

# OUR SUSTAINABILITY BOOKLET

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*2021 Extra-Financial Performance  
& CSR Commitments*

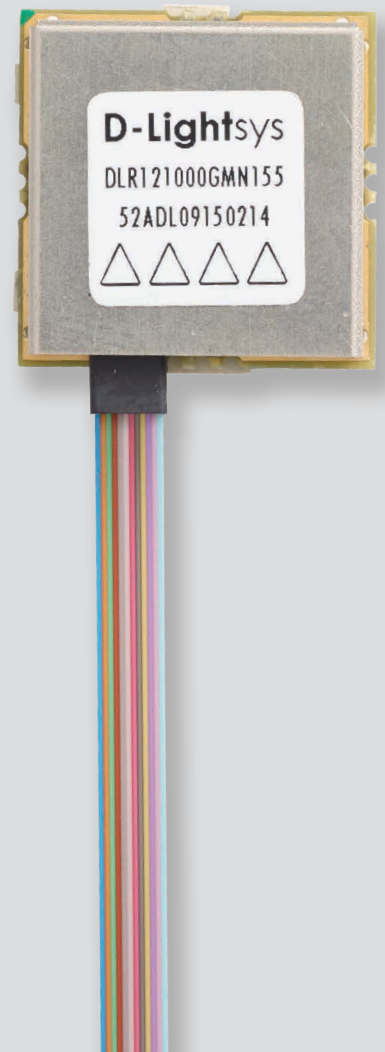
# IMAGINE BIGGER, IMAGINE BLUE

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## *Our Transformation Movement*

Imagine Bigger: invites us to think outside the box to address the larger issues of our industry.

Imagine Blue: gives a voice to our company pride and challenges us to work as one to make an impact on our communities and markets.





# EDITORIAL

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*2021 was marked by imbalance and opportunity, challenges and consolidation of convictions, and insight and cooperation. Despite these uncertain months, our mission at Radiall remains the same: simplify the lives of those who innovate through our cutting-edge interconnection solutions.*

*In 2021, the health crisis and economic constrictions urged us to focus on our strengths: close relationships with customers, operational excellence, command of our skills and expertise and the welfare and commitment of our teams. Our renewed sense of purpose has prompted us to aim higher, strengthen our actions to preserve the environment, pay more attention to our communities and reflect on our contribution to the world. In the wake of the last few months, we have come to the following conclusion: the need to connect is greater than ever. We need more human interaction, sustainable mobility, safer environments and technologies for good. The stakes are high but equally matched by the enthusiasm of our teams.*

*This booklet is a compilation of what we do best: create unique and sustainable value for our customers, continually develop environmentally and socially responsible practices, cultivate our corporate DNA and extend our convictions beyond our factory walls to create a lasting legacy. The commitments and initiatives presented in this brochure reflect our multi-faceted performance, the steadfast commitment of our teams and our pride in being part of a company that cares about the greater good.*

*We hope you enjoy reading this booklet.*



**PIERRE GATTAZ & LUC KAËS**

*Chairman of the Board and Chief Operating Officer*

# RADIALL SNAPSHOT

*Since 1952, we have been enabling technology for the most demanding applications. The results are a range of innovative and award-winning products that customers trust for unrivaled repeatability and performance.*

## **Our Mission**

To simplify life for all those who innovate.

In 2021, our turnover amounted to 283.8 million euros, of which more than 89.5% generated outside France.

## **Our Expertise**

Radiall is focused on four core technologies: radio frequency, fiber optics, power and multipin packaging. Our 12 product lines feature more than 27,000 unique components.

## **Global Presence**

Our 13 manufacturing facilities are located in several countries, including France, Italy, the United States, Mexico, China and India. Our industrial expertise includes molding and plating component assemblies.

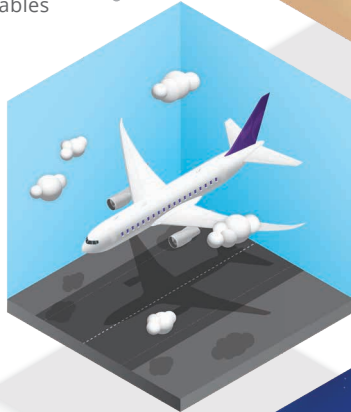
Our community of 2,900 employees is located in more than 10 countries; 45% of our employees are women and 55% are men. Dare to Be Audacious, Make It Simple, Be Genuine and Grow Together are the values that guide our actions at work.





**Aerospace**

Our team of expert engineers located around the globe enables us to locally support all major aerospace manufacturers.



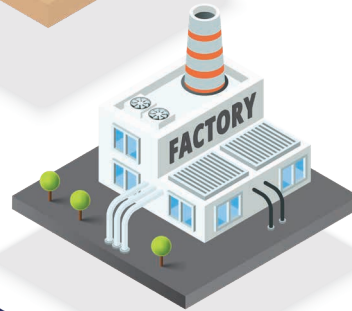
**Defense**

Radiall has contributed to the defense industry by offering proven product solutions for a wide variety of military and defense applications.



**Space**

With space heritage dating back to 1974 and involvement in more than 300 satellite programs, our reliable solutions have established a strong reputation.



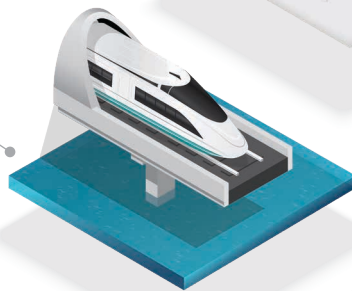
**Industrial**

Radiall supports the most demanding interconnect applications found in industrial markets, including energy, sensors and private communication.



**Rail**

Our trusted interconnect solutions offer customers reliability, flexibility and durability in the railway industry.



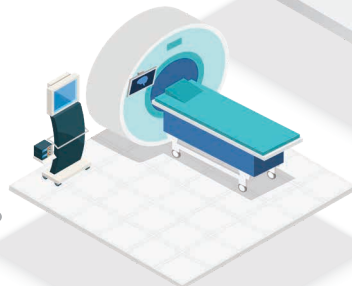
**Telecom**

Radiall's comprehensive range of interconnect products provide the telecom industry with cutting-edge solutions for harsh outdoor environments.



**Medical**

We design unique product solutions for the medical industry, specifically adapted for patient monitoring systems and Magnetic Resonance Imaging.



**Test & Measurement**

Our high performance switches and interconnect products offer exceptional quality and precision.

# OUR BUSINESS MODEL

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Our business model expresses the value that we create for the company and society as a whole. Our activity is guided by three core objectives: operational and technical excellence, differentiating solutions and building a close relationship with our customers. This is how our teams create sustainable value.

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## CREATING **connections** THAT MATTER

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**GROW TOGETHER**



**MAKE IT SIMPLE**



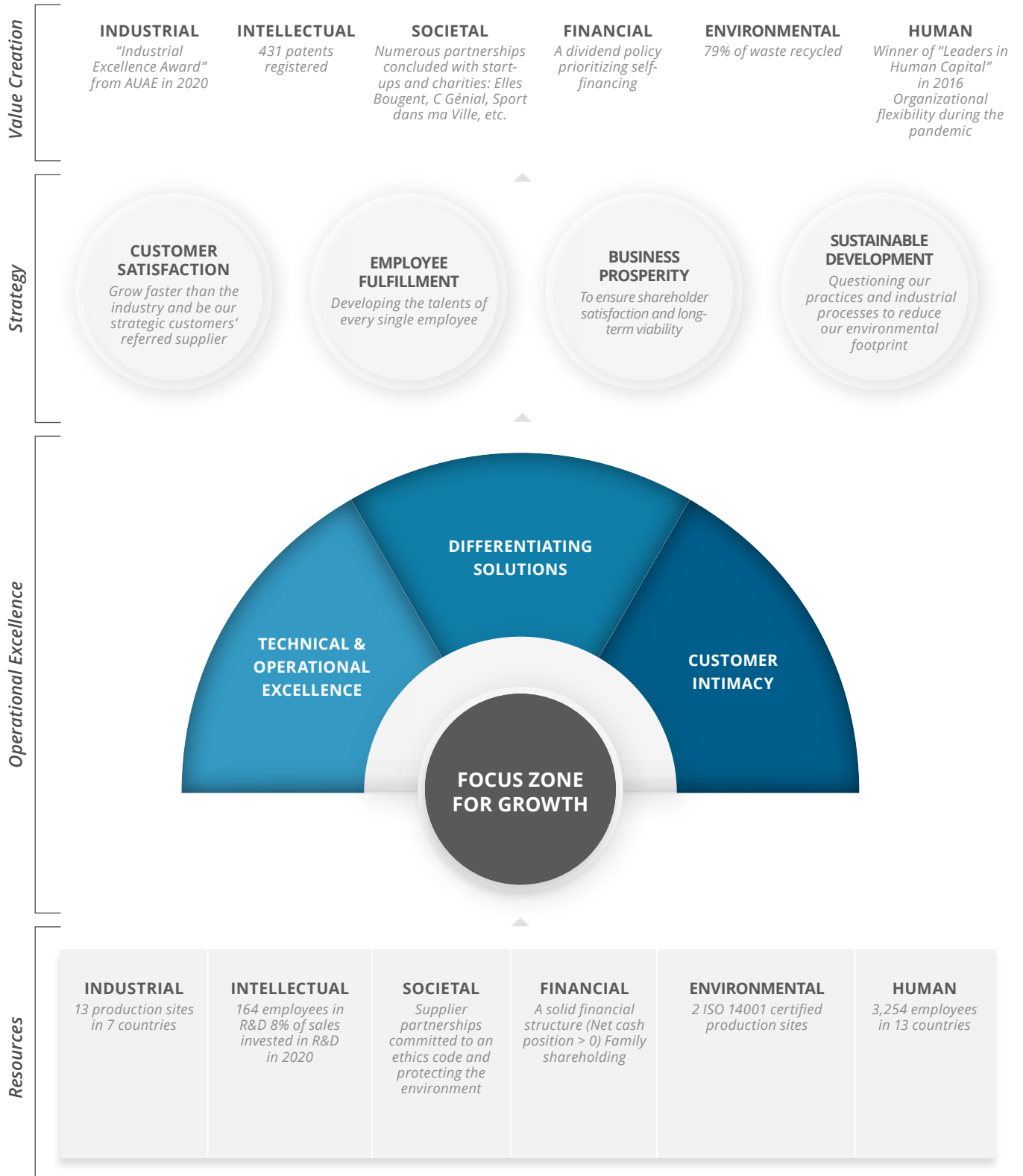
**BE GENUINE**



**DARE TO BE AUDACIOUS**

*Purpose*  
Reflecting our contribution to the world

*Our Values*  
Guiding our actions every day



# ETHICS AND INTEGRITY

## *Leading by Example Each and Every Day*

Our drive for excellence is reflected in the approach we take to our business. General management and the members of the OSC (Operational Steering Committee) strive to be exemplary in their actions, embody the Group's values and foster a climate of trust and independence that promotes the welfare of their teams.

- The Radiall Group and its employees act in good faith in all commercial and economic actions
- The Radiall Group conducts its operations with honesty and integrity, while upholding the rights and interests of its employees
- The Radiall Group abides by the laws and strives for loyalty, trust, solidarity and respect for the unique cultural aspects of each country in which it conducts business

### **OUR ETHICAL AND SOCIAL CHARTER**

The principles defined in this booklet give each Radiall employee and our partners (customers, suppliers, authorities, etc.) an understanding of the attitudes and behavior to adopt when faced with situations that could affect Radiall's reputation and the general wellbeing of its teams. Conducting business with integrity requires each of us to be fully aware that our decisions can affect our stakeholders. Employees are encouraged to notify the Ethics Committee if they:

- Discover a situation that may violate the rules and values set out in this Charter
- Are confronted with a risk of fraud or corruption
- Believe that the Charter has been or is being violated
- Discover that someone is facing retaliation for speaking out in good faith



**GUY**

*"Our Ethics Committee was set up in 2018. We carefully monitor the alerts and handle the complaints that are brought to our attention, in strict confidence, via our internal alert mechanism. We are also here to advise employees on how to interpret the contents of the Ethical and Social Charter. The members are appointed by the Chairman of the Board for a period of three years. In 2021, only one complaint was filed with this committee."*



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**We have made a choice.**

Technology can be a force for good, an opportunity to improve lives. Never before have we had so much potential to aim higher, go further and accomplish more. But we can only achieve real progress if we choose to unite our efforts and focus on the common good. At Radiall, we have made that choice. We engage in positive innovation for a better world.

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**The future is in our hands.**

Environmental crisis, lack of education and unequal opportunities are among the urgent challenges that drive us. As manufacturers, we have the power to shape our destiny. Individually, we can reveal our talents, look beyond ourselves and become masters of our craft. Collectively, we can boost our local economies by creating meaningful jobs and setting an example in the way we grow our business. Our actions are the key to a sustainable, inclusive and equitable future.

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**What we do makes an impact.**

We don't merely manufacture products; we make an impact. By connecting complex systems, we foster simplicity. By empowering technology pioneers, we help improve communication, invent sustainable forms of mobility and create safer environments. And through our ingenuity, we help break down barriers.

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**Every connection counts.**

More than a company, we are a diverse, vibrant and inspiring community. Trust binds us together, and collaboration is the energy that keeps us moving forward. The bonds we form are the foundation for every contribution we make, every change we facilitate. Together, we are building a chain of positive transformation.



# OUR PURPOSE

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*Our purpose inspires us to  
strive for a better world.  
Therefore, from our purpose,  
we have identified four  
initiatives on which we want  
to focus. We will use each  
initiative to set ambitious  
objectives to guide our  
transformation.*



**INNOVATION**

*Developing Technologies for Good*

Imagining innovative solutions to meet societal challenges by relying on our expertise.

- Facilitating new forms of mobility
- Imagining “zero-emission” aircraft
- Developing sustainable and high-quality infrastructures
- Extending the reach of information technology to as many people as possible
- Building reliable digital defense components
- Making collaborative combat secure



**ENVIRONMENT**

*Preserving Our Planet*

Questioning our practices and industrial processes to reduce our environmental footprint.

- Reducing our CO<sub>2</sub> emissions
- Preserving water
- Optimizing our energy consumption
- Reducing our waste and emissions



**EMPOWERMENT**

*Fostering a Learning Community*

Developing the talents of every single employee and creating an environment in which our teams can flourish.

- Caring for the health of our employees
- Keeping our sites safe and secure
- Becoming a learning company
- Creating growth opportunities for our teams



**COMMUNITY**

*Contributing to Local Communities*

Opening up our industry to greater diversity and building connections with the people and organizations in our territories to create value that lasts.

- Helping our suppliers, subcontractors and partners grow
- Developing our local purchasing policy
- Promoting diversity at all levels
- Boosting our sense of belonging to society



**THE 17 UN SUSTAINABLE DEVELOPMENT GOALS**

These goals, defined by the UN, express targeted ambitions and priorities to steer society and the planet toward sustainable development. Governments, businesses and the general public are all involved and their actions are interlinked—one person’s commitment inspires others to commit. Through its activities, industrial base and convictions, Radiall seeks to contribute to nine of these objectives.





# INNOVATION

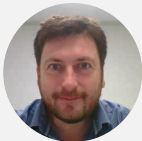
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*Developing technologies for good*

**Imagining innovative solutions to meet societal challenges by relying on our expertise.**

**RAIL TRANSPORT**

*“With its subsidiary VanSystem and several of its Business Units, Radiall is doing what it does best: simplifying interconnection systems. These innovative connectivity solutions can be incorporated into the “zero-emission” locomotives of the first hydrogen-powered trains or into new electrical systems (traffic management, communications, signaling, etc.). Radiall’s modular connectors combine multipin, power, fiber as well as high-frequency connectors, where traditional solutions use a multitude of individual connectors.”*

**GILLES****FACILITATING NEW FORMS OF MOBILITY**

Faced with the growing environmental challenges posed by massive urbanization, we must rethink the mobility of individuals and the transport of goods. New developments and prototypes focusing on more sustainable modes of transport have already taken their first steps, and Radiall is playing an active role in setting them in motion.

**DEVELOPING FLYING TAXIS**

What if the solution to minimizing traffic in urban cities was using 100% electric solutions, such as VTOL (Vertical Take-Off and Landing) aircraft, also known as electric flying taxis? More than 200 key players in the aerospace industry, including Radiall, are working on the development of such aircraft. They will have the distinctive feature of operating independently. These aircraft will be fitted with a wide range of sensors that are required for the flight information acquisition system so that they can be tracked from the ground and piloted automatically. Radiall’s QuickFusio™ multipin and LuxCis® fiber optic connectors are designed to address these challenges in terms of miniaturization and limiting the risk of electrical disturbance.

**60%**

The percentage of the world’s population that will be living in urban areas by 2030.

## IMAGINING “ZERO-EMISSION” AIRCRAFT

The major challenge facing all those involved in the aerospace sector is to drastically reduce the greenhouse gas emissions that they produce. The aerospace industry is focusing on four areas to achieve the goal of “net zero emissions” by 2050: developing disruptive technologies, introducing biofuels, optimizing flight and ground operations, and offsetting carbon emissions.

# -55%

The percentage reduction in net CO<sub>2</sub> emissions that flights between European countries must achieve by 2050 compared to 1990 levels, as set out in Europe’s roadmap “Destination 2050.”

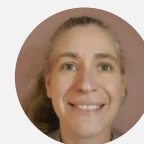
### “ZERO-EMISSION” AIRCRAFT AND THE POWER ESCALATION CHALLENGE

Developing a “zero-emission” aircraft means using greener energy sources, such as biofuels, and designing an aircraft that is more and more electric. A major power increase in the aircraft’s electrical system is in progress; it utilizes higher voltages and currents. This very restrictive environment for connectors in non-pressurized areas demands complete control and understanding of the physical phenomena generated by voltages of up to 1,000 VDC and currents of up to 400 A. Radiall has an R&D team that is dedicated to understanding these phenomena to define designs, materials and connector protection solutions that enable currents and voltages to be used without any risk to the electrical system.



### RADIALL AND GIFAS ARE WORKING TOGETHER TO REDUCE CARBON EMISSIONS

*“Radiall is involved in the GIFAS<sup>[1]</sup> electrical system working group. The objective of this working group is to map out the actions that will be required to define and certify “zero-emission” aircraft. The group is also seeking to work within the aerospace industry to overcome the challenges of on-board power: this power must be much higher than on a conventional aircraft (current increasing from 200 to 400 A and voltage increasing from 270 to 1000 V). With the utilization of high voltages and higher currents, there are multiple challenges surrounding electrical discharge phenomena, which are accentuated by climbing in altitude. It is essential for all players in the industry, including Radiall, to work together and share their knowledge and technologies if we are to achieve the first “zero-emission” aircraft certifications by 2035.”*



**EMILIE**

1. French aerospace industries association (Groupement des Industries Françaises Aéronautiques et Spatiales)

### ALLIANCES TO PROMOTE RESEARCH

*“Radiall has adopted a very proactive partnership approach to support the paradigm shift in the telecommunication market: how to develop infrastructures, accommodate 5G and 6G, while at the same time keeping the environmental impact in check. We are supporting the research work within the CEA-Leti LabCom. This work includes the energy efficiency of 5G antennas. Scientists, Radiall experts and the market’s equipment manufacturers must come together to invent more energy efficient technologies. This cannot be accomplished without active contribution from the entire value chain. The very concepts are being discussed within the NGMN - Next Generation Mobile Networks - Alliance, which comprises connectivity specialists from all over the world as well as stakeholders in the telecommunications market, with the aim of designing interfaces that are more efficient, more ergonomic and more respectful of the environment.”*



PIERRE

### DEVELOPING SUSTAINABLE AND HIGH-QUALITY INFRASTRUCTURES

As 5G is rolled out and 6G emerges, the promise of higher data rates, more access points and millions of connected objects is on the horizon. However, ever-increasing numbers of connections are coming up against the need to restrict the use of materials. The extensive technological developments that are underway have one objective: succeed in connecting as many people as possible, without compromising performance, quality or sustainability of the infrastructures that will be developed.



## 75

The metric tons of CO<sub>2</sub> that are emitted to extract one kilo of gold. This figure drops to 0.5 metric tons for silver.

### MORE ENVIRONMENTALLY-FRIENDLY PLATING

The gold used in the surface coatings of electrical contacts is widely employed for its exceptional electrical conductivity and corrosion stability. Until now, reducing the environmental impact of gold has involved using thinner and thinner layers of gold. It now entails purchasing recycled gold or replacing gold with new alloys that can provide or exceed the electrical, wear resistance and corrosion properties of the layers. By 2022, 100 million board-to-board connectors, used in radio applications, will feature a new nano-structured silver-based alloy, which is currently in the qualification phase. Furthermore, research into the performance of precious metals is not limited to gold; we are also working to eliminate lead and beryllium, which are used in copper alloys for electrical contacts.



## EXTENDING THE REACH OF INFORMATION TECHNOLOGY TO AS MANY PEOPLE AS POSSIBLE

Information and communication technologies have a major role to play, yet 3.6 billion people still do not have access to these technologies. Developing these connections paves the way for access to education, culture and health for everyone, and for the digitization of many services. The latest technological developments are a response to this reality: broader coverage, shorter transmission time and improved connectivity.

# 1,250

The number of satellites that are launched into space each year, up to the year 2029. Until recently, this figure was less than 200. These launches include putting constellations into orbit, (i.e. a group of satellites, positioned in low orbit - 300 or 600 km above the Earth and operating synchronously). These constellations alone provide complete coverage of the planet and connect developing countries or very isolated areas without the need to install cable networks (copper or fiber optics), which are very complex to lay.

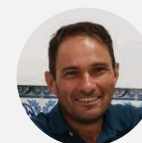


## MAKING AN INTERNAL LOW-CARBON LABEL A REALITY

In our design offices, every designer has a diagnostic tool at their disposal to help them consider the environmental impact of the solutions that they devise. This tool, which was designed in 2021, encourages designers to examine the materials used in manufacturing components, the weight of these components and even the proposed packaging. In 2022, the Radiall Group's R&T team will launch a scoring tool to measure the environmental impact - including carbon emissions - of a product, in relation to its design and based on where it is manufactured and distributed. These are the first steps toward establishing an internal low-carbon label.

## LIFE ON EARTH DEPENDS ON SPACE

*"SpacEarth is a campaign that was launched by GIFAS<sup>[1]</sup> at the end of 2021, uniting equipment manufacturers and key players in the European space industry. This initiative aims to promote various challenges facing the European territory, such as eliminating digital deserts in Europe, tackling environmental impacts, and developing disruptive innovations. We are working on solutions to these challenges with our long-standing customers."*

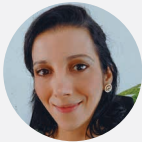


**OLIVIER**

1. French aerospace industries association (Groupement des Industries Françaises Aéronautiques et Spatiales)

**THE DIGITIZATION CHALLENGE**

*“Radiall is tackling the digitization challenge by delivering robust optical technologies that have been redesigned to adapt to the most hostile environments and customer constraints. Utilizing LuxCis® fiber optics and D-Lightsys® transceivers is strategic, making it possible to transfer data from one control unit to another as quickly as possible and to send information back to the video systems in place, all in a harsh and extremely demanding environment.”*

**LAMIA****BUILDING RELIABLE DIGITAL DEFENSE COMPONENTS**

Whether on land, sea or in the air, military platforms are sharing increasing amounts of information. With a continual shift toward data digitization, the demand for connectivity is constantly on the rise. The reliability and speed of information are becoming major factors in making the best defensive decisions and thus protecting men and women. The growing use of electronic systems is increasing the flow and volume of information received, processed and communicated. This has given rise to new demands for more efficient, sophisticated and reliable connectors.

**x3**

How much the number of sensors on defense platforms has multiplied in recent years

**HIGH-SPEED CONNECTIONS**

Military applications are providing platforms with a more accurate assessment of the battlefield, yielding tactical advantages. For example, video communications are becoming more widespread across different types of platforms. Many of them are incorporated into electronic warfare systems that can identify threats and implement appropriate active or passive measures. The equipment managing these video connections must then process the information extremely quickly and reliably.

## MAKING COLLABORATIVE COMBAT SECURE

With the arrival of the collaborative combat concept, air, sea and land defense systems are set to undergo their third technological revolution. This means that all devices must collaborate more closely to achieve full tactical situational awareness. The platforms cooperate with each other to determine an optimal strategy for military applications (defense, surveillance, etc.). The digitization of data and secure telecommunications facilities are the two main strategies that Radiall is pursuing.

### SENSORS AT THE FOREFRONT OF INTELLIGENCE

The reception and transmission quality of sensors used in collaborative combat systems is fundamental to providing the earliest possible response in the field. Interchanging collected sensitive information requires high-speed radio communications while ensuring that the information remains perfectly secure. Information must be consolidated extremely quickly and then redirected to the platforms that need it. Through the development of optical wiring harnesses and the use of BNC connectors and MPX multipin connectors, Radiall offers reliable and robust solutions to process this information.

## 4.0

The technological progress and the increasing use of artificial intelligence in defense systems are forging Army 4.0, a new era for all countries.



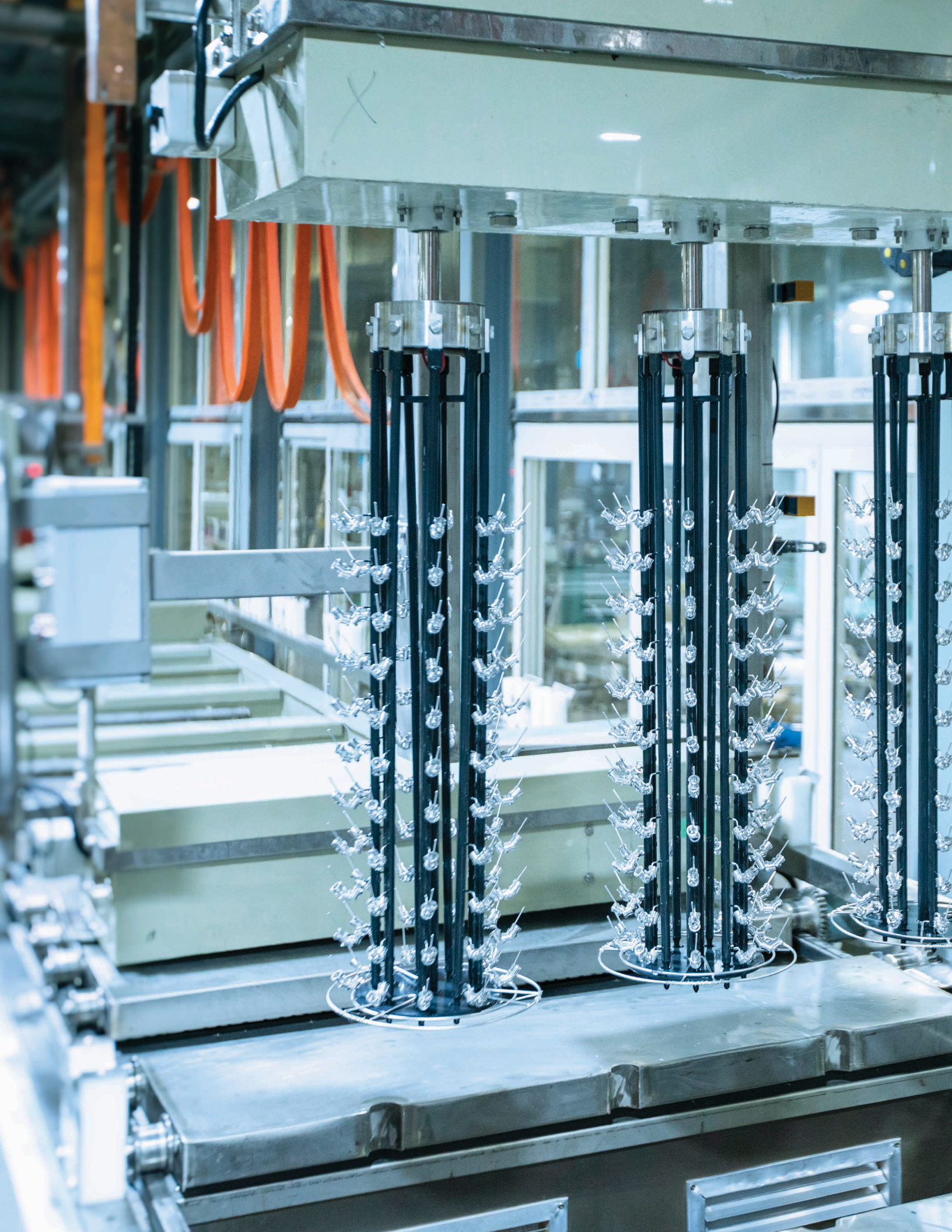
### THE CONTACT PROGRAM

*“2021 marked the start of the CONTACT<sup>[1]</sup> program launched by the French government. This program aims to equip all three armed forces (land, air and navy) with a high-speed, secure tactical radio communications system. The radio equipment is adapted to the specific needs of each operational application (infantrymen, vehicles, aircraft, ships) so that the respective combatants can communicate with each other over the same network - whether they are on the ground, in the air or at sea.”*



**CHARLES**

1. *Communications numériques tactiques et de théâtre (Theatre and tactical digital communications)*





# ENVIRONMENT

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*Preserving Our Planet*

**Questioning our practices and industrial processes to reduce our environmental footprint.**

## OUR CARBON FOOTPRINT AUDIT

*"In 2021, we conducted Radiall's first carbon footprint audit <sup>[1]</sup>, as part of our "Preserving Our Planet" roadmap. This audit reflects our desire to push beyond the regulatory Greenhouse gas emissions audit BEGES - Bilan réglementaire des Émissions de Gaz à Effet de Serre - as it also includes the analysis of indirect emissions linked to our various activities. This data is of particular interest to us so that we can assess the areas <sup>[2]</sup> in which we have the most room for improvement and address them, particularly through our eco-design initiative."*



CORENTIN

1. Excluding European and Asian subsidiaries, excluding Timbercon.
2. 5 research areas: passenger transport, energy, freight transport, waste, purchase of goods and services.

## REDUCING OUR CO<sub>2</sub> EMISSIONS

Map, assess and take action: three actions to embark on a bold initiative to reduce CO<sub>2</sub> emissions. This is a challenge that inspires our teams all over the world, involves our industrial processes, and cannot be achieved without a series of coordinated actions and transformations: streamlining processes between our sites, increasing teleworking, and raising awareness among our teams.

### FROM INDIVIDUAL PRACTICES TO COLLECTIVE ENTHUSIASM

To encourage our teams to re-examine how they travel and limit the carbon footprint caused by frequent commutes, each of our French production sites has charging stations for electric cars and bicycles, as well as parking spaces reserved for carpooling. But there's more! Each year, more than 300 employees take part in the one-day "Mobility Challenge," an initiative promoted by the Auvergne-Rhône-Alpes region. In doing so, they explore alternative modes of transport to private cars: walking, cycling, carpooling... or working from home. In total, they travel more than 10,000 kilometers by alternative means!



# 250

The number of employees who took part in a Climate Fresk workshop in 2021 at our sites in France, India and Mexico.

## PRESERVING WATER

Water is an essential resource for our business, as it is used in certain manufacturing phases for our components, such as plating and polishing. To preserve it as much as possible, Radiall is stepping up on projects to limit discharges, facilitate treatment and encourage recycling.

## CLOSED-LOOP INDUSTRIAL PROCESSES

Efficient treatment systems are in place on our production sites to eliminate open-loop circuits. Plating, which involves applying a copper or gold coating to our components to improve their properties, is the most water-intensive industrial process. Once the water has been used in our baths and treatment processes, it is laden with chemicals and metals. It is then treated and purified by a detoxification station and an evapo-concentration system. Once the water has been purified, it is ready to be used again in our plating workshops.



# 1

This is the number of rainwater recovery systems installed on our site in Bangalore (India). The recovered water is then used to maintain our green spaces.

## PLATING OPERATIONS

*“By installing evapo-concentrators at our Centr’Alp and Shanghai sites, we have succeeded in completely eliminating our direct discharges from our plating workshops. In the polishing activity associated with machining, which consists of modifying the surface finish of a component, a filtering system has been installed. This reduces water discharges from the two production sites where this activity takes place: Centr’Alp and Dole.”*



**NICOLAS**

### COALITIONS TO PROTECT THE ENVIRONMENT

*“The French Business Climate Pledge, which was launched in 2015 by the Mouvement des Entreprises de France, is a voluntary alliance of French companies committed to developing and promoting solutions for the ecological transition. We joined the alliance in 2021, as well as the Convention des Entreprises pour le Climat (CEC), in an effort to showcase the ambitions set out in our roadmap “Preserving Our Planet”, to identify best practices and feedback from manufacturers facing the same challenges as ours and to strive for low carbon growth.”*



**JULIEN**

### OPTIMIZING OUR ENERGY CONSUMPTION

Inside our factories, energy is consumed mainly in the form of electricity, for air handling and to operate our production equipment, as well as in the form of natural gas, to heat our buildings. Developing an energy saving approach means seeking energy efficiency by modernizing our production sites and rolling out best practices from one site to another, and from one company to another. Reducing our greenhouse gas emissions means increasing the proportion of renewable energy in our consumption.

### MAKING OUR SITES MORE ENERGY EFFICIENT

In France, we have capitalized on regulatory energy audits to identify areas for improvement, which has led us to change our lighting to LED systems, modify the air handling systems on our sites and improve the thermal insulation of buildings. To limit the impact of our energy consumption on the environment, we are also turning to renewable energy sources, by installing 238 solar panels at our site in Obregon, Mexico.

# 100%

This is the proportion of energy consumed on our French production sites, which comes from renewable sources <sup>[1]</sup>.



1. 44% at Group level



## REDUCING OUR WASTE AND EMISSIONS

Every year, several hundred chemicals are used to manufacture our components. As a consequence, Radiall is faced with the risk of accidental pollution, which may be linked to the discharge of wastewater into the environment or even atmospheric pollution resulting from a fire. We are striving to mitigate these risks. In addition to this active risk management approach, we have adopted a number of measures to recycle our waste, whether it comes from our industrial activity or from our day-to-day activities.

### A SECOND LEASE OF LIFE FOR RAW MATERIALS

The main raw materials used to manufacture our products are copper alloys, plastics and Teflons. Our production sites also use chemicals such as solvents, oils and metal solutions, which are used in our plating facilities to coat finished products. To minimize wasting these resources, we recover metal waste from all our workshops. This waste is then sorted and recycled by specialized service providers so that it can be used again in the distribution chain.

## 2

The number of our sites that have a bio-waste recycling system. This bio-waste is transformed into compost to maintain our gardens and neighbouring agricultural areas, or into biogas to produce electricity to heat a mushroom farm.



## PREVENTING THE RISK OF ACCIDENTAL POLLUTION

*“Emergency plans are regularly tested on our production sites to limit the risk of accidental pollution. Chemicals are stored on containment platforms and employees are trained in how to handle them properly. Furthermore, to prevent any pollution from our equipment, our machining and plating machines are installed on sealed floors. No accidental pollution was recorded in 2021.”*



SABRINA





# EMPOWERMENT

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*Fostering A Learning Community*

**Developing the talents of every single employee and creating an environment in which our teams can flourish.**

**OUR HEALTH PROGRAM**

*“Our health program is ambitious; it is conceived around 4 underlying principles: ensure that every employee benefits from adequate health cover, reduce occupational risks on our production sites, foster health awareness and safeguard employment through to retirement. This program is based on a network of health ambassadors, who are locally based and can provide hands-on support and tailor actions to the needs and problems of each department.”*

**CAROLE****CARING FOR THE HEALTH OF OUR EMPLOYEES**

The health of each and every one of us is precious, and preserving health is a priority from the moment we start our professional life. This focus is particularly relevant in industrial companies, where the jobs are demanding: precise handling, sitting posture and repetitive movements. Although the development of cobotics is actively contributing to minimizing musculoskeletal disorders, developing a culture of prevention is a way of enabling our employees to unleash their potential while maintaining mental health.

**93%**

The percentage of our employees and families in the United States are covered by Radial's health insurance plan. The company's contribution to medical coverage for our American employees is well above average and highly appreciated by our team.

**ERGONOMICS AND ADAPTATION OF WORKSTATIONS**

On our sites, the HSE teams, nurses and the corporate committee for health, safety and working conditions (CSSCT) are actively engaged in studying postures, identifying repetitive movements and proposing solutions geared to each individual's needs. In offices, ergonomic chairs and mice, keyboard wrist-rest pads, etc. have been installed, including at home for teleworking. Inside our workshops, various workstation layouts and cobots - for collaborative robots - have been implemented to relieve employees of the most repetitive movements, which are often associated with musculoskeletal disorders. From Timéo, the cobot on our Château-Renault site, which moves heavy loads between the workshops and the warehouse, to Yumi, the cobot at L'Isle d'Abeau, which replaces manual swinging movements; nothing is left to chance to preserve the health of our employees.

## KEEPING OUR SITES SAFE AND SECURE

Whether handling chemicals, working in noisy environments or operating machinery, the industrial world poses many safety risks to the employees who work there. While the Factory of the Future is just around the corner, we are convinced that it is our responsibility to strengthen our efforts to make people the focal point of our transformation and create safe environments that foster quality of life at work.

# 11%

The amount by which occupational accidents were reduced on our French sites between 2020 and 2021.

### “ZERO INJURIES DOES NOT HAPPEN BY ACCIDENT”

“Zero injuries does not happen by accident.” This conviction resonates throughout all of our production sites, through an awareness campaign launched by the HSE teams in 2020 and continued in 2021. It reminds employees of the appropriate actions to take for their safety. Reading labels when handling chemicals, using the right equipment when moving heavy loads, wearing the right protective equipment for the task in hand... these are some of the recommendations given by the HSE teams in this campaign to achieve one objective: 0 accidents.



## OUR HSE INITIATIVE

*“Across all our sites, we have approximately fifteen coordinators who are tasked with rolling out the Health, Safety and Environment (HSE) policy. We spend a lot of time in the field. In France, the corporate committee for health, safety and working conditions (CSSCT) meets up with the Management of each site and key players four times a year to map the risks for our teams using an occupational risk assessment document, called a Document Unique in French. In addition to constantly monitoring compliance with laws and risk prevention, we are committed to disseminating best practices to all sites, where they are tailored to suit local conditions. For example, this is the situation with the process of managing chemical products and associated risks, substance substitution projects, or the ergonomic initiative.”*



CYRIL

### RADIALL CAMPUS, OUR ONLINE TRAINING PLATFORM

*“Radiall Campus, which was launched on all our sites in 2021, takes our professional development for individuals even further. It gives everyone the opportunity to play an active role in the development of their skills, through a broad range of learning opportunities, with plenty of content available. In doing so, we are building on our ambition to become a learning company, i.e. an organization that can adapt to a constantly changing environment, by sharing all our individual knowledge and skills.”*



SÉVERINE

## BECOMING A LEARNING COMPANY

Attracting and securing talent is a major challenge for any company that is seeking to grow. We are no exception to the rule and we are committed to supporting our employees in adapting to changes in jobs, technologies and the way work is organized. We provide them with the means to develop their skills and employability throughout their career as Radiallians by facilitating access to training, adding new roles and providing them with an in-house job exchange.

# 1,390

The number of employees who received training in 2021.

### ALETIA, A COLLABORATIVE TRAINING ACADEMY

ALETIA is the brainchild of five other ETIs<sup>(1)</sup> who share our conviction: employee development is inextricably linked to corporate development. Through the founding of this collaborative university, we are pooling our training and mentoring resources to provide a trusted venue for participants who, although coming from different backgrounds, are confronted with similar issues. Methods, tools, sharing of best practices and feedback, there is no shortage of advantages for our 49 employees in France who have taken an ALETIA training course in 2021.



1. ETI: Intermediate-sized enterprise

## CREATING GROWTH OPPORTUNITIES FOR OUR TEAMS

Our company and its capacity for innovation are founded on its talented, committed and passionate employees, who shape Radiall through their diversity of ideas and initiatives. We would like our employees to actively contribute to our strategy for sustainable growth. That's why we offer them the opportunity to breathe life into their ideas and become part of purposeful and fulfilling projects.

# 90%

The percentage of participants in our innovation and engagement programs who say they feel proud to be a part of Radiall.

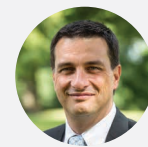
### EXPLORERS, THE ACCELERATION PROGRAM

Explorers is a program that has been rolled out on our French sites, with the conviction that our ideas can only be of value if they are shared, explored, tested and then adopted. Therefore, 9 months of guidance and coaching, individually or in a team, are offered to those who want to explore their ideas, to help them evolve and rise to one of Radiall's innovation challenges. An entire course conceived around methodologies, inspired by the methods used by entrepreneurs: Design Thinking, Lean Start Up, etc. This program is designed with a profound sense of working together through an alternative approach, to build a community of innovators and breathe life into projects with a very unique DNA. For the first edition, launched in 2021, 51 ideas were shared.



### A NETWORK OF TRANSFORMATION AMBASSADORS

*"Our transformation initiative was founded in 2015 with the ambition of connecting the company's future with the aspirations of its teams, by creating an environment that would encourage innovation. This initiative is taking shape on our sites thanks to the efforts and enthusiasm of our 44 Transformation Ambassadors. They are pushing the boundaries and enthusiastically rolling out the innovation and engagement programs, which include Live My Life sessions, Climate Fresk workshops, and podcasts on how our markets help shape the world."*



FRÉDÉRIC







# COMMUNITY

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*Contributing to Local Communities*

**Opening up our industry to greater diversity and building connections with the people and organizations in our territories to create value that lasts.**

**OUR SUPPLIER CHARTER**

*“Every relationship created with a supplier is founded on mutual trust. Compliance with applicable legislation, risk prevention measures through compliance programs, and industrial discretion are some of the qualities that we expect from each of our suppliers to create mutual value. These qualities are summarized in our supplier charter, which is signed by each new supplier. We also strive to instill in them a sense of awareness towards preserving our planet: protecting biodiversity, reducing waste and promoting renewable energy sources.”*

**VINCENT****HELPING OUR SUPPLIERS, SUBCONTRACTORS AND PARTNERS GROW**

The relationships with our suppliers and subcontractors are sustainable. At Radiall, working with a supplier or partner is a long-term process, lasting anywhere from a few years to nearly 30 years for some. Throughout the course of this collaborative venture, we strive to create a sense of openness: to share our vision and requirements, to understand the challenges of our partners, to provide visibility on our collaborative efforts so that we can lay the groundwork for our partners to develop.

**1,200**

The number of active suppliers that we are working with. Our panel is primarily composed of intermediate-sized enterprises, together with small and medium-sized companies and micro-enterprises.

**STATUTORY REQUIREMENTS**

Radiall selects and works with its suppliers and subcontractors impartially and in good faith. Radiall's standard terms and conditions of purchase stipulate the following requirements:

- Compliance with local regulations in terms of labor laws and health and safety conditions;
- The provisions of the United Nations Convention on the Rights of the Child of November 20, 1989, which prohibit child labor;
- Refraining from using any form of forced or compulsory labor as defined in Article 1 of the International Labor Organization's Convention of June 25, 1957 on the Abolition of Forced Labor;
- Compliance with the following regulations: directives concerning RoHS (Restriction of Hazardous Substances), WEEE (Waste Electrical and Electronic Equipment), REACH (Registration Evaluation Authorization Chemicals) and 2003/11/EC, together with the "International Traffic in Arms Regulations (ITAR)" and "Export Administration Regulations (EAR)".

## DEVELOPING OUR LOCAL PURCHASING POLICY

A close relationship with our customers is in our DNA, and we strive to develop the same close relationship with our suppliers and subcontractors. This means that we form a three-tiered chain of customers, industrial sites and suppliers, which creates an ecosystem with deep local roots. The aim is to draw on the vastness of our international network while ensuring that the economic and societal benefits that are created take root in the territories in which we operate.



# 85%

The average portion of direct purchases made in the territory where they are used for production purposes.

## MEETINGS WITH OUR PARTNERS

*"In 2021, we joined a network of Purchasing Directors from companies that have signed the Local Economic Pact initiated by the Grenoble-Alpes region. We share our best practices established with suppliers located in and around Grenoble and identify potential partners to join forces with. We are currently focusing our efforts on indirect purchases.*

*Again, in an effort to foster the development of our partners, we actively contributed to discussions during the Customer/Supplier Colloquium organized by the French aerospace industry association GIFAS, with the main objective of developing industry resilience for players - especially SMEs - in the aerospace sector."*



**ALEXANDRE**

### THE CONMDEMUJER PROGRAM

*“Women make up 59% of our workforce at our Mexican site. Given that self-confidence, self-reliance and self-assertiveness are inseparable from personal development, we have launched the ConMdeMujer program. ConMdeMujer is a combination of meetings and sessions on topics such as women’s health, self-esteem, violence in the personal sphere, and parent-child communication with the aim of empowering women. In 2021, 380 women participated in this program.”*



ELIZABETH

### PROMOTING DIVERSITY ON ALL SITES

For several decades, our international presence has forged our openness to others and diversity is one of the cornerstones of our DNA. Our commitments include the importance of the role of women in our industry, enthusiasm for the younger generations and respect for each individual. This is how the workplace becomes a meeting place and how the wealth and diversity of our community is perpetuated.

### OUR DISABILITY MISSION

Today, 5% of Radiall SA employees are recognized as disabled workers. Moreover, the issue of disability in the company is not just about recruiting people with disabilities; it is also about keeping them in employment, developing partnerships with adapted companies <sup>[1]</sup> and raising awareness of disability issues among our employees. Furthermore, in 2021, our awareness-raising and job security actions were recognized by the “SEEPH” Prize <sup>[2]</sup> awarded by the Mouvement des Entreprises de France in the Auvergne Rhône-Alpes region and by the Agefiph.



## 94

The number of students that Radiall teams hosted in 2021. All of these apprentices, trainees and young people working under observation emphasize a unique learning experience. For the third year running, Radiall has been awarded the Happy Trainee Label, which is awarded to companies that offer a motivating and fulfilling working environment for students.

1. Aihdac, CAT La Boisnière, Messidor, Geth, Meleze, Fontaine Insertion  
2. European Week for the Employment of People with Disabilities

## BOOSTING OUR SENSE OF BELONGING TO SOCIETY

Facilitating connections between young people and industry is a historical commitment. As access to employment becomes increasingly complex for young people, we play a key role in guiding them and instilling confidence. This commitment thrives thanks to the efforts of our employees, who are central to these meetings between young people, their talents and the needs of our industry.

# 17

This is the number of associations supported by financial and material donations in 2021. Most of them are located near our factories and focus on professional integration and diversity initiatives.

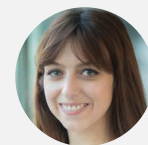
## PROMOTING CAREERS IN INDUSTRY

Several annual events are organized for the employees of our factories in France, including Professeurs en entreprise (Teachers in the Company), an initiative promoted by the CGénial Foundation, and Classe en entreprise (School at Work). These introductory sessions take a fresh look at jobs and careers in industry. Guided by the knowledge and skills of our teams, nearly 15 teachers and more than 50 young people were welcomed in 2021 and set out to discover our expertise: molding, assembly, machining and many other activities.



## OUR PARTNERSHIP WITH ELLES BOUGENT

*“The aim of the Elles Bougent association is to encourage women to take up careers in the aerospace and defense sectors. We joined them in 2017. Today, 19 female employees are involved as mentors and work to promote the professions of women engineers and technicians: career guidance forums, international trade shows, innovation challenges, and sharing of experiences. Events that forge lasting connections and prove that women’s careers in industry are accessible to everyone.”*



**MARGAUX**





# APPENDIX

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# METHODOLOGICAL NOTE

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The commitments, initiatives and indicators presented in this booklet reflect the dedication of several Radiall Group businesses and experts.

- The social indicators cover all the companies in the Radiall SA consolidation scope. The data is collected from each of our subsidiaries and checked directly or indirectly via a standard model. Consistency checks are also carried out by the Human Resources Department.
- The environmental indicators apply to our industrial sites in France (Voreppe, L'Isle d'Abeau, Château-Renault and Dôle), China (Shanghai), India (Bangalore), the United States (Wallingford), Mexico (Obregon, IDMM) and Italy and Switzerland (VanSystem). The Corporate HSE Coordinator ensures that the data is reported using a standard template, and that it is consolidated and checked for consistency.

The various indicators contained in this document are defined and calculated as specified below.

- Waste recycling rate: only non-hazardous waste is covered. The following are considered as recycled: metal waste, paper, cardboard and wood.
- Workforce: This covers all employees with permanent and fixed-term contracts or the equivalent for foreign subsidiaries. They are counted as physical persons at the end of the month. Staff under contract (including maquiladora in Obregon) or temporary employment is calculated on the basis of a weighted monthly headcount at the end of the month.
- Absenteeism: The rate of absenteeism corresponds to the total number of hours of paid or unpaid leave (sickness, occupational and commuting accidents, maternity leave, and contractual leave) divided by the theoretical number of hours worked.
- Training: The indicator corresponds to the number of hours of training and only applies to France.
- Water consumption: The water consumption indicator covers both the consumption of industrial water used for plating and other purposes, as well as domestic water. It only concerns water distributed by a private or public operator. No water is taken directly from the natural environment, either above or below ground.

The data presented in this booklet reflects our 2021 activity and takes into account the data defined in article R225-105-1 based on three principles: the impacts of activities on the environment, the measures taken to limit these impacts and the prevention of emergency situations.

We are committed to making continuous progress on our commitments and to building a baseline of indicators in line with legal requirements. The Radiall Group has opted to have its statutory auditor, Mazars, verify a certain number of indicators in accordance with Article 225 of the Grenelle 2 law.

Some of these impact areas are not presented in this booklet as Radiall has no activities, products or services related to these topics, including combating food waste and insecurity, respecting animal welfare and supporting responsible, fair and sustainable food, as well as actions that promote physical and sports activities.



# THE RISK MAPPING PROCESS

The risks were identified using the quality (EN9100 standard) and environmental (ISO14001 standard) risk maps. This analysis involved the HSE, HR and Finance functions and was validated by Radiall's Corporate General Management in January 2021.

It was conducted in several stages:

1. Definition of the extra-financial risk sphere: identification of thirty risks and issues that could have a potential impact on the Group.
2. Gross risk score: A score is given to each risk using a consistent approach. All risks were assessed against two criteria: the level of severity should the risk occur and the probability of the risk occurring;
3. Identification of the policies and actions in place in the Group to prioritize residual risks based on risk prevention, mitigation or limitation actions.
4. Prioritization of residual risks: Based on the scores produced, the Group has identified eight high priority extra-financial risks.

These risks are presented in the following table:

TOPIC	DESCRIPTION OF THE ASSOCIATED RISK	LINK TO THE SECTION IN THE REPORT	KEY PERFORMANCE INDICATOR (KPI)
Health and safety in the workplace	Deterioration of employees' health and safety conditions	Page 28 & 29 Appendices	Frequency and severity rates of accidents at work
Employment and skills	Loss of talent that contributes to value Skills not matched to requirements Loss of knowledge and skills	Page 30 Appendices	Number of hours of training per employee
Quality of management and social dialogue	Risk of loss of business continuity due to social movement (loss of productivity), risk of deterioration of the social climate leading to higher staff turnover and absenteeism	Appendices	Staff turnover rate
Equal opportunities	Lack of diversity, poorly structured population pyramid (age and gender)	Appendices	Breakdown of the workforce by gender Percentage of women in the workforce
Fight against corruption	Risks of corruption and fraud	Page 8	Number of complaints reported Number of complaints substantiated after investigation
Human rights	Failure to respect human rights	Page 8	Number of complaints reported Number of complaints substantiated after investigation
Environment	Risk of environmental problems, such as air and soil pollution, risk of fire or explosions	Page 23, 24 & 25 Appendices	Number of environmental accidents
Environment	Mismanagement or mistreatment of waste	Page 24 & 25 Appendices	Tonnage of waste per employee and recycling rate
Environment	Improper management of the consumption of resources (raw materials and energy) and CO <sub>2</sub>	Page 22 & 24 Appendices	Energy consumed per hour worked CO <sub>2</sub> emissions resulting from energies
Environment	Failure to comply with an environmental regulation	Appendices	Regulatory compliance rate
Business relations	Unfair competition, poor competitive practices and poor handling of suppliers	Page 34 & 35	Number of complaints reported: 1 Number of complaints substantiated after investigation: 0

# INDICATORS FOR OUR TEAMS

## BREAKDOWN OF THE GROUP'S WORKFORCE AS OF DECEMBER 31, 2021 (PERMANENT AND FIXED-TERM CONTRACTS - EXCLUDING HODIALL)

	EUROPE	AMERICAS	ASIA	TOTAL
<b>EMPLOYEES</b>	1,313	282	419	2,014
<b>% WOMEN</b>	48%	39%	40%	45%
<b>PERMANENT CONTRACTS (INCLUDING PART-TIME)</b>	1,235	280	242	1,757
<b>% WOMEN</b>	90	0	0	90
<b>% WOMEN</b>	49%	39%	31%	45%
<b>FIXED-TERM CONTRACTS</b>	78	2	177	257
<b>% WOMEN</b>	33%	50%	53%	47%

Radiall SA is presenting a comparative study report on gender equality at a plenary session of the Central Social and Economic Committee (CSE-C). This provision is also raised during the mandatory annual negotiations (NAO) with trade union representatives. Recruitment takes place through gender-neutral job postings for all of the jobs in the company.

## BREAKDOWN OF PERMANENT AND FIXED-TERM CONTRACT STAFF BY AGE

2021	EUROPE	AMERICAS	ASIA	TOTAL
<b>AGE -26</b>	87	13	23	123
<b>% WOMEN</b>	33%	38%	39%	35%
<b>AGE 26 - 30</b>	76	39	44	159
<b>% WOMEN</b>	32%	41%	27%	33%
<b>AGE 31 - 50</b>	680	155	317	1,152
<b>% WOMEN</b>	45%	36%	44%	44%
<b>AGE 51+</b>	470	75	35	580
<b>% WOMEN</b>	56%	43%	23%	53%

## ON-SITE WORKING AND TEMPORARY WORKER

	EUROPE	AMERICAS	ASIA	TOTAL
<b>TOTAL</b>	129	603	135	867
<b>ON-SITE</b>	0	596	0	596
<b>TEMPORARY</b>	129	7	135	271

## GENDER EQUALITY PERFORMANCE ASSESSMENT

- Gender pay gap indicator: 35
- Individual pay rise rate gap indicator: 20
- Gender promotion gap indicator: 15
- Indicator for the percentage of employees who received a pay rise in the year following their return from maternity leave: 15
- Indicator for the number of employees of the under-represented gender among the 10 highest-paid employees: 0

Radiall SA scores 85 points out of 100.

## PEOPLE TRAINED IN 2021

	INDIA	CHINA	USA	MEXICO	FRANCE
<b>TRAINEES</b>	183	307	34	183	683
<b>TRAINING HOURS</b>	430	3,555	814	564	10,282
<b>TRAINING HOURS / TRAINEE</b>	2.3	11.6	23.9	3.1	15.1
<b>NUMBER OF PEOPLE TRAINED</b>	189	642	48	272	1,366

## LABOR RELATIONS

For the year 2021, Radiall SA concluded the following agreements with central trade union delegates: Human Resource Planning agreement, profit-sharing agreement, amendment to the participation agreement, teleworking implementation agreement

## BUDGET ALLOCATED TO TRAINING

	INDE	CHINE	USA	MEXIQUE	FRANCE
<b>AMOUNTS SPENT IN TRAINING</b>	4,460 €	63,091 €	29,083 €	31,921 €	687,537 €
<b>% OF WAGE BILL</b>	0.49 %	0.61 %	7.03 %	0.75 %	1.72 %

The indicator covers 88% of the Group's workforce.

## MANAGEMENT QUALITY AND GROUP STAFF TURNOVER

	FRANCE	EUROPE (FRANCE EXCLUDED)	AMERICAS	ASIA
<b>HIRED PERMANENT CONTRACTS 2020</b>	33	14	67	21
<b>PERMANENT CONTRACTS LEFT IN 2021</b>	109	7	66	18
<b>TOTAL</b>	-76	7	1	-3
<b>HEADCOUNT JANUARY 2021</b>	1,197	108	279	239
<b>TURNOVER</b>	5.9 %	9.7 %	23.8 %	8.2 %

The staff turnover for the Group is 9.3% (10.5 in 2020)

## MEASURES TAKEN TO PROMOTE EMPLOYMENT

Radiall SA has renewed its Human Resource Planning agreement in line with the previous agreement to anticipate and support the transformation of organizations and jobs linked to technical innovations and to ensure that employees' career paths within the Group are secure. Faced with the pandemic in 2021, Radiall SA applied for a long-term partial activity measure specifically for the consequences of COVID-19 to safeguard the company's future and preserve jobs for when business picks up. A unilateral decision to implement a long-term partial activity measure was signed on December 23, 2020 and renewed on June 9, 2021, with a commitment to refrain from cutting any jobs that qualify for this measure.

# OCCUPATIONAL HEALTH & SAFETY INDICATORS

## ABSENTEEISM IN FRANCE AND ABROAD

IN FRANCE	GLOBAL ABSENTEEISM RATE	SICKNESS ABSENTEEISM RATE
2021	5.09%	4.44%
2020	5.48%	4.69%
2019	4.28%	3.41%

ABROAD	SICKNESS ABSENTEEISM RATE 2021
CHINA	1.60%
AMERICA	2.50%
INDIA	0.8%

The rate of absenteeism is calculated by taking into account the following absences: sickness, accidents at work and during commuting, maternity, childcare, authorized or unauthorized paid or unpaid leave, strikes, individual training leave.

The indicator covers 93.6% of the Group's workforce.

## ACCIDENTS AT WORK IN FRANCE

IN FRANCE	NUMBER OF WORK ACCIDENTS	AVERAGE OF CONTRIBUTION RATE FOR WORK STOPPAGE
2021	13	1.11%
2020	5	0.97%
2019	18	1.0%

## THE FREQUENCY RATE OF ACCIDENTS AT WORK IN FRANCE AND ABROAD

IN FRANCE	ACCIDENT FREQUENCY RATE	ACCIDENT SEVERITY RATE
2021	7.81 points	0.18 points
2020	2.53 points	0.33 points
2019	8.41 points	0.19 points

ABROAD (2021)	ACCIDENT FREQUENCY RATE	ACCIDENT SEVERITY RATE
CHINA	0 point	0 point
AMERICAS	3.38 points	0.01 points
INDIA	0 point	0 point

The presented frequency rate is the number of accidents at work divided by the number of hours worked multiplied by 1,000,000.

The indicator covers 93.6% of the Group's workforce.

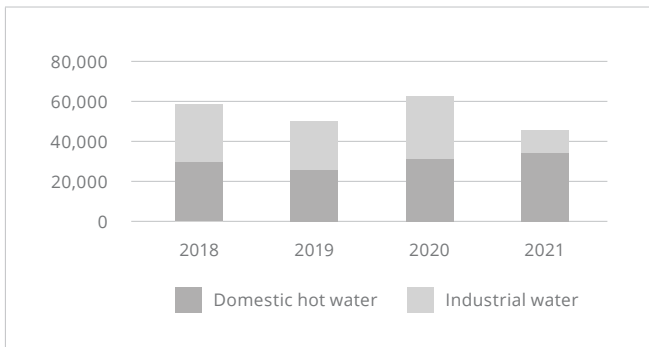
## MEASURES TAKEN TO PROMOTE CONSUMER HEALTH AND SAFETY

As a manufacturer of electrical and electronic components, Radiall is governed by European legislation (RoHS and WEEE Directives, REACH Regulation) aimed at restricting the use of hazardous substances and improving the management of waste and chemicals. Radiall adheres to these regulations to guarantee the protection of consumer health and safety. Compliance teams and customer questionnaire answering teams are in place, especially on the Centr'Alp site. A regulatory review is conducted and tracked for the French sites to review and maintain overall compliance with HSE regulations. The level of regulatory compliance of French sites exceeded 80% in 2021, an increase of 12% compared to 2020.

# RESOURCE CONSUMPTION & CONSERVATION INDICATORS

## WATER CONSUMPTION

CONSUMPTION (M <sup>3</sup> )	2018	2019	2020	2021	RATIO 2020/2021
DOMESTIC HOT WATER	24,857	32,357	37,718	34,640	-8%
INDUSTRIAL WATER	26,769	29,909	29,684	12,386	-58%

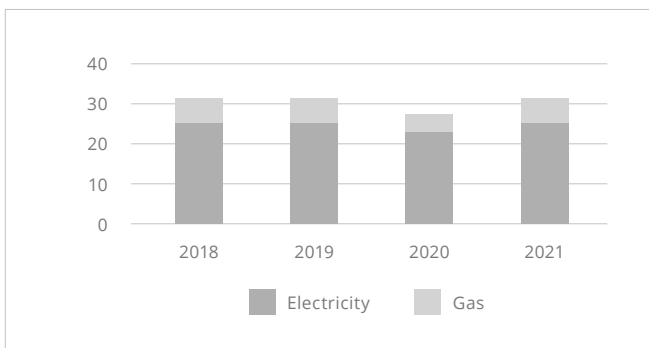


Consumption expressed in m<sup>3</sup>

From 2018 through 2021, Radiall invested heavily to reduce water consumption in its industrial operations by almost 54%.

## ENERGY CONSUMPTION

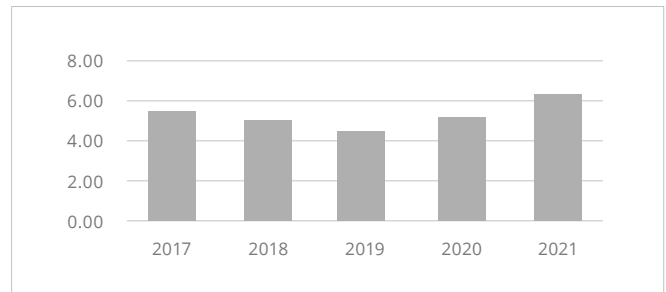
CONSUMPTION (IN GWH)	2018	2019	2020	2021	RATIO 2020/2021
ELECTRICITY	26.161	26.243	23.163	25.388	10%
GAS	5.552	5.42	4.68	5.49	17%
TOTAL	31.713	31.662	27.842	30.878	11%



Consumption expressed in GWh

## ENERGY EFFICIENCY

	2017	2018	2019	2020	2021	RATIO 2020/2021
CONSUMPTION IN MWH	33,422	31,713	31,662	27,842	30,878	11%
RATIO IN KWH/HOUR WORKED	5.48	4.99	4.34	4.70	6.43	36.8%



Ratio expressed in kWh per hour worked

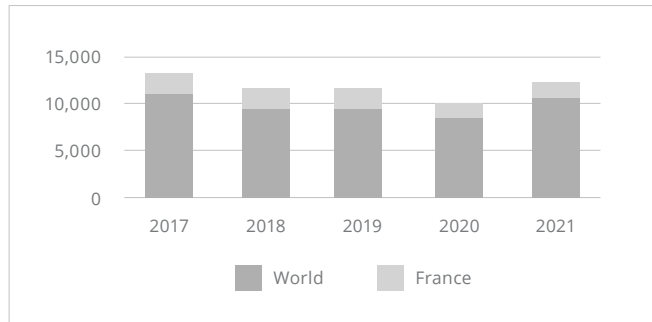
Energy efficiency is measured by the amount of energy consumed per hour worked. The data recorded during the COVID-19 pandemic period reveals that this ratio got worse between 2019 and 2021. This can be explained by the drop in activity due to the health crisis (fewer hours worked for incompressible “off-production” consumption).

## ENVIRONMENTAL RISKS

Two of our production sites are classified as facilities for the protection of the environment (ICPE in French). The Centr’Alp site is classified under Authorization, and the IDMM site in Dole is classified as Registration.

# EMISSIONS & WASTE INDICATORS

## GREENHOUSE GAS EMISSIONS



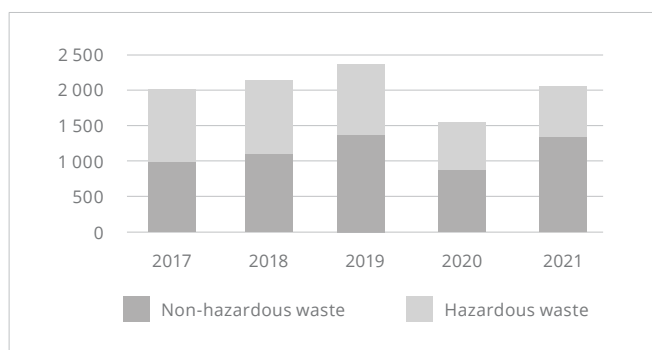
Emissions expressed in metric tons of CO<sub>2</sub> and related to gas and electricity consumption.

For the year 2021 and for all the sites, greenhouse gas emissions attributable to gas and electricity represented 10,637 metric tons of CO<sub>2</sub> equivalent. The figure for France is 1,639 metric tons of CO<sub>2</sub> equivalent, or 15% of the total.

The increase in emissions is explained by an upturn in activity, the introduction of new processes and the creation of new, more comfortable buildings in India and China.

## QUANTITY OF WASTE

WASTE GENERATION IN METRIC TONS	2017	2018	2019	2020	2021	RATIO 2020/2021
NON-HAZARDOUS WASTE	979	1,096	1,395	892	1,331	49%
HAZARDOUS WASTE	1,026	1,037	977	641	684	7%
TOTAL WASTE	2,005	2,133	2,372	1,533	2,015	31%
% OF NON-HAZARDOUS WASTE RECYCLED ACROSS THE GROUP	77.5	77.2	73	78	49	-37%

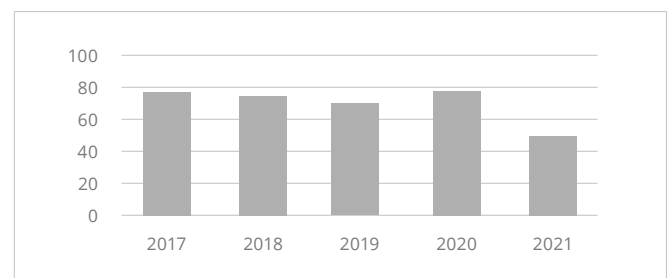


Quantity of waste expressed in metric tons

Non-hazardous industrial waste consists of paper, cardboard, scrap metal, shavings, plastic waste and canteen waste and is treated by approved companies. Hazardous industrial waste corresponds to waste generated by plating: cyanide and concentrated metal baths, metal hydroxide sludge, certain oils and soiled rags from manufacturing facilities are treated externally by approved companies.

The sharp increase in the amount of waste produced is explained by both the increase due to the recovery following the pandemic and the implementation of the evapo-concentrator on the Shanghai site.

## QUANTITY OF NON-HAZARDOUS WASTE RECYCLED

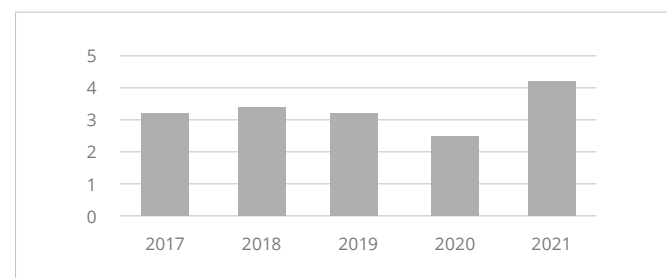


Percentage of non-hazardous waste recycled

The drop in the amount of non-hazardous waste recycled is due to a different and more reliable recording method.

## QUANTITY OF WASTE PRODUCED IN RELATION TO WORKING HOURS

QUANTITY OF WASTE	2017	2018	2019	2020	2021
METRIC TONS / 10,000 EMPLOYEE H	3.29	3.36	3.25	2.59	4.2



The quantity of waste is expressed in metric tons per 10,000 hours worked.

The data recorded during the COVID-19 pandemic period reveals that this ratio got worse between 2019 and 2021. This can be explained by the drop in activity due to the health crisis.

# MAZARS REPORT ON THE CONSOLIDATED EXTRA-FINANCIAL PERFORMANCE STATEMENT IN THE MANAGEMENT REPORT

Financial year ending December 31, 2021

As an independent third party, member of the Mazars network, statutory auditor of Radiall S.A., accredited by COFRAC Inspection under number 3-1058 (accreditation scope available on the website [www.cofrac.fr](http://www.cofrac.fr)), we hereby present our report on the consolidated extra-financial performance statement for the financial year ending December 31, 2020 (hereinafter the "Statement"), presented in the management report, in accordance with the legal and regulatory provisions of articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code.

## CORPORATE RESPONSIBILITY

It is the responsibility of the Board to prepare a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main extra-financial risks, a presentation of the policies applied in relation to these risks and the results of these policies, including key performance indicators. The Statement was compiled by applying the Company's procedures (hereinafter the "Standards"), the relevant points of which are set out in the Statement and available on request from the Corporate head office.

## INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the provisions of article L. 822-11-3 of the French Commercial Code and the industry's code of ethics. Furthermore, we have implemented a quality control system that includes documented policies and procedures to ensure compliance with applicable laws and regulations, ethical rules and professional doctrine.

## RESPONSIBILITY OF THE INDEPENDENT THIRD PARTY ORGANIZATION

Based on our work, it is our responsibility to provide a substantiated opinion that expresses a conclusion of moderate assurance on:

- Compliance of the Statement with the provisions of article R. 225-105 of the French Commercial Code;
- The veracity of the information provided pursuant to 3° of I and II of article R. 225-105 of the French Commercial Code, i.e. the results of policies, including key performance indicators, and actions, relating to the principal risks, hereinafter the "Information".

However, it is not our responsibility to comment on the Company's compliance with other applicable legal and regulatory requirements, in particular those relating to due diligence and the fight against corruption and tax evasion, nor on the compliance of products and services with applicable regulations.

## NATURE AND SCOPE OF THE WORK

We conducted the work described below in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, the professional standards of the Compagnie Nationale des Commissaires aux Comptes (CNCC) relating to this type of operation and international standard ISAE 3000 <sup>(1)</sup>.

- We have reviewed the activities of all the entities included in the consolidation scope and the description of the principal risks;
- We have assessed the appropriateness of the Standard with regard to its relevance, completeness, reliability, neutrality and understandability, with due regard to best practices in the industry;
- We have verified that the Statement covers every category of information required by article L. 225-102-1 on social and environmental issues;
- We have verified that the Statement presents the information required by II of article R. 225-105 when it is relevant to the principal risks and includes, where appropriate, an explanation of the reasons for the absence of the information required by the second paragraph of III of article L. 225-102-1;

1. ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information

- We have verified that the Statement presents the business model and a description of the principal risks of all the entities included in the consolidation, including, where relevant and proportionate, the risks created by its business relationships, products or services, as well as policies, actions and results, including key performance indicators relating to the principal risks;
- We have consulted the literature and conducted interviews to:
  - Assess the selection and validation process for key risks and the consistency of the results, including the selected key performance indicators, with the key risks and policies presented, and
  - Corroborate the qualitative information (actions and results) that we considered to be the most important presented in Appendix 1. For certain risks (risk of corruption, risk of failure to respect human rights, risk of deteriorating business relations), our work was carried out at the level of the consolidating entity. For other risks, work was carried out at the level of the consolidating entity and in a selection of entities <sup>[1]</sup>;
- We have verified that the Statement covers the consolidated scope, i.e. all the entities included in the consolidation scope in accordance with article L. 233-16 with the limits specified in the Statement;
- We have examined the internal audit and risk management procedures implemented by the entity and have assessed the collection process aimed at ensuring that the information is complete and accurate;
- For the key performance indicators and other quantitative results that we considered most important presented in Appendix 1, we have implemented:
  - Analytical procedures to check that the collected data are correctly consolidated and that their evolution is consistent;
  - Detailed tests based on surveys, consisting of checking that definitions and procedures are correctly applied and of reconciling the data with supporting documents. This work was conducted with a selection of contributing entities <sup>[2]</sup> and covers between 30 and 45% of the consolidated data selected for these tests;
- We have assessed the overall consistency of the Statement with our knowledge of all the entities included in the consolidation scope.

In our opinion, the work we have carried out in exercising our professional judgement enables us to provide a conclusion with moderate assurance; a higher level of assurance would have required more extensive audit work.

## MEANS AND RESOURCES

Five people performed this work between January and April 2021. We have conducted approximately ten interviews with

the people responsible for preparing the Statement, namely representatives of the Human Resources Department, the HSE Department and the Finance Department.

## CONCLUSION

Based on our work, nothing has come to our attention that leads us to believe that the extra-financial performance statement does not comply with the applicable regulations. The information is presented fairly in accordance with the Standards.

The independent third party organization  
 MAZARS SAS  
 Gaël Lamant - Associate  
 Edwige Rey - CSR & Sustainable Development Associate

1. *Centr'Alp and Obregon*
2. *Centr'Alp and Obregon*

