graduated. All of which goes to show that technical professions are for women too!



# Ensuring quality social dialogue and the well-being of employees

We are committed to fostering dialogue with employees and their representatives, in line with our values of respect and friendliness. At the same time, we ensure that our work environment promotes well-being.

The group's companies organise social dialogue in a spirit of co-construction with employee representatives: a company-level agreement on the subject is in place at Aprolis, Bergerat Monnoyeur, CHRONO Flex and Eneria in France. In 2022, Aprolis enshrined some of its best practices in a special agreement on social dialogue. An agreement on annual trade union negotiations has been in place at Bergerat Monnoyeur and Aprolis since 2021.

## Protecting employees in an inflationary environment

Two agreements on special wage measures to support employees in the context of high inflation in 2022 are in place at Aprolis and Bergerat Monnoyeur France; Eneria has taken similar measures.

## Remote working and well-being

In June 2022, to support remote working (introduced in 2021), Aprolis signed an agreement reaffirming the right to disconnect, in line with our values. It also reiterates best practices for the responsible use of communication tools.

The group is involved in the Observatoire de la Qualité de Vie au Travail (French observatory for quality of life in the workplace), a think tank and forum for companies and other stakeholders to share their experiences.



## Resonance of Monnoyeur's values

At the first gathering of all its employees in late 2022, IPSO Romania held an in-depth discussion on the meaning of Monnoyeur's values: respect, entrepreneurship, courage and friendliness. The 500 employees worked together on how to embody those values at eight workshops run by IPSO's management.

## Sport and teambuilding

We once again took part in the Cross du Figaro NordicTrack in 2022. The opening event of the Téléthon initiative in France, its purpose is to raise money for research into rare genetic and neuromuscular diseases. On a rainy day in November, 35 people representing Aprolis, Arkance, Bergerat Monnoyeur, Eneria and head office donned Monnoyeur's new strip to take part in this fun sporting challenge.



## Our teams have green fingers

At Eneria, the HR and Facilities teams got out into the fresh air to build vegetable planters. Not only was it a great team effort, but the site now boasts a lovely addition to its outdoor space, with home-grown vegetables to boot!



# Promoting diversity and fighting discrimination

The group seeks to support its development through cultivating diversity in the broadest sense within its teams. Since January 2020, Monnoyeur has been a signatory to the Diversity Charter, which promotes equal opportunities and diversity in all its aspects. We are working in particular on improving the gender balance within the company and preventing any form of discrimination.



## Gender equality and non-discrimination

After signing a group agreement on gender equality and non-discrimination at the end of 2021, we took several concrete measures in 2022. In terms of recruitment, we ensure that our job offers are gender-neutral. We have also organised **training for HR teams to prevent discrimination when hiring**. To encourage a balance in the exercise of parental responsibilities, **all parental leave now counts towards the calculation of length of service in France** (this leave is taken by women in 80% of the cases). We have also extended the half-day for school-related formalities to all parents; previously this was reserved for women only.

## Supporting people with disabilities

We are adapting workstations and remote working arrangements to accommodate the needs of our disabled employees. Additionally, we ensure that our job vacancies are open to people with disabilities.

## Improving the gender balance

To improve our gender balance, in late 2021 we set targets to increase the number of women in non-technical roles through our recruitment. Targets are set for different job categories and have been monitored since early 2022. The targets are now part of the performance criteria on which our executive compensation is based.

Proportion of women in non-technical roles	Proportion at end-2022	Target at end-2023
Executives and team managers	27%	30%
Individual contributors and supervisors	35%	35%

# Societal commitment

Mindful of our societal role as a company, we are committed to strengthening our ties with the local communities we are part of. To do this, we engage with social and environmental causes that we can usefully support. The following pages present a selection of the societal commitments of the group and its subsidiaries. Most of them are long term, though some relate to the specific context of 2022.

## Charitable endeavours

### IPSO Romania – supporting agriculture as a vehicle for inclusion

IPSO Romania (agricultural division) organises its societal commitment around four priorities: agriculture, the environment, health and education, in keeping with its core business and the needs of the local society. IPSO supports the organic farm integration workshop organic&co managed by the non-profit *Ateliere Fără Frontiere* (Workshops without Borders), dedicated to social and professional inclusion. Its produce is sold locally and distributed directly to consumers, including the company's employees. IPSO supplied the farm with a tractor and helped finance the installation of solar panels.

### ENERIA Support for Apprentis d'Auteuil children's homes

In parallel with the group's skills sponsorship, and in partnership with the Apprentis d'Auteuil foundation (see "Focus on Turbo" section on page 67), in 2022 Eneria once again donated its annual charity toy collection to the Louis Roussel children's home in Massy (France), which is run by the foundation. The home provides educational support to around 60 young people. **To strengthen ties with the home and help prepare young people for working life, Eneria also offers work experience** at its Monthéry site, which is located nearby.



### Support for Ukraine

At the end of March 2022, at the initiative of our Polish teams who are actively involved in hosting the many Ukrainian families seeking refuge in Poland, Monnoyeur began collecting donations to assist with this effort. To meet the needs identified locally and relayed to us by our Polish employees, clothing, school supplies and other useful items were collected and transported at regular intervals. The donations were delivered with the help of teams from the Bergerat Monnoyeur logistics platform in Saint-Denis (France), together with our logistics partner GEFCO, providing transport to Poland at cost. **We were thrilled at the collective response to this initiative:** more than 200 parcels have been distributed to refugees in Poland, at welcome centres, in schools and directly to Ukrainian families.



### Breast Cancer Awareness Month at our subsidiaries

Bergerat RENT once again held its own Breast Cancer Awareness Month campaign, first launched in 2021. The company donated a share of the proceeds from its sales in October to the Seine-Saint-Denis Committee of the French League Against Cancer, where its head office is located. The amount raised in 2022 totalled €16,000.



New in 2022: in each of Bergerat Monnoyeur's regional divisions in France, awareness sessions were held on breast cancer screening, led by a representative from the League Against Cancer. A total of 11 prevention workshops were held, attended by some 100 participants.



### Fighting breast cancer together: Breast Cancer Awareness Month

October is international Breast Cancer Awareness Month. We took part again in 2022, raising awareness and contributing funds to the fight against cancer. Across the group, employees took part in a quiz which highlighted the fact that breast cancer also affects men. For every employee who participated, Monnoyeur donated €1 to the Gustave Roussy Institute, which it topped-up with a further contribution. At the end of the year, a cheque for €10,000 was presented to the Institute (see also focus section overleaf).



### FOCUS Renewed support for the Gustave Roussy Foundation in the fight against cancer

Since 2016, Monnoyeur has been supporting the Gustave Roussy Foundation, whose mission is to fund the research performed at **Gustave Roussy, the leading cancer research centre in Europe**. The programmes supported by the Foundation are part of the research activities of the Institute, which has a four-part mission: prevention, care, research and teaching.

In keeping with the group's activities, we decided to contribute to the Foundation's work by **funding the purchase of state-of-the-art medical equipment** for research and care, **improving treatment and quality of life for patients**. During the period of 2019-2022, this resulted, among other things, in the purchase of the latest generation Pristina mammography system, ensuring that women are more comfortable during their examination and

allowing excellent breast imaging without increasing the radiation dose. A chemotherapy robot was also purchased. This reduces the waiting time for patients treated on an outpatient basis, as well as improving safety for all patients, with the robot checking that each preparation matches the corresponding medical prescription.

Cancer research has made more progress in the last 15 years than in the previous 100: today, 60% of patients recover from their cancer, but we can do better. It is thanks to the generosity and commitment of companies like Monnoyeur that we can be confident that a cure for cancer will be found in the 21<sup>st</sup> century. With their help, we will be able to maintain this pace of discovery and share the benefits of

innovation with as many people as possible.



**Perrine de Longevialle,**  
Head of Communications & Philanthropy, Gustave Roussy

For Monnoyeur, this support represents our commitment to a cause that touches us all, with cancer affecting one in two men and one in three women in France.



Companies can no longer confine themselves to playing a purely economic role; they must also embrace their social role. We are all aware of the devastation that cancer has caused for decades. To me, knowing that the research is so close to the finish line is the strongest argument for putting our all into this last battle and beating cancer together once and for all.



**Philippe Monnoyeur,**  
Monnoyeur CEO

In December 2022, we had another chance to visit Gustave Roussy and meet the teams who use the equipment financed by the group on a daily basis. This visit enabled us to fully appreciate the benefits of technological innovation for diagnosis and patient care. We are proud to continue our support for the Gustave Roussy Foundation with a third partnership agreement set to start in 2023.

# CSR methodology and indicators

## Methodological note

The content of Monnoyeur's 2022 CSR Report was prepared by the group's CSR Department. It features contributions from the six business units and from group functions (e.g. Purchasing, Human Resources, HSE, Internal Audit and Compliance, etc.).

All the information – quantitative data and texts – was compiled and consolidated by following a specific process. The 2022 CSR Report was audited by Aca Nexia, a firm of chartered accountants. On the basis of its audit, and in accordance with Standard 3100 of the French association of chartered accountants, a statement was prepared with a moderate level of assurance (see page 79).

### CSR topics assessment methodology

The CSR strategy was developed on the basis of an assessment of the CSR risks and opportunities (CSR topics) that the group faces. The most material topics were identified according to the severity and likelihood of occurrence of the risks and opportunities identified. The assessment methodology was validated by the senior and operational managers of the group and its subsidiaries, and applied with the support of an external firm.

This analysis enabled the CSR risks and opportunities to be classed into one of three levels:

- major topics
- important topics
- minor topics

Based on the analysis of our value chain, the CSR topics identified for the group were categorised according to the following three pillars, which structure our CSR approach and the presentation of this CSR Report:

- our range of products and services and business relationships
- our operations
- our teams

# CSR topics and materiality

<b>PRODUCTS, SERVICES AND BUSINESS RELATIONSHIPS</b>	Innovating to support our customers' decarbonisation	Major
	Extending the service life of our products	Major**
	Ensuring safety and protecting the health of customers and third parties	Important
	Guaranteeing ethical behaviour of the highest standard	Important
	Guaranteeing responsible purchasing practices	Important*
<b>OUR OPERATIONS</b>	Guaranteeing the protection of workplace health and safety	Major
	Climate: reducing our energy consumption and greenhouse gas emissions	Major
	Reducing waste and preventing pollution	Important*
	Ensuring local acceptance and continued sustainable growth	Minor
<b>OUR TEAMS</b>	Retaining and recruiting talent	Major
	Ensuring quality social dialogue and the well-being of employees	Major
	Promoting diversity and fighting discrimination	Important*

For the CSR topics assessed as "major" or "important", the policies, programmes and action plans in place, as well as the progress made in 2022, are detailed in the section of this report dedicated to our three CSR pillars (see page 42).

# Reporting scope and process

## Scope

This report covers all the companies that were part of Monnoyeur as at 31 December 2022, excluding two small entities in the Arkance division and GCS in the Specialised Services division (GCS is, however, included in the calculation of GHG emissions). The companies acquired in 2022 will be included in the 2023 report.

The report therefore covers 96% of the group's workforce as at 31 December 2022, with the following breakdown by division:

- 100% for the Capital Goods, Agriculture and Energy divisions,
- 88% for the Handling division,
- 89% for the Digital division,
- 94% for Specialised Services (2022 is the first year of CSR reporting, except for GHGs)

## Reporting cycle and period

Monnoyeur publishes a CSR Report annually on a calendar-year basis. The group's previous CSR Report covered the 2021 calendar year. This report covers the period from 1 January to 31 December 2022.

## References and indicators

Monnoyeur's CSR reporting is established with reference to the Global Reporting Initiative (GRI) and the various applicable French and European regulations. These texts form the basis of the reporting protocol, which is formalised for all of the group's operations. The protocol sets out each indicator, its scope and its calculation formula, to ensure that the data are uniform and consistent. It is shared with all teams in charge of collecting data in the group's subsidiaries.

## Estimates

Some data have been extrapolated for divisions that do not have sufficiently detailed sources or do not meet the protocol's definitions. Estimates were made for water consumption in 2022 due to a reporting frequency by suppliers that meant comprehensive data on actual consumption could not be obtained.

Estimates were also used to calculate GHG emissions. Since the group's first comprehensive carbon assessment was carried out in 2022 on the basis of 2021 data, 2022 emissions were extrapolated from 2021 emissions, and the carbon intensity of 2021 revenue applied to 2022 revenue. For 2021, some scope 3 data that are difficult to obtain have been extrapolated on the basis of data from similar internal or external activities.



## Consolidation method

Each group division and each subsidiary is responsible for the CSR information relating to its own operations. The CSR Report includes several types of data:

- employee-related indicators collected by the group's employee management monitoring team, which reports to Monnoyeur's Human Resources Department;
- societal indicators monitored directly by the departments concerned and submitted for the report,
- environmental indicators monitored directly by the subsidiaries and submitted for the report.

All data is compiled by the CSR Department using a consolidation tool to produce the group's CSR report. The CSR Department reviews the data and performs consistency tests to validate the quality and reliability of the information reported.

## Continuous improvement of CSR reporting

This report is part of a continuous improvement process aimed at enhancing the quality and transparency of the information published from one year to the next. The improvements concern the reliability of the data and the comprehensiveness of the reporting. Overall, monitoring of the different indicators improved for 2022, particularly for water and waste.



To the Chairman,

In our capacity as chartered accountants and in response to your request, we hereby report to you on the CSR Report of Monnoyeur SAS for the year ended 31 December 2022, as included in this document.

The CSR Report was prepared under the responsibility of Anne-Laure Denis, Group CSR Director of Monnoyeur SAS.

It is our role to certify the consistency of a sample of quantitative information<sup>1</sup> with the internal data of the Group's entities<sup>2</sup> and the fair presentation of your CSR topics and actions.

We conducted our audit in accordance with the ethical rules of our profession and the professional standards of the French association of chartered accountants applicable to assurance engagements on information other than the complete historical financial statements. It provides a moderate level of assurance.

In order to prepare this statement, we carried out the following procedures:

- forming an understanding of your 2022 CSR Report and the audit environment;
- assessing the appropriateness of the criteria used to evaluate the CSR performance of your group;
- reconciling the selected quantitative indicators and the internal data used to establish them;
- verifying the correct application of the calculation methods defined by the Group to establish the selected quantitative indicators;
- checking the mathematical accuracy of the calculations;
- analysing the changes observed between 2021 and 2022.

The scope of our work does not include all the checks required for a reasonable level of assurance, hence the lower level of assurance.

On the basis of our work, we did not identify any material misstatement likely to call into question the information disclosed in Groupe Monnoyeur's CSR Report for the year ended 31 December 2022.

Paris, 18 July 2023

DocuSigned by:  
*Sandrine Gimat*  
35CC3FE214F44AD..

Aca Nexia  
Represented by  
Sandrine Gimat

<sup>1</sup> Quantitative indicators selected: Recordable injury frequency (RIF), number of work accidents, frequency rate, severity rate, building energy consumption, vehicle energy consumption, total quantity of waste oil, metal waste, percentage of payroll spent on training, voluntary turnover, absenteeism rate, percentage of women in the workforce, percentage of women in executive positions.

<sup>2</sup> Group entities selected: Bergerat Monnoyeur France, Aporlis, Bergerat Monnoyeur Poland, Eneria France, Ipsos SRL, Bergerat Monnoyeur Belgium, Impact Fork Trucks Ltd, Bergerat Monnoyeur Romania.



# Consolidated CSR indicators

## Environment

Energy	2022	2021	GRI
<b>Total consumption of non-renewable fuels</b>	<b>218,136 MWh</b>	<b>222,982 MWh</b>	<b>302-1</b>
Fuel oil consumption	2,107 MWh	1,554 MWh	302-1
Natural gas consumption	74,205 MWh <sup>(1)</sup>	88,454 MWh	302-1
Propane and butane consumption	14,765 MWh	14,075 MWh	302-1
Diesel consumption	115,704 MWh	110,754 MWh	302-1
Petrol consumption	11,355 MWh	8,144 MWh	302-1
<b>Total consumption of renewable fuels</b>	<b>58 MWh</b>	<b>ND</b>	<b>302-1</b>
Biofuel consumption	58 MWh	ND	302-1
<b>Total electricity consumption</b>	<b>16,361 MWh <sup>(2)</sup></b>	<b>17,488 MWh</b>	<b>302-1</b>
Renewable electricity consumption	1,712 MWh	1,202 MWh	302-1
<b>Greenhouse gas (GHG) emissions</b>	<b>2022</b>	<b>2021</b>	<b>GRI</b>
Scope 1	44,927 tCO <sub>2</sub> e <sup>(3)</sup>	38,461 tCO <sub>2</sub> e	305-1
Scope 2	3,830 tCO <sub>2</sub> e <sup>(3)</sup>	3,256 tCO <sub>2</sub> e	305-2
Scope 3	6,877,551 tCO <sub>2</sub> e <sup>(3)</sup>	6,516,231 tCO <sub>2</sub> e	305-3
<b>Water consumption</b>	<b>2022</b>	<b>2021</b>	<b>GRI</b>
<b>Total volume of water used</b>	<b>70,736 m<sup>3</sup> <sup>(4)</sup></b>	<b>22,980 m<sup>3</sup> <sup>(4)</sup></b>	<b>303-3</b>
Total volume of mains water used	70,736 m <sup>3</sup> <sup>(4)</sup>	22,980 m <sup>3</sup> <sup>(4)</sup>	303-3
<b>Local pollution</b>	<b>2022</b>	<b>2021</b>	<b>GRI</b>
Number of local pollution incidents	2	-	306-3 <sup>(4)</sup>
<b>Waste <sup>(5)</sup></b>	<b>2022</b>	<b>2021</b>	<b>GRI</b>
<b>Total quantity of waste generated</b>	<b>6,949 t</b>	<b>4,480 t</b>	<b>306-3 <sup>(6)</sup></b>
Quantity of hazardous waste	3,811 t	2,830 t	306-3 <sup>(6)</sup>
Quantity of metal waste	1,766 t	1,354 t	306-3 <sup>(6)</sup>
Quantity of other non-hazardous waste <sup>5</sup>	1,372 t	295 t	306-3 <sup>(6)</sup>
<b>Total quantity of non-hazardous waste recovered</b>	<b>2,260 t</b>	<b>508 t</b>	<b>306-4 <sup>(6)</sup></b>
Quantity of scrap metal recovered	1,628 t	421 t	306-4 <sup>(6)</sup>
Quantity of other non-hazardous waste recovered <sup>5</sup>	632 t	87 t	306-4 <sup>(6)</sup>
<b>Total quantity of hazardous waste recovered</b>	<b>1,609 t</b>	<b>939 t</b>	<b>306-4 <sup>(6)</sup></b>

<sup>(1)</sup> Reporting scope 2021: Bergerat Monnoyeur Belgium, Romania and Algeria, Eneria France, IPSO Romania.

<sup>(2)</sup> Reporting scope 2022: All group companies except for GCS (Specialised Services division) and 4 Arkance companies.

<sup>(3)</sup> Reporting scope 2021:

- Hazardous and metal waste: Bergerat Monnoyeur except Poland, IPSO Romania, Aprolis France.
- Other non-hazardous waste: Bergerat Monnoyeur Algeria, Belgium and Romania, Aprolis France excluding rail-road activity, IPSO Romania.

Reporting scope 2022:

- Hazardous waste: all companies except Arkance,
- Metal waste: all companies except Arkance and Eneria France (partial data for the rail-road activity of the handling division)
- Other non-hazardous waste: all companies except Arkance (partial data for the rail-road activity of the handling division).

## Social

Employment	2022	2021	GRI
Total group workforce (number of people)	8,133	7,615	2 - 7
Number of employees included in CSR reporting <sup>(****)</sup>	7,485	6,584	2 - 7
Average length of service	10 years	10 years	-

<sup>(\*\*\*\*)</sup> 2022 reporting scope outlined on page 77

Diversity and inclusion	2022	2021	GRI
Share of women in the workforce	18.5%	18.8%	405-1
Share of women in managerial positions	19.4%	18.5%	405-1
Share of women in executive positions	13.9%	15.2%	405-1
Share of disabled workers	1.2%	0.2%	405-1

Training	2022	2021	GRI
Training hours per employee	32	34	404-1
Total number of training hours	232,099	182,757	-
Share of total payroll spent on training	3%	3%	-

Attractiveness	2022	2021	GRI
Number of employees co-opted	212	115	-
Turnover	18.2%	16.3%	401-1
Voluntary turnover	10.0%	8.2%	401-1
Absenteeism rate	3.6%	3.4%	-

Health and safety	2022	2021	GRI
Number of lost-time work accidents	218	163	403-9
Frequency rate	16.9%	13.2%	403-9
Severity rate	0.51	0.55	403-9

(1) Change resulting from the fall in natural gas consumption at all Bergerat Monnoyeur France and Belgium sites.

(2) Change resulting from the fall in electricity consumption at all divisions, as well as the exclusion of certain sites from the digital division for the 2022 financial year.

(3) 2022 estimates based on 2021 carbon intensity applied to 2022 revenue.

(4) GRI 306-3 Water and effluents 2016

(5) The other non-hazardous waste category covers all other categories of waste considered non-hazardous and belonging to other industrial or household waste streams: cardboard/paper waste, wood, plastic, glass, bio-waste and other unsorted waste.

(6) GRI 306-3 Waste 2020

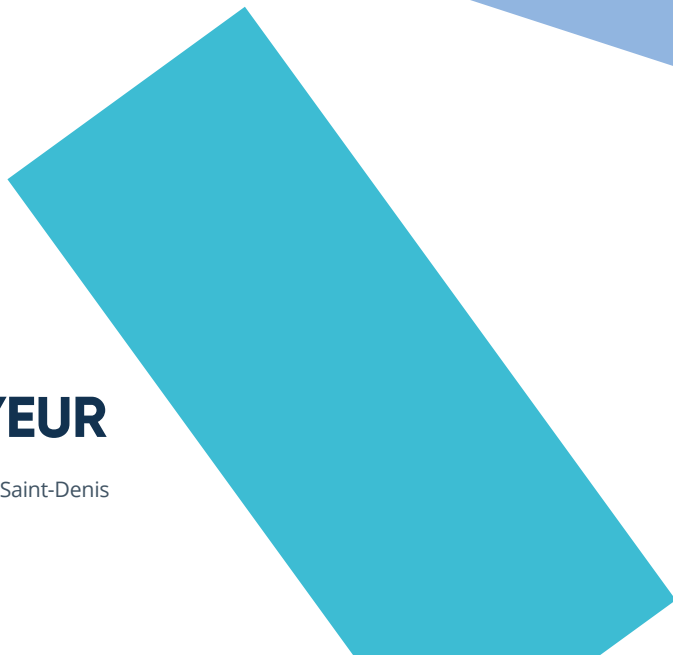
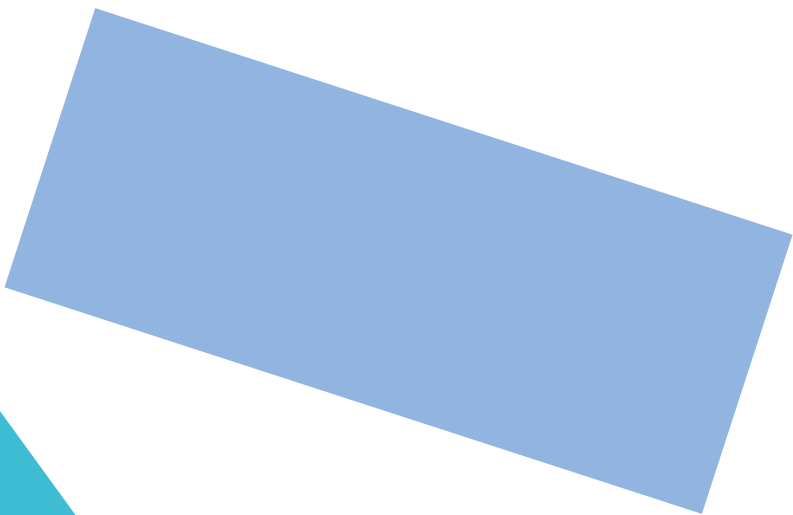
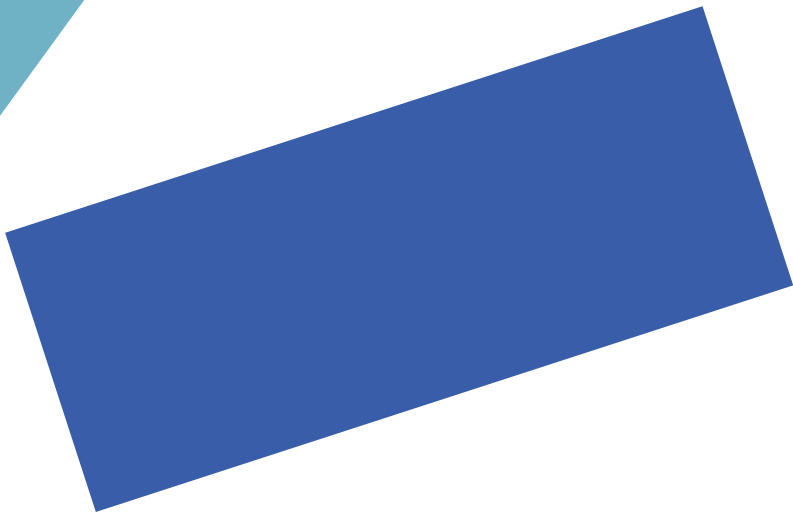
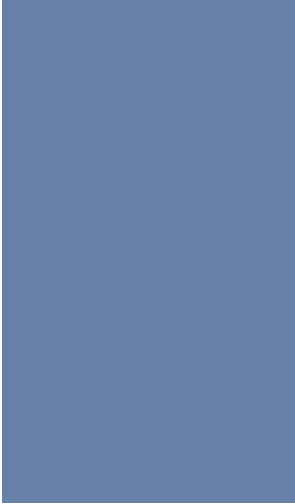
# GRI content index

## (Global Reporting Initiative)

<b>Statement of use</b>	Monnoyeur, a French simplified joint-stock company (SAS), has disclosed in this report, for the period 01/01/2022 to 31/12/2022, the information specified in the GRI content index with reference to GRI standards.
<b>Version of GRI 1 used</b>	GRI: Foundation 2021

GRI Standard	Ref.	Information	Page no.
<b>GRI 2: General disclosures 2021</b>	2 - 1	Organisational details	3 ; 12-13 ; 17
	2 - 2	Entities included in the organisation's sustainability reporting	77
	2 - 3	Reporting period, frequency and contact point	77
	2 - 5	External assurance	79
	2 - 6	Activities, value chain and other business relationships	10-11
	<b>GRI 2: General disclosures 2021</b>	2 - 7	Employees
2 - 9		Governance structure and composition	16-17
2 - 22		Statement on sustainable development strategy	42-43
2 - 23		Policy commitments	39 ; 52-53
2 - 26		Mechanisms for seeking advice and raising concerns	53
2 - 29		Approach to stakeholder engagement	40-41
2 - 30		Collective bargaining agreements	68
<b>GRI 3: Material Topics 2021</b>	3 - 2	List of material topics	76
<b>201: Economic Performance 2016</b>	201 - 1	Direct economic value generated and distributed	22

<b>205: Anti-corruption 2016</b>	205 - 2	Communication and training about anti-corruption policies and procedures	52-53
<b>302: Energy 2016</b>	302 - 1	Energy consumption within the organisation	80
<b>303: Water and Effluents 2018</b>	303 - 3	Water withdrawal	80
<b>305: Emissions 2016</b>	305 - 1	Direct GHG emissions	80
	305 - 2	Energy indirect GHG emissions	80
	305 - 3	Other indirect GHG emissions	80
<b>306: Effluents and Waste 2016</b>	306 - 3	Significant local pollution	80
<b>306: Waste 2020</b>	306 - 3	Waste generated	80
	306 - 4	Waste recovered	80
<b>401: Employment 2016</b>	401 - 1	New employee hires and employee turnover	81
<b>403: Occupational Health and Safety 2018</b>	403 - 9	Work-related injuries	81
<b>405: Diversity and Equal Opportunity 2016</b>	405 - 1	Diversity of governance bodies and employees	16-17 ; 81
<b>413: Local Communities 2016</b>	413 - 1	Operations with local community engagement, impact assessments, and development programs	70-73



117, rue Charles Michels • 93200 Saint-Denis  
Tel. +33 (0)1 49 22 60 61  
[monnoyeur.com](http://monnoyeur.com)