

SUSTAINABILITY REPORT



ANNUAL REPORT
ON YEAR 2023

sparing
CAPITAL

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INTRODUCTION

EDITORIAL

Supporting resilience and sustainable innovation

Dear partners,

At Sparring, our commitment to sustainability goes beyond simple best practices: it lies at the heart of our vision to strengthen the resilience of the companies we invest in. As responsible investors, we believe that resilience is the very foundation of long-term sustainability and growth. For us, this resilience is built upon a systematic anticipation of environmental, social, and governance risks, as well as proactive management of the impacts related to climate change and biodiversity loss.

This is why we have implemented rigorous and systematic methodologies, supported by the expertise of specialists, to assist our portfolio companies in developing CSR strategies tailored to their specific sustainability challenges.

We firmly believe that innovation and agility are not just added values for our portfolio companies, but essential elements of their competitiveness. By helping these companies improve their operational performance and integrate sustainable practices, we enable them to become more resilient, more inventive, and better prepared to face future challenges.

The goal of this Sustainability Report is to present our strategic approach to sustainability and to transparently highlight the challenges our portfolio companies face, as well as their successes. We want to show not only how we integrate ESG criteria into our investment processes, but also how we transform their challenges into opportunities for innovation, growth, and shared value creation.

We are confident that with a proactive and collaborative approach, we will continue to develop solutions that contribute to a more sustainable future for our companies, for the planet, and for all stakeholders.

Thank you for your trust and continued support.

Johann Le Duigou
Managing Partner, in charge
of ESG

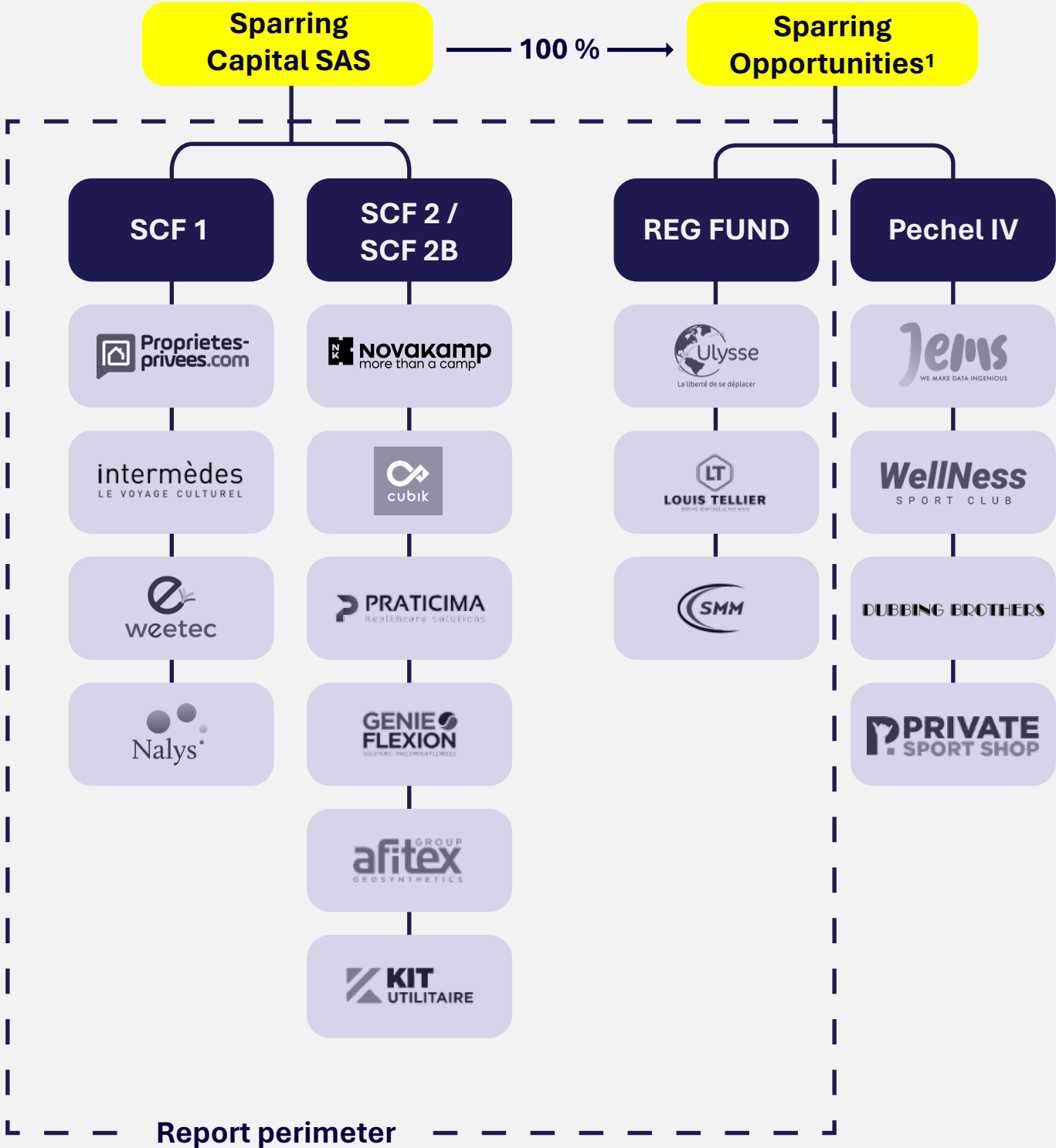





Arnaud Leclercq
CEO



As of September 2024

SUSTAINABILITY REPORT PERIMETER AS OF DECEMBER 2023



-  Management companies
-  Investment funds
-  Portfolio companies

All data presented relate to the report perimeter,
as of 12/31/2023, unless otherwise specified

8 1: Previously Pechel Industries Partenaires SAS, a subsidiary of Sparring Capital

SPARRING AT A GLANCE



WHAT WE DO

2002

CREATION

€242m¹

ASSETS UNDER
MANAGEMENT

13

COMPANIES IN
PORTFOLIO

7

EXITED
COMPANIES

PRI Principles for
Responsible
Investment

SIGNATORY
SINCE 2010

17

EMPLOYEES

€1.3bn

RAISED SINCE
INCEPTION

sparring

CAPITAL

SCF 1

2015

Buy-out

AuM €110m

Lower Midcap

sparring

CAPITAL

SCF 2²

2019

Buy-out

AuM €173m

Lower Midcap

sparring

OPPORTUNITIES

REG

2022

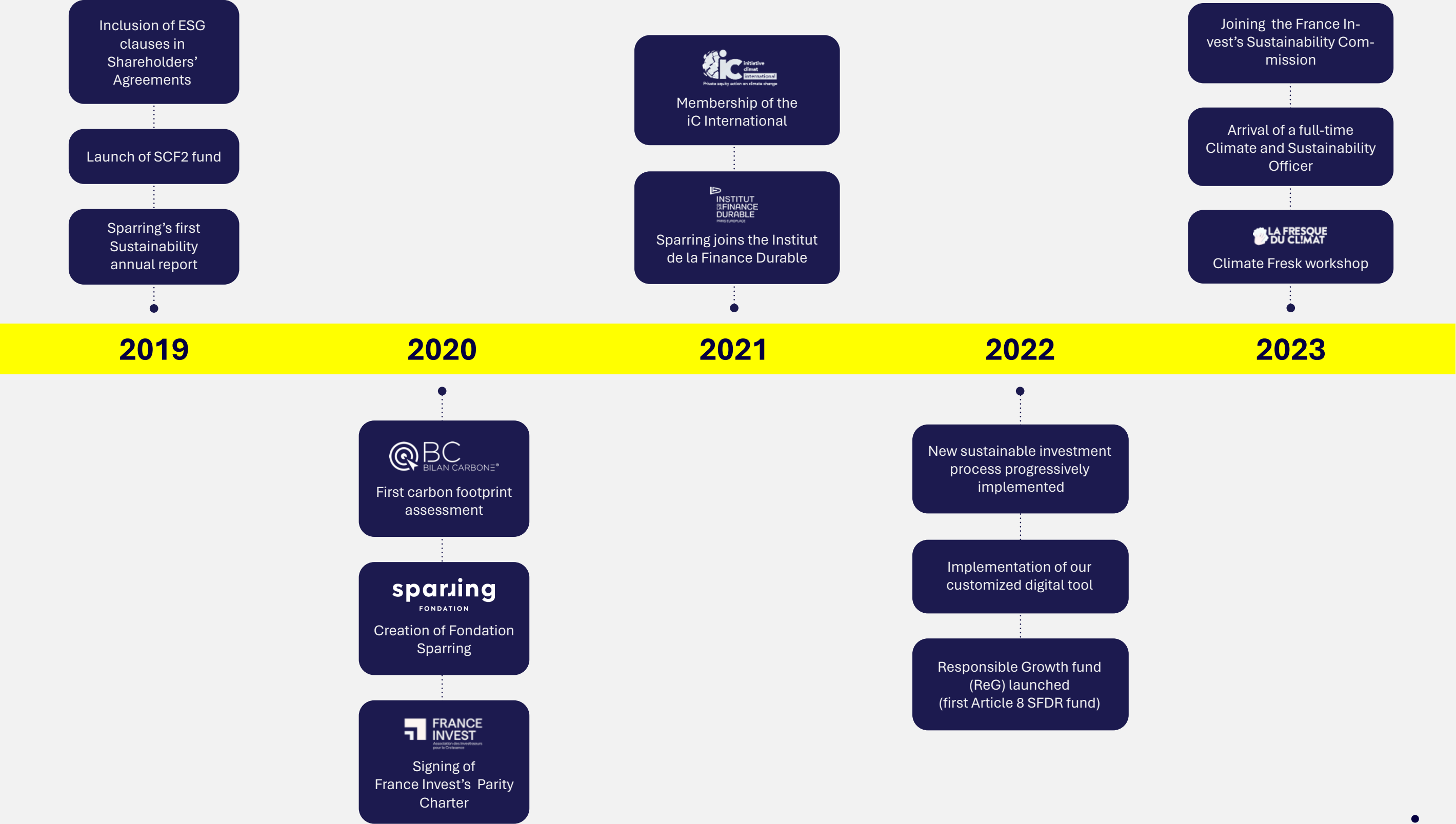
Growth / Buy-out

AuM €25m

Small cap

sparring
CAPITAL

SPARRING’S LAST 5 YEARS ESG MILESTONES



THE VALUES WE EMBODY AMONG OURSELVES AND WITH OUR STAKEHOLDERS



Within Sparring, ambition acts as a common driving force, cheering every team member to surpass their individual boundaries and embrace challenges as opportunities for growth

Ambition also sustains collaboration among team members driving them to collaborate towards the common goal of steering growth and success of Sparring and its portfolio companies and achieve greatness



Agility is the cornerstone of Sparring's approach, empowering the team to tackle complex challenges as real opportunities, by adapting swiftly to each situation

By valuing agility, Sparring has developed a mindset of efficiency, flexibility, ingenuity and continuous improvement, allowing to stay ahead in a competitive environment



Sparring's team embodies the value of responsibility, promoting a culture of trust and integrity. Strong and continuous involvement from each team member ensures that individual and collective commitments are fulfilled. With this shared sense of responsibility and personal involvement, we effectively collaborate and strive for excellence



At Sparring, we work together in a positive and inspiring atmosphere that relies on enthusiasm and fosters collaboration and creativity

This shared enthusiasm drives Sparring's collective spirit, with each member passing on their ambitions and aspirations to their colleagues, allowing to embrace each obstacle with passion and energy



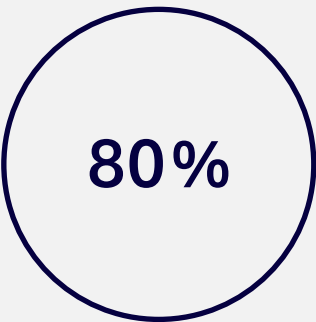
With strong trust embedment within our team, we have developed significant faith in each other's abilities to reach Sparring's shared goals

Within the team, an efficient and comprehensive transparency empowers effective task delegation, enhances productivity and fosters stronger collaboration and relationships

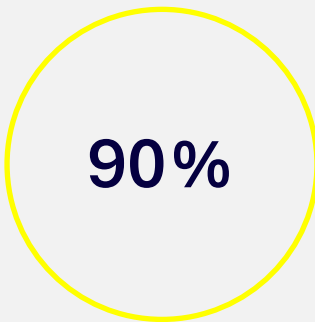


KEY 2023-2024 SUSTAINABILITY HIGHLIGHTS

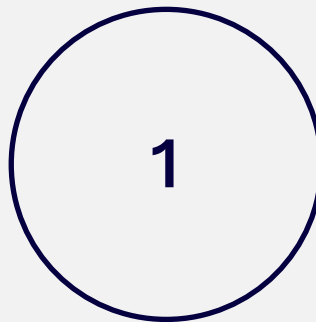
SPARRING



PRI score in the Policy Governance & Strategy assessment



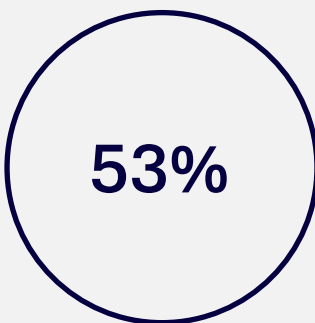
PRI score in the Direct Private Equity assessment



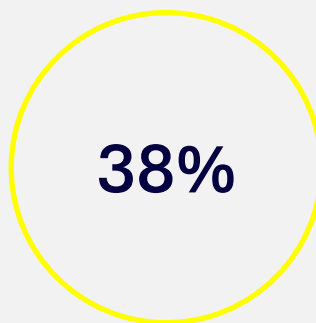
Full-time Climate & Sustainability Officer



Recruitments in 2023, all women

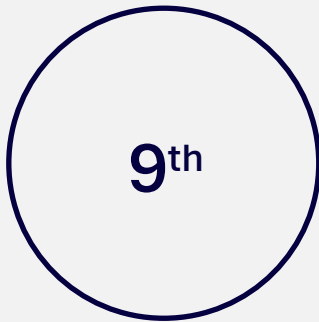


Women in Sparring team

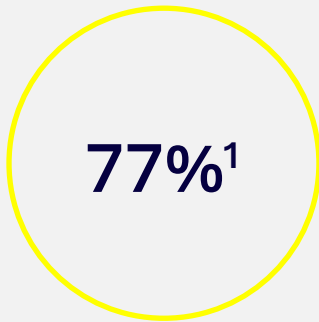


Women in investment team

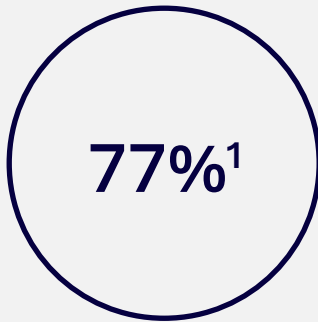
PORTFOLIO



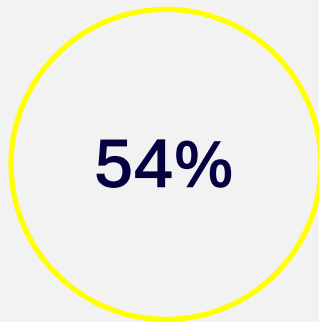
EcoVadis medals



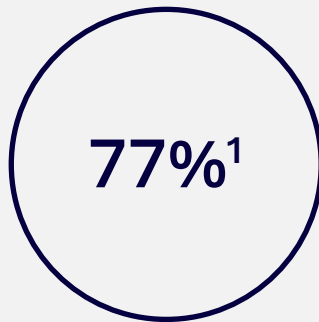
Measured their carbon footprint



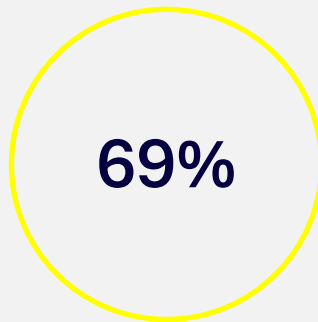
Designed a carbon reduction action plan



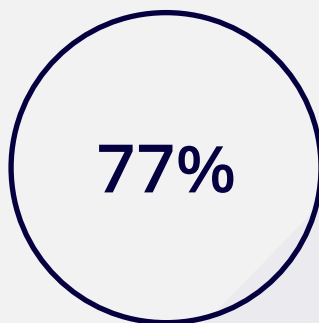
Have established a specific environmental policy



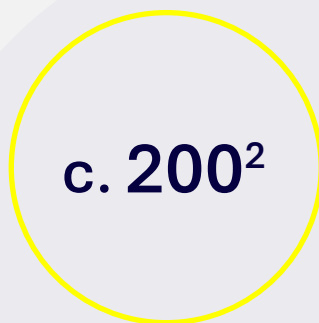
Designed an ESG action plan



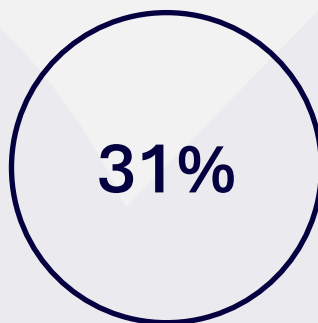
Have included an ESG clause in their stakeholder agreement



Employed at least one person dedicated to CSR strategy



Net job creation



Women in the workforce

SPARRING SUSTAINABILITY APPROACH

GOVERNANCE FRAMEWORK FOR DRIVING SUSTAINABILITY EXCELLENCE

We have set up an **internal structure** that ensures the **involvement of all team members** in the deployment of our Sustainability Policy, both within Sparring and in our portfolio companies



Integrated Sustainability Governance

The Partners supervise our Sustainability Policy at both management company level (including yearly action plan validation) and portfolio company level, while the Sustainability Committee oversees tracking its implementation

With the support of the CSO, **all members of the deal teams are involved** in the day-to-day implementation of the Sustainability Policy

Our CSO and deal teams work closely with our transformation team, ensuring a **seamless collaboration between sustainability and transformation** throughout the lifecycle of each deal



Awareness and training

Raising awareness about ESG issues to all employees is crucial for our organization. In a spirit of sharing best practices and latest research in sustainability, a quarterly **Climate & Sustainability Meeting** is attended by all team members and led by our CSO. Investment teams receive regular training on sustainability issues



Remuneration policy

Proper implementation of the Sustainability Policy is integrated into the employee evaluation process and is a factor considered in determining variable compensation



OUR VISION OF SUSTAINABILITY

In a world in transition, we support our portfolio companies in adapting their growth models to make them more innovative, more eco-friendly and more resilient

We work together to integrate the principles of the circular economy into their operations, to use resources more efficiently, to reduce their emissions and to promote a sustainable value chain that encompasses ethical, social and environmental issues

Their teams are committed to successfully carrying out these transformations with our support and the expertise of our specialists

**WITH OUR PORTFOLIO COMPANIES, WE ACT TO
BUILD THE WORLD OF TOMORROW**

OUR 3 PILLARS OF SUSTAINABILITY



OUR COMMITMENTS TOWARDS CLIMATE

Climate change mitigation & adaptation
at the core of Sparring's Sustainable strategy

*We consider combating & adapting to climate change as a key success factor
both for the management company and for portfolio companies*

Our commitments at Management Company level

- **Measure our CO₂ emissions**, including **financed emissions**
- Implement **actions to reduce GHG emissions**, including:
 - Promotion of low carbon travel and commute
 - Reduction of energy consumption
 - Reduction of waste production
- **Monitor progress** regularly and **communicate** transparently
- Public commitment to **iCI initiative**
- Active membership in France Invest Sustainability Commission thanks to involvement in **Climate Working Group**

Our commitments at Portfolio level

Work collaboratively with portfolio companies and **deploy systematically** the following **resources**:

- **Climate risks & opportunities** analysis
- **Carbon footprint** at acquisition and annual monitoring
- Sustainability roadmaps integrating **decarbonization levers**
- **Annual reporting** on roadmap progress, including climate indicators

Performance tracking and transparency

Communicate regularly and transparently on the following KPIs (within our annual sustainability report¹):



At portfolio level

- Financed emissions
- % of the portfolio with a carbon footprint assessment (scope 3)
- % of the portfolio with a decarbonization plan



At company level

- GHG emissions (absolute & intensity)
- Change in GHG emissions since acquisition
- Avoided GHG emissions²
- Alignment with the EU Taxonomy²

OUR COMMITMENTS TOWARDS BIODIVERSITY

Biodiversity is a growing priority that will be addressed from 2025 onwards in Sparring's sustainable strategy

We are taking a pragmatic approach to biodiversity matters and are currently working on developing a biodiversity policy which integrates TNFD recommendations

Our commitments at Management Company level

- Developing a **biodiversity policy** in line with [TNFD](#) recommendations by June 30th, 2025
- Conducting a **qualitative analysis** of impact and dependency based on the UN-backed tool [ENCORE](#), at SCF2 portfolio level, by June 30th, 2025
- Active membership in France Invest Sustainability Commission thanks to involvement in **Biodiversity Working Group**

Our commitments at Portfolio level

Work collaboratively with portfolio companies and **deploy systematically** the following **resources**:

- Integrate biodiversity issues into the **acquisition due diligences** (based on ENCORE)
- For the most exposed portfolio companies, assess biodiversity impacts using a **quantitative approach** (such as [GBS](#)) and craft a tailored strategy
- Incorporate biodiversity considerations into sustainability **action plans** when the issue is material

Performance tracking and transparency

Communicate regularly and transparently on the following KPIs (within our annual sustainability report¹):



At portfolio level

- % of portfolio analyzed with ENCORE
- % of portfolio that has conducted a footprint measurement like GBS
- PAI 7 (share of portfolio companies with sites and operations located in or near biodiversity-sensitive areas)



At company level

- Nature of impact and dependency
- KPIs defined case by case according to impacts and dependencies

FOCUS ON REG FUND



**A fund dedicated to the
transition toward a low-carbon
& inclusive society, both through its
investment criteria and its demanding
requirements**

1 Three investment verticals inherently positive

1- Design to Green - Invest in enablers of the environmental transition

- Decarbonate, preserve resources and restore biodiversity
- Match consumer and government demand for eco-designed products and sobriety
- Meet regulatory requirements and counteract increasing costs of energy, raw materials and transport

2- Industrial Sovereignty - Invest in industry, local excellence and “savoir-faire”

- Grow a strong and independent economy: create value locally, even trade balance, re-industrialize
- Preserve local production, know-how and innovation capacities as well as social ties and jobs in territories
- Reduce transportation costs and energy consumption

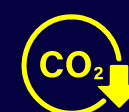
3- Sustainable Societies - Invest in companies that foster inclusion, health and education

- Answer to increasing public and private demand for health infrastructures and services
- Maintain social bonds and ensure that no one is left behind
- Build strong and cohesive societies
- Give access to a better health, education, work. Foster adaptation of skills and self-sufficiency for all citizens

2 A climate & decarbonation strategy applied to the entire ReG’s portfolio

ReG Fund is committed to steering 100% of its portfolio companies on a decarbonization trajectory covering scopes 1, 2, and 3 of their carbon footprint and even considering scope 4 when applicable, to account for avoided emissions through sustainable innovations and enabler activities

Objective #1



Objective to reduce Scope 1 and 2 emissions for all portfolio companies

Objective #2



Measurement and support in the reduction of Scope 3 emissions for all portfolio companies

Objective #3



Positive climate contribution through investments in companies within the « Design to Green » vertical

FOCUS ON REG FUND

3

A tailored framework developed in collaboration with our dedicated experts to guide and implement sustainable process transformation

DIAGNOSTIC PHASE

ROADMAP & MONITORING

MEASURE

OPERATIONAL EXCELLENCE

- On site sustainable performance diagnosis
- Consolidation with durable strategy and priorities
- Executive committee workshop (strategy definition and/or challenge)

- Action plan construction (operational action plans, budget, KPIs)
- 3-year support for operational deployment monitoring and coaching
- Progress reviewed by the board at least once a year

- Periodic review with management
- Quantified economic gains
- Use of benchmarkable KPIs

CLIMATE & SUSTAINABILITY

- ESG Risk & Opportunity analysis
- Climate Risk & Opportunity analysis
- External CSR evaluation (e.g., Ecovadis)
- Carbon Footprint Assessment
- Life Cycle Assessment
- Assessment of impacts and dependencies on biodiversity

- GHG reduction action plan
- 5-year ESG action plan
- Monthly monitoring with our CSO
- Progress reviewed by the board at least once a year

- Annual collection of CSR data, including PAIs, and scoring on ESG performance
- Carbon footprint assessment before exit
- ESG Vendor Due Diligence

ENTRY

EXIT

COLLECTIVE INITIATIVE

Faced with the imperative of transforming the real economy and aware of the crucial role of investment professionals in this transition, we are stepping up our commitment and joining public initiatives to contribute collectively to this goal



France Invest is a **professional organization** bringing together French management companies and consulting firms. France Invest supports **unlisted companies**.

We are signatories of the **France Invest Gender Equality Charter**. Thus, we are committed to promoting gender equality within our portfolio companies

We have also been members of **the Sustainability Commission** since 2023 and are involved in the **Working Groups on Climate and Biodiversity**



iCI is an initiative launched in 2015 by a group of French private equity firms with the methodological support of PwC, aimed at responding to and working towards the objectives of the Paris Agreement. It received the support of the PRI in 2018.

The iCI initiative publicly commits us to **combating climate change** and promoting a **transition to a low-carbon and resilient economy**



The Principles for Responsible Investment (PRI) is an international network of financial institutions supported by the United Nations, working together to implement six ambitious principles that integrate environmental, social and governance factors into investment practices.

We are committed to **integrating ESG criteria into our investment decisions** and promoting responsible investment practices
PRI thus provide a globally **recognized framework** to guide our sustainable investment approach

SCORECARD PRI

POLICY & GOVERNMENT STRATEGY



CONFIDENCE BUILDING MEASURES



DIRECT - PRIVATE EQUITY



SUSTAINABILITY IN OUR PORTFOLIO

OUR SUSTAINABILITY TRANSFORMATION FRAMEWORK - STARTING JUNE 2024

We implement **dedicated** and **systematic** support for our portfolio companies
by integrating sustainability issues at **every stage in the life cycle of our investments**



* Included in shareholder agreement

IMPLEMENTATION OF THE 20 SPARRING'S CHECKPOINTS

As of June 2024, we have established 20 checkpoints to monitor the performance and maturity progression of portfolio companies regardless of their size or sector

We track the implementation of ESG transformation using 20 measurement points, common to all portfolio companies, which allows us to measure the progress of each of our portfolio company. This allows us to allocate our investments into different categories based on their level of maturity. The categories are presented in the table below, and the 20 checkpoints are shown in the adjacent table.

Category	# of checkpoints completed
LAGGERS	< 4 checkpoints completed
BEGINNERS	5 to 7 checkpoints completed
ADVANCERS	8 to 11 checkpoints completed
ACHIEVERS	12 to 15 checkpoints completed
LEADERS	> 16 checkpoints completed

GLOBAL SUSTAINABILITY APPROACH

1. Appoint a CSR leader

2. Conduct an external CSR evaluation

3. Conduct a post-deal CSR review

4. Conduct an operational performance diagnostic
5. Set up a sustainable performance action plan

6. Conduct carbon footprint (scope 3)

7. Set up a decarbonization pathway & implement reduction initiatives

OFFER

8. Conduct LCA¹

9. Conduct biodiversity impacts /dependencies analysis & formalize action plan (if material)

10. Implement eco-design approach¹

11. Implement waste management policy

PEOPLE

12. Implement a health & safety policy

13. Implement a code of conduct / ethics

14. Implement a training & skills development plan

15. Implement an anti-discrimination policy

16. Implement a value sharing mechanism

VALUE CHAIN

17. Implement a responsible purchasing policy

18. Implement an anti-corruption/anti-bribery policy

19. Set up CSR assessment in the supply chain

20. Implement a whistleblowing policy



Examples of KPIs

GLOBAL SUSTAINABILITY APPROACH

tCO2e/€m rev. / Total energy consumption / % from renewable sources

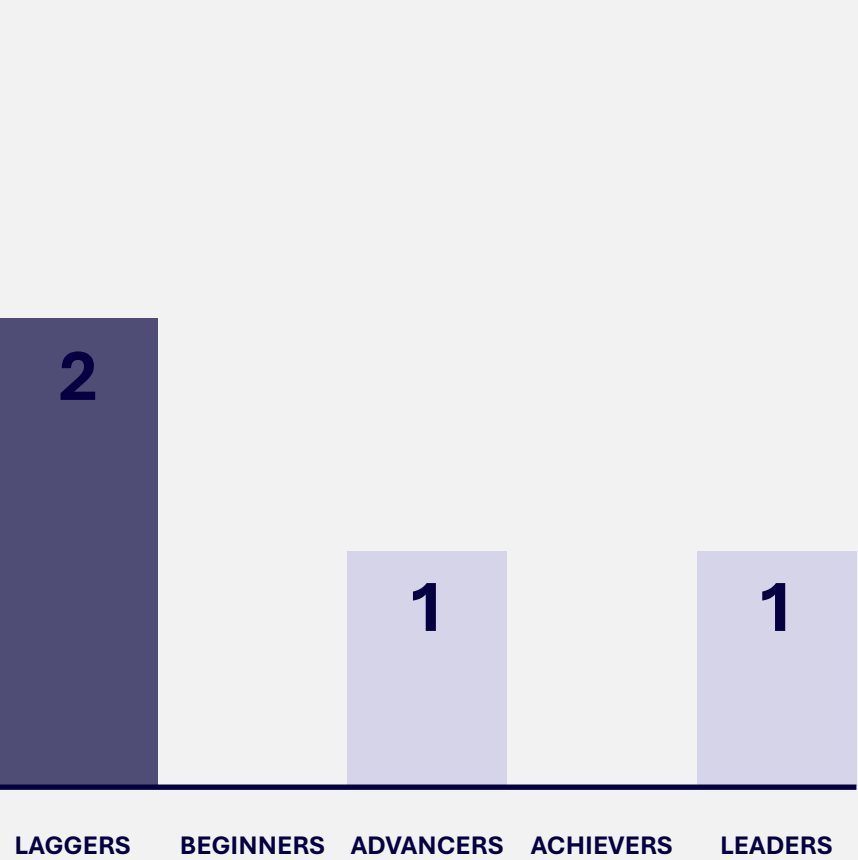
OFFER	PEOPLE	VALUE CHAIN
% products with LCA	Frequency rate of workplace accident	% employee trained on corruption
R&D budget in % rev.	% women in workforce / top management	% suppliers evaluated on CSR
Quantity of waste	Unadjusted average gender pay gap	% suppliers adhering to responsible charter
	Training rate	

IMPLEMENTATION OF THE 20 SPARRING’S CHECKPOINTS ON OUR PORTFOLIO AS OF 12/31/2023

		GLOBAL APPROACH							PILAR #1 - Offer			PILAR #2 - People					PILAR #3 - Supply Chain					
		Appoint a CSR leader	Carry out a external CSR certification / evaluation	Carry out a post-deal CSR diagnostic	Carry out a post-deal operational perf diagnostic	Set up an CSR action plan	Carry out a carbon footprint assessment	Set a decarbonization pathway		Carry out a biodiv. impacts & dep.analysis	Implement eco-design approach	Implement a waste management policy	Implement a health & safety policy	Implement a code of conduct / ethics	Implement a training & skills dev. plan	Implement an anti-discrimination policy	Implement a value sharing mechanism	Implement a Responsible purchasing policy	Implement an anti-corruption/anti-bribery policy	Set up CSR assessment in the supply Chain	Implement a whistleblowing policy	Total
		#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	#11	#12	#13	#14	#15	#16	#17	#18	#19	#20	
SCF1	Propriétés Privées													✓					✓			2
	Intermèdes															✓						1
	Weetec	✓	✓	✓		✓	✓	✓				✓	✓	✓	✓	✓		✓	✓	✓	✓	15
	Nalys		✓	✓		✓							✓			✓			✓		✓	7
SCF2	Novakamp	✓	✓	✓		✓	✓	✓			✓		✓	✓		✓			✓	✓	✓	13
	Cubik	✓	✓	✓		✓	✓	✓					✓	✓			✓					9
	Praticima	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓					✓	✓		13
	Genie Flexion	✓	✓	✓		✓	✓	✓				✓	✓	✓		✓	✓	✓	✓			13
	Afitexinov	✓		✓	✓	✓	✓	✓			✓	✓	✓				✓					10
	Kit Utilitaire	✓	✓											✓	✓		✓			✓		✓
ReG	Ulysse	✓	✓		✓	✓	✓	✓					✓		✓	✓					✓	10
	Louis Tellier	✓	✓	✓	✓	✓	✓	✓				✓	✓				✓					10
	SMM	✓			✓		✓						✓									4
Total		10/13	9/13	8/13	5/13	9/13	9/13	8/13	0/13	0/13	3/13	5/13	11/13	7/13	2/13	7/13	4/13	2/13	7/13	3/13	5/13	

PORTFOLIO PERFORMANCE ON THE 20 SPARRING’S CHECKPOINTS

The graphs below showcase the performance of each portfolio across Sparring’s 20 checkpoints, highlighting the maturity levels achieved by the various portfolio companies. Each company progresses at its own pace along its ESG journey, depending on the materiality of the issues they face.

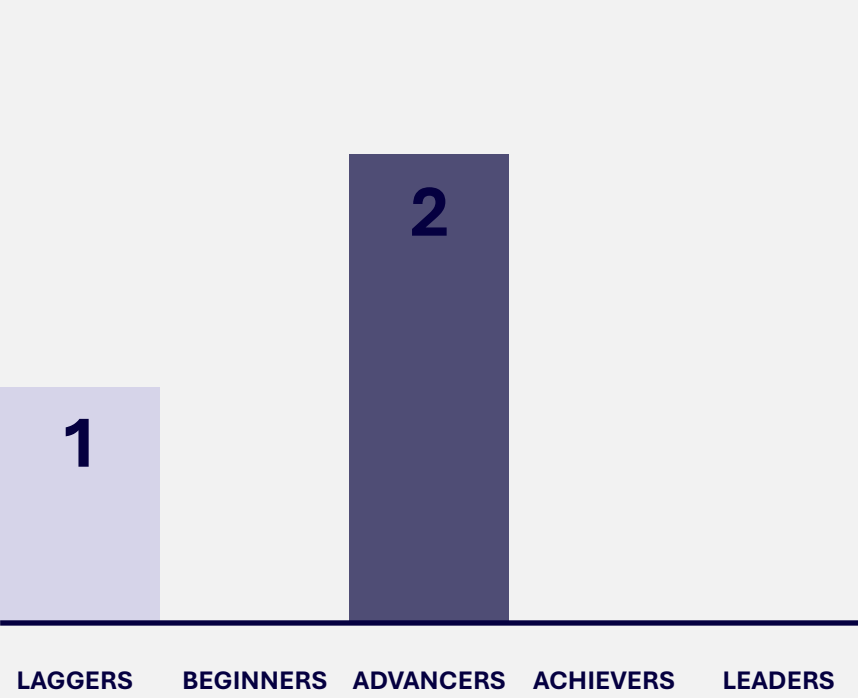
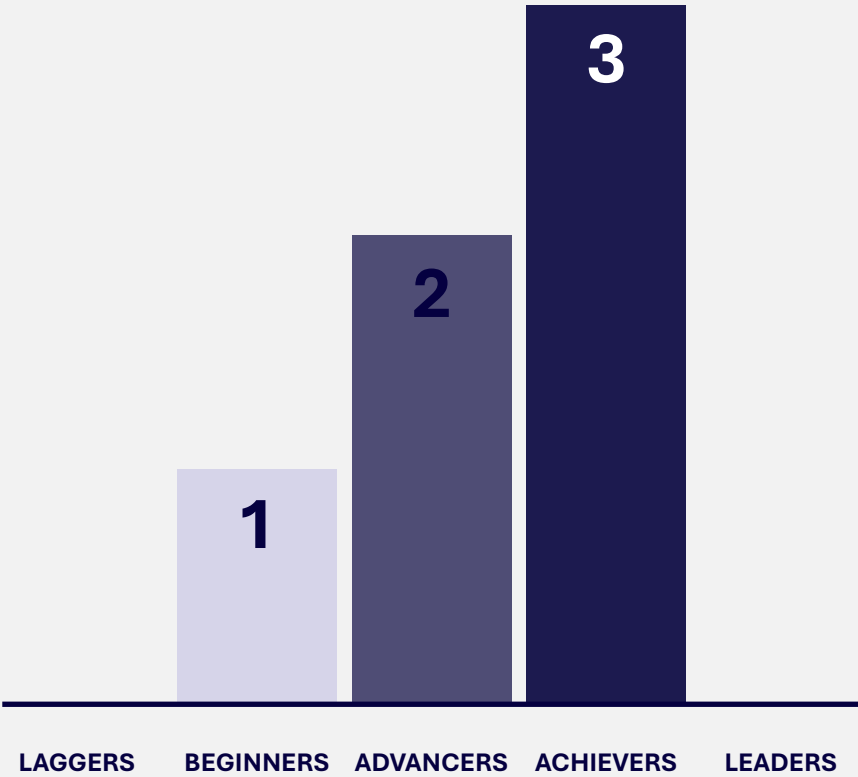


SCF1

The SCF1 portfolio displays a varied level of performance, as the Sparring’s sustainability policy had not yet been implemented at the time some of these investments were made. However, Weetec stands out with a high level of ambition, positioning itself as a key enabler of the energy transition

SCF2

The SCF2 portfolio reflects the implementation of Sparring’s current sustainability procedures, demonstrating a strong overall maturity level. This maturity is closely linked to the portfolio companies’ entry dates and the corresponding progress in sustainability integration












REG

The ReG portfolio also demonstrates a high and consistent level of maturity. The slight delay by SMM is due to the later implementation of ESG milestones, which was fully caught up in 2024



PORTFOLIO COMPANIES’ MAIN ESG KPIs

AS OF 12/31/2023

				Sustainability Rating	FTE responsible for CSR	Carbon Scope 1 + 2 (tCO2e) ¹	Carbon Scope 3 (tCO2e) ¹	Carbon footprint intensity (tCO2e/€M revenue) ¹	% of valorized waste ²	Frequency rate of workplace accidents	#FTEs	FTEs Permanent (%)	Employee retention rate (%)	Job creation since investment	Training Rate (%)	% Women	Share of Executive Women (%)	Unadjusted gender pay gap(%)	#Women Board Members
Companies	Description	Sales €m																	
SCF1	Propriété Privées	Real estate digital network	64	-	0	515	6 959	93	-	0	72	94%	n.d	58	7%	92%	60%	35%	1/5
	Intermèdes	Cultural travel agency	26	-	0	84	25 408	973	-	0	50	-	n.d	-2	92%	n.a.	67%	n.a.	-
	Weetec	Expert in electrical and HVAC engineering	83		1	303	4 602	59	-	24	256	96%	92%	30	45%	14%	0%	n.a.	-
	Nalys	Consulting group for technological projects	27		0	172	2 348	93	-	1	194	100%	67%	-55	0%	24%	14%	8%	-
SCF2	Novakamp	Supplier of power systems for industry and field operations	47		2	277	274 750	5 852	-	0	131	73%	98%	46	39%	16%	0%	n.a.	-
	Cubik	Consultant in Management	16		0.3	132	1 119	77	-	0	64	98%	90%	40	0%	40%	44%	12%	-
	Praticima	Healthcare equipment and furniture	29		0.5	401	4 141	147	77%	26	105	95%	74%	13	32%	43%	0%	30%	-
	Génie Flexion	Specialist of hydraulic pipes repair	21		1	650	2 352	146	-	65	173	98%	88%	-21	40%	7%	0%	19%	1/4
	Afitexinov	Experts in drainage, waterproofing and soil reinforcement	30	-	2	278	23 677	791	65%	3	83	92%	89%	3	43%	19%	30%	2%	1/5
	Kit Utilitaire	Designer of equipment for professional and leisure vehicles	13		0.3	12	1 236	96	5%	2	42	93%	72%	6	34%	20%	17%	n.a.	1/4
ReG	Ulysse	Transport services for people with reduced mobility	17		0	1 995	322	128	n.a.	n.a.	575 ³	100%	100%	75 ³	42%	19%	0%	n.a.	1/2
	Louis Tellier	Manufacturer of pastry moulds and utensils	19		0.3	6	1 941	101	81%	41	99	96%	89%	-2	10%	58%	0%	14%	1/5
	SMM	Designer of composite parts for the marine industry	6	-	0	60	1 011	195	-	46	34	95%	92%	5	24%	21%	n.a.	1%	1/3
Portfolio average ⁴					0.6	-	-	-	-	17	1,878	94%	86%	196	31%	31%	19%	15%	1/7

48 Source: Tennaxia – 1: data based on carbon assessments carried out by the portfolio company or sectoral proxy otherwise - 2: monitoring indicator implemented in 2023/2024 - 3: data provided in terms of employees and not in FTE - 4: except for the « #FTE » and « Net job creation » where it's a sum

NOVAKAMP



• Business description

Originally specialized in providing equipment, maintenance and day-to-day operation to secure electrical supply for the French Army in foreign operations, the Group has notably diversified in water treatment (also for French Army), engineering assistance in complex areas with NATO, and in solar electricity production for logistic platforms in France

Sector: Business and industrial services
Creation: 1985
2023 Sales: €47.1m
Investment Date: November 2020

KEY ESG TARGETS

- Integrate energy efficiency issues into the product offering (R&D)
- Work on recyclability & reuse of products
- Improve policies and analyses regarding health and safety risks
- Improve policies and criteria for assessing supplier ESG-related risks

KEY ESG 2023 ACHIEVEMENT

- Significant R&D plan aimed at integrating ESG issues into the offering: 40% of its 2023 R&D budget dedicated to the objective of **climate change mitigation** under the EU Taxonomy (hybrid and solar power plants, waste heat recovery, variable speed motors and hydrogen engines) and 4% to the objective of **sustainable use and protection of water**
- **2 Ecovadis Medal** (1 Gold & 1 Silver)

KEY ESG 2024 OBJECTIVES

- Continued deployment of its resource-efficient product offering (solarization & storage, hydrogen, water treatment etc.)
- Update on carbon footprint & formalization of a carbon trajectory
- Formalization of a Responsible Purchasing Charter and improvement of the Ethic Charter
- Establish a supplier ESG risk assessment framework



GLOBAL APPROACH

Appointment of a CSR Leader

YES

External CSR evaluation



Post-deal CSR review and action plan in place

YES

Scope 3 Carbon Footprint assessment

YES

Carbon footprint intensity (tCO2e/€M revenue)

5852

Set a decarbonization pathway

YES

PILAR #1

Implement an eco-design approach

YES

Implement of waste management policy

NO

% of valorized waste

n.a.

PILAR #2

#FTEs / % permanent FTE

90 / 73%

Employee retention rate (%)

98%

Net job creation since investment

+19

Implement a training & skills dev. Plan / Training rate (%)

NO / 39%

Implemented a health & safety policy / Frequency rate of workplace accidents

YES / 0

Implement an anti-discrimination policy

YES

% Women / % Executive women

16% / 0%

Unadjusted gender pay gap (%)

n.a.

Implemented a mechanism for value creation sharing

NO

PILAR #3

Implemented a code of conduct & ethics / % trained employees

YES / 50%

Implemented a responsible purchase policy

Ongoing

Set up CSR assessment in supply chain / % evaluated suppliers

Ongoing

Implemented a complaint / whistleblowing procedure

YES

INTERVIEW

Augustin de Castet, NovaKamp General Manager, leads the company’s CSR efforts. In this interview, he shares insights into the company’s unique approach to sustainability, which they term “operational ecology”—a pragmatic response to CSR that prioritizes measurable benefits in military settings. Through this approach, NovaKamp aims to reshape logistics by designing solutions that reduce resource dependency and optimize energy use across challenging environments.



Augustin de Castet,
General Manager

« NovaKamp is built on three fundamental pillars: innovation, operations, and Corporate Social Responsibility (CSR). These pillars are interconnected, constantly informing and enhancing one another.

In terms of operations, our design offices play a crucial role in managing technical aspects and integrating solutions with the expertise of our on-field specialists. These same design offices are key contributors to our R&D pillar, as they focus on developing efficient solutions at the ‘low logistics level.’ This approach is essential, given that our main client is not very sensitive to conventional CSR narratives.

At NovaKamp, we have embraced what we call ‘operational ecology’—a form of CSR that demonstrates tangible value for military operations. For example, when faced with the question, ‘How can we reduce the need for fuel tankers on military bases?’ we respond with solutions such as engine decarbonization, waste valorization, and waste heat recovery. Similarly, to address the question of minimizing logistics trucks (beyond diesel) within military sites, we design network piping systems that facilitate the installation of water fountains, reducing the reliance on bottled water.

NovaKamp’s DNA is rooted in taking industrial risks to create solutions that promote energy efficiency. We have established our own factory to rigorously test products and maintain autonomy in our innovations. This capacity enables us to be a primary contributor to projects like ‘Ecocamp’ (initiated by the French army in 2021), where NovaKamp accounts for three-quarters of the initiatives aimed at achieving 30% energy savings in the near future. Similarly, our involvement in ‘INDY/SENTINEL’ reflects our commitment to more ambitious targets—a 70% reduction in energy use by 2030, progressing to complete carbon neutrality by 2050. »



French Army Base in Jordan



[Take a look at our Operation Chammal](#)

CUBIK



• Business description

Specialized in sustainable performance training and consulting services, Cubik has a diversified client portfolio with c. 500 customers per year. Cubik also operates a training school that replicates a factory where targeted trainings are given in addition to consulting services, using a relevant and distinctive training style.



Sector: Business and consulting services
Creation: 2008
2023 Sales: €16.3m
Investment Date: May 2021



SCF2

KEY ESG TARGETS

- Commit to a carbon trajectory
- Combating discrimination and promoting equal opportunities
- Promote quality of life at work
- Protect the personal and/or confidential data of stakeholders
- Formalize a Responsible Purchasing Charter and an Ethic Charter

KEY ESG 2023 ACHIEVEMENT

- Creation of a Lean Durable® factory-school in Toulouse
- Development of a Lean Energy offer
- Lucie Label for the Paris office
- Harassment Prevention Policy improvement
- Assessment of digital impact (carbon footprint)

KEY ESG 2024 OBJECTIVES

- Define a policy for reducing the main consumption and pollution generated by the company's activities
- Define an ethics policy
- Define a Responsible Purchasing Policy
- Enhance the skills of employees involved in recruitment on preventing discrimination risks in HR processes

GLOBAL APPROACH	PILAR #1	PILAR #2	PILAR #3
Appointment of a CSR Leader	Implement an eco-design approach	#FTEs / % permanent FTE	Implemented a code of conduct & ethics / % trained employees
YES	NO	60 / 98 %	Ongoing
External CSR evaluation	Implement of waste management policy	Employee retention rate (%)	Implemented a responsible purchase policy
LUCIE label	NO	90%	Ongoing
Post-deal CSR review and action plan in place	% of valorized waste	Net job creation since investment	Set up CSR assessment in supply chain / % evaluated suppliers
YES	n.a.	+10	Ongoing
Scope 3 Carbon Footprint assessment		Implement a training & skills dev. Plan / Training rate (%)	Implemented a complaint / whistleblowing procedure
YES		NO / n.a.	NO
Carbon footprint intensity (tCO2e/€M revenue)		Implemented a health & safety policy / Frequency rate of workplace accidents	
77		YES / 0	
Set a decarbonization pathway		Implement an anti-discrimination policy	
YES		YES	
		% Women / % Executive women	
		40% / 44%	
		Unadjusted gender pay gap (%)	
		12%	
		Implemented a mechanism for value creation sharing	
		YES	

PRATICIMA



• Business description

Leading European manufacturer of organizational solutions (i.e. medication circuit and care flows equipment) for healthcare establishments, especially hospitals, clinics and nursing homes. Praticima notably owns a strong potential PDA¹ solution, operated through a SaaS model.

The Group is well-known for the innovativeness of its products, which are elaborated in partnership with healthcare professionals and designed and integrated by an engineering department

Sector: Medication circuit equipment
Creation: 2012
2023 Sales: €28.7m
Investment Date: April 2022

KEY ESG TARGETS

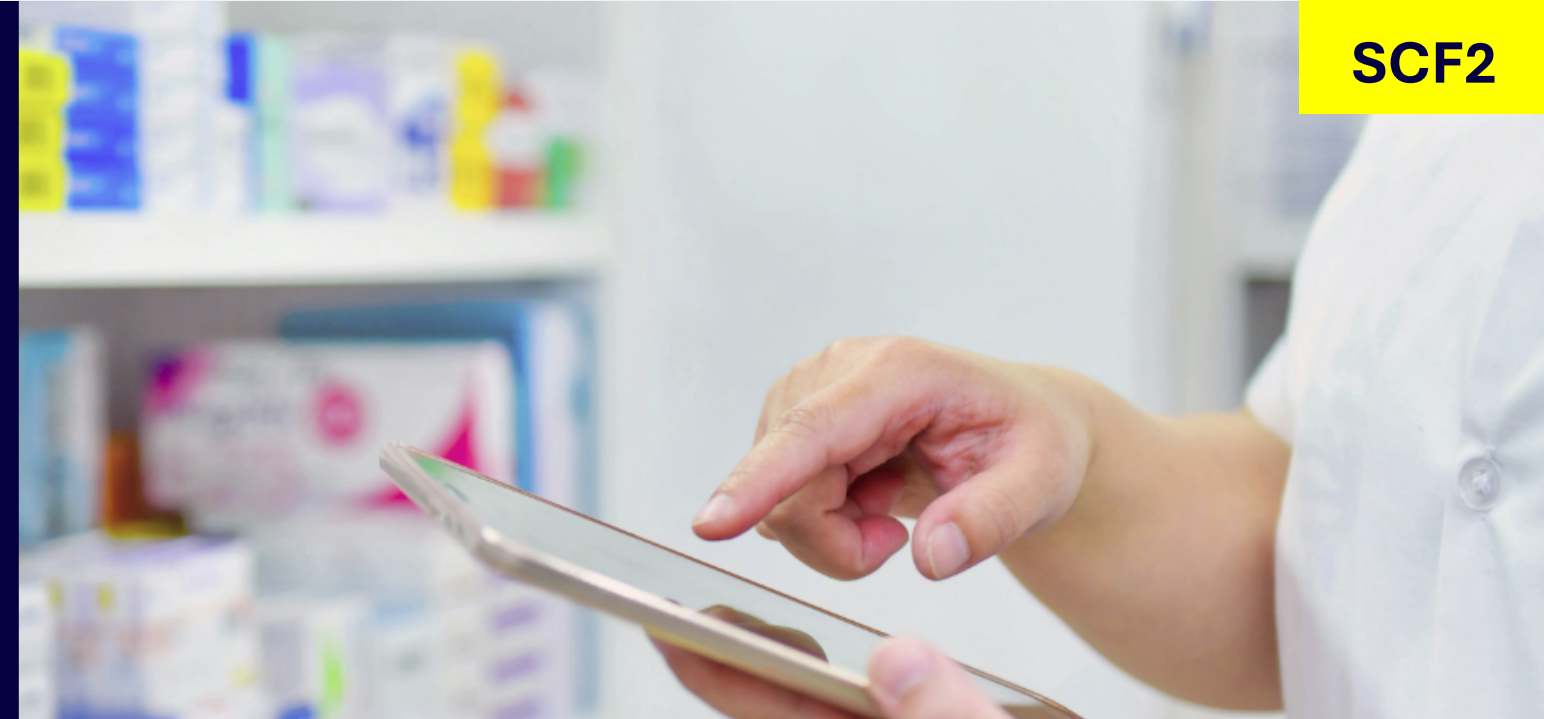
- Reduce the environmental footprint by minimizing waste and reducing electricity and gas consumption
- Reduce emissions related to business travel (by greening the fleet) and outbound freight
- Formalize a Responsible Purchasing Charter and an Ethic Charter
- Develop the local presence and strengthen the relationship with stakeholders (Increase the local share of suppliers)

KEY ESG 2023 ACHIEVEMENT

- Installation of electric charging stations at the Reyrieux site with solar panels
- Complete relamping at the Reyrieux site
- Develop reusable and sustainable packaging for a second product line
- Formalization of a code of conduct/ethics and employee training

KEY ESG 2024 OBJECTIVES

- Renew the current vehicle fleet with lower CO₂ emission vehicles
- Develop reusable and sustainable packaging for the other product lines
- Formalize a Responsible Purchasing Policy
- Integration of CSR criteria in supplier evaluation
- Develop and implement an internal communication plan on climate change issues (green letter)



GLOBAL APPROACH

Appointment of a CSR Leader

YES

External CSR evaluation



Post-deal CSR review and action plan in place

YES

Scope 3 Carbon Footprint assessment

YES

Carbon footprint intensity (tCO₂e/€M revenue)

147

Set a decarbonization pathway

YES

PILAR #1

Implement an eco-design approach

Ongoing

Implement of waste management policy

YES

% of valorized waste

77%

PILAR #2

#FTEs / % permanent FTE

86 / 95 %

Employee retention rate (%)

74%

Net job creation since investment

-7

Implement a training & skills dev. Plan / Training rate (%)

NO / 32%

Implemented a health & safety policy / Frequency rate of workplace accidents

YES / 26

Implement an anti-discrimination policy

NO

% Women / % Executive women

43% / 0%

Unadjusted gender pay gap (%)

30%

Implemented a mechanism for value creation sharing

NO

PILAR #3

Implemented a code of conduct & ethics / % trained employees

YES / 20%

Implemented a responsible purchase policy

Ongoing

Set up CSR assessment in supply chain / % evaluated suppliers

Ongoing

Implemented a complaint / whistleblowing procedure

Ongoing

INTERVIEW

What are the main climate challenges Praticima faces today?

Climate issues are becoming increasingly central to Praticima's strategy. In response to the environmental urgency, we are integrating sustainability into the heart of our business model. This not only meets our customers' expectations but also addresses the need to comply with growing environmental regulations. We design our products with an eco-responsible approach and adopt green technologies while committing to reducing our carbon footprint.



Alexandra Guilloux,
QSE Manager

Can you describe a concrete initiative Praticima has implemented in this regard?

For the past year, we have decided to replace our entire vehicle fleet with more environmentally friendly options. This transition to gasoline, hybrid, and electric vehicles was overseen by Laure, our Purchasing and Supply Chain Manager. Meanwhile, Fabien, our CFO, collaborated with the building owner to invest in the installation of electric vehicle charging stations. An innovative solution was adopted: carports, i.e., charging stations powered by photovoltaic panels. This system has the advantage of generating vehicle charging autonomously while protecting the parked vehicles.

What were the main challenges encountered during the installation of the charging stations?

Several challenges emerged during the project. Administrative delays made the process of obtaining necessary authorizations lengthy, requiring a medium-term approach and considerable patience. Additionally, positioning the equipment posed difficulties, as it was essential to preserve the visual environment of the site while meeting technical constraints, such as placing inverters near the electrical panel and conducting civil engineering work for cable installation, which increased costs with distance.

What is the result after one year?

After one year, the main results are as follows:

- Two electric vehicles are almost self-sufficient thanks to recharges done on-site.
- We provide free charging for employees, suppliers, and customers who visit our site.
- Electricity production reached 14.2 GWh over the year, with 12 GWh produced since early 2024.
- The charging stations have been successfully integrated into the environment.
- Unused green electricity from vehicle recharging is injected into our electrical network and consumed on-site.

What other actions is Praticima taking to reduce its environmental footprint?

We are also working on reducing our footprint by implementing reusable packaging. This initiative is initially deployed between our component suppliers and us.

What challenges did you encounter in setting up these reusable packaging solutions?

The main challenges involved creating packaging that not only protects components but is also easy to handle. We had to establish a rotation sys-

What are your future goals for this initiative?

We plan to develop reusable packaging for our customers. A prototype is expected by the fourth quarter of 2024, with implementation in the first half of 2025.

How will you proceed with this new project?

We will create a dedicated transport cover for our trucks, capable of protecting our equipment from damage and dust without generating waste. This cover will be made from industrial material offcuts and will be repairable, following a circular-economy approach. This project will be carried out with social reintegration workshops.

What impact does this initiative have on your clients?

This reusable packaging initiative has had a significant positive impact on our clients. It sets us apart from our competitors and strengthens our



tem with our service providers, ensuring adequate storage space for empty packaging and organizing its return during deliveries to achieve carbon neutrality. Additionally, the packaging needed to be adapted to workstations for ergonomic efficiency, so operators wouldn't have to transfer components into other containers.

What is the feedback so far?

Our suppliers are enthusiastic and, like us, see economic gains while reducing waste. They also note improved ergonomics in handling components. However, not all components or service providers can yet adopt this reusable packaging due to distance or insufficient quantities.

brand image.

Conclusion

Addressing climate challenges at Praticima not only strengthens our image but also fosters loyalty among clients sensitive to these issues. Thus, sustainability becomes a true competitive lever and a driver of positive change within our organization.

GENIE FLEXION



• Business description

Génie Flexion is specialized in hydraulic hoses and cylinders repair services with a particular focus on on-site interventions.

The company holds a strong leading regional position in Ile-de-France and Hauts-de-France thanks to a dense distribution / logistic network, and a relevant business model through the combination with a counter model.

Sector: Business services
Creation: 2001
2023 Sales: €20.5m
Investment Date: May 2022

KEY ESG TARGETS

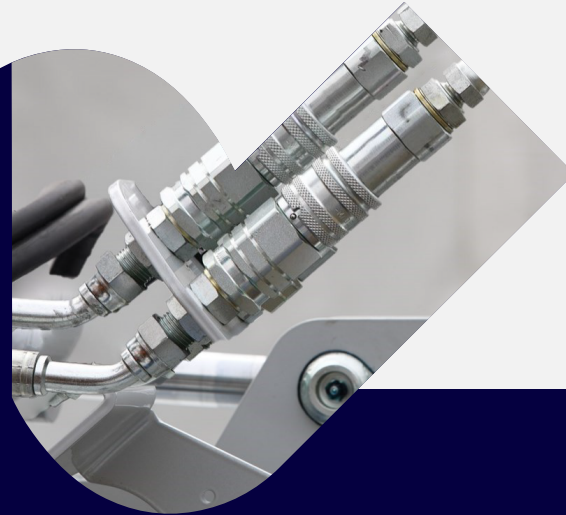
- Reduce the environmental footprint by minimizing waste and resource optimization
- Formalize the commitments towards stakeholders and formalize the responsible purchasing policy
- Promote an active HR & talent management (improving field technician recruitment and onboarding, conducting annual internal satisfaction surveys, replacing interim contracts with permanent positions)
- Perform a climate change-related risk analysis and identification of an adaptation plan

KEY ESG 2023 ACHIEVEMENT

- Conducting the group's first EcoVadis assessment (silver medal)
- Carbon footprint assessment
- ESG assessment and identification of ESG issues (risks and opportunities)
- Development of an ESG action plan

KEY ESG 2024 OBJECTIVES

- Implementation of ESG action plan
- Identification of levers for reducing GHG emissions
- Conducting an employee satisfaction survey



GLOBAL APPROACH

Appointment of a CSR Leader

YES

External CSR evaluation



Post-deal CSR review and action plan in place

Ongoing

Scope 3 Carbon Footprint assessment

YES

Carbon footprint intensity (tCO2e/€M revenue)

146

Set a decarbonization pathway

YES

PILAR #1

Implement an eco-design approach

NO

Implement of waste management policy

YES

% of valorized waste

n.a.

PILAR #2

#FTEs / % permanent FTE

167 / 98 %

Employee retention rate (%)

88%

Net job creation since investment

+2

Implement a training & skills dev. Plan / Training rate (%)

NO / 40%

Implemented a health & safety policy / Frequency rate of workplace accidents

YES / 65

Implement an anti-discrimination policy

YES

% Women / % Executive women

7% / 0%

Unadjusted gender pay gap (%)

19%

Implemented a mechanism for value creation sharing

NO

PILAR #3

Implemented a code of conduct & ethics / % trained employees

YES / 100%

Implemented a responsible purchase policy

YES

Set up CSR assessment in supply chain / % evaluated suppliers

Ongoing

Implemented a complaint / whistleblowing procedure

NO

AFITEXINOV



• Business description

Leading European manufacturer and distributor of geosynthetics, mainly for the reinforcement and drainage of soils and surfaces. The Group enjoys a worldwide presence, with 8 entities and 4 production sites in France (2), Algeria and Canada. Afitexinov owns strong innovation capabilities thanks to an internal R&D team, and c.30 patents to date.

Sector: Industry
Creation: 2019
2023 Sales: €30.3m
Investment Date: December 2022

KEY ESG TARGETS

- Promote eco-design and reduce product's environmental footprint by integrating lower-emission materials into the manufacturing chain of Afitexinov's products
- Reduce the amount of waste generated per sqm of products sold and increase the rate of operational valorized waste
- Ensure health, safety, and employee well-being
- Promote social responsibility and develop sustainable procurement
- Enhance energy efficiency

KEY ESG 2023 ACHIEVEMENT

- Carbon footprint assessment and identification of levers for reducing GHG emissions
- ESG assessment and identification of ESG issues (risks and opportunities)
- Development of an ESG action plan

KEY ESG 2024 OBJECTIVES

- Initiation of R&D projects to substitute lower-emission materials in product manufacturing
- Implementation of a policy for the recovery of operational waste
- Formalization of a responsible purchasing policy
- Conducting an employee satisfaction survey



SCF2

GLOBAL APPROACH

Appointment of a CSR Leader

YES

External CSR evaluation

YES

Post-deal CSR review and action plan in place

YES

Scope 3 Carbon Footprint assessment

YES

Carbon footprint intensity (tCO2e/€M revenue)

791

Set a decarbonization pathway

YES

PILAR #1

Implement an eco-design approach

YES

Implement of waste management policy

YES

% of valorized waste

65%

PILAR #2

#FTEs / % permanent FTE

75 / 92 %

Employee retention rate (%)

89%

Net job creation since investment

-7

Implement a training & skills dev. Plan / Training rate (%)

NO / 43%

Implemented a health & safety policy / Frequency rate of workplace accidents

YES / 3

Implement an anti-discrimination policy

Ongoing

% Women / % Executive women

19% / 30%

Unadjusted gender pay gap (%)

2%

Implemented a mechanism for value creation sharing

YES

PILAR #3

Implemented a code of conduct & ethics / % trained employees

NO

Implemented a responsible purchase policy

Ongoing

Set up CSR assessment in supply chain / % evaluated suppliers

Ongoing

Implemented a complaint / whistleblowing procedure

NO

Sustainability in our portfolio

GROUPE K



• Business description

Groupe K includes 2 activities with (i) Kit Utilitaire which designs and market fits kits (mainly in wood) and exterior equipment for professional vans, and (ii) MyKitVan, which provides fitting services for leisure vans.

The group operates through a fables model.



Sector: Vehicle interior fitting
Creation: 2008
2023 Sales: €12.9m
Investment Date: January 2023

GLOBAL APPROACH

Appointment of a CSR Leader

YES

External CSR evaluation



Post-deal CSR review and action plan in place

NO

Scope 3 Carbon Footprint assessment

NO

Carbon footprint intensity (tCO2e/€M revenue)

96

Set a decarbonization pathway

NO

PILAR #1

Implement an eco-design approach

Ongoing

Implement of waste management policy

NO

% of valorized waste

5%

PILAR #2

#FTEs / % permanent FTE

44 / 93 %

Employee retention rate (%)

72%

Net job creation since investment

+12

Implement a training & skills dev. Plan / Training rate (%)

NO / 34%

Implemented a health & safety policy / Frequency rate of workplace accidents

YES / 2

Implement an anti-discrimination policy

YES

% Women / % Executive women

20% / 17%

Unadjusted gender pay gap (%)

n.a.

Implemented a mechanism for value creation sharing

NO

PILAR #3

Implemented a code of conduct & ethics / % trained employees

YES / 100%

Implemented a responsible purchase policy

Ongoing

Set up CSR assessment in supply chain / % evaluated suppliers

Ongoing

Implemented a complaint / whistleblowing procedure

YES

KEY ESG TARGETS

- Promote eco-design and reduce the product's environmental footprint by optimizing resource management, adapting the product to environmental challenges (making it lighter, using less material, and enhancing recyclability)
- Strengthen waste management
- Collaborate with suppliers to develop eco-friendly products
- Ensure health, safety, and employee well-being
- Increase employee awareness and provide training
- Enforce ethics and ensure compliance in the value chain

KEY ESG 2023 ACHIEVEMENT

- Conducting the group's first EcoVadis assessment (silver medal)

KEY ESG 2024 OBJECTIVES

- Realization of a complete life cycle analysis of a wooden interior design and the identification of eco-design pathways
- The realization of a scope 3 carbon footprint assessment and the development of a CO2 emissions reduction plan
- Conducting an ESG review and Implementing an ESG action plan

ULYSSE



• Business description

Ulysse is a leading French network specialized in the transport of persons with reduced mobility (PRM), through a network of own agencies and franchises:

- Transportation of PRM to and from school or specialized centers, as well as on-demand transportation
- Fleet management with the rental and sale of specialized vehicles
- Internal trainings in PRM mobility assistance for drivers

Sector: Transport

Creation: 1996

2023 Sales: €19.6m

Investment Date: March 2022

KEY ESG TARGETS	<ul style="list-style-type: none"> Promote social inclusion and improve accessibility (core mission) Reduce the environmental impact of fleet management Ensure health and safety Enhance employee training and support well-being Strengthen governance and oversee franchise operations
KEY ESG 2023 ACHIEVEMENT	<ul style="list-style-type: none"> Reduction of 6.3% in greenhouse gas emissions People transported: approx. 17,000 / day
KEY ESG 2024 OBJECTIVES	<ul style="list-style-type: none"> Continuation of the progressive electrification of the fleet

GLOBAL APPROACH	PILAR #1	PILAR #2	PILAR #3
Appointment of a CSR Leader	Implement an eco-design approach	#FTEs / % permanent FTE	Implemented a code of conduct & ethics / % trained employees
YES	NO	575 ¹	NO / 0%
External CSR evaluation	Implement of waste management policy	Employee retention rate (%)	Implemented a responsible purchase policy
	YES	100%	NO
Post-deal CSR review and action plan in place	% of valorized waste	Net job creation since investment	Set up CSR assessment in supply chain / % evaluated suppliers
YES	n.a.	+75	NO
Scope 3 Carbon Footprint assessment		Implement a training & skills dev. Plan / Training rate (%)	Implemented a complaint / whistleblowing procedure
YES		NO / 42%	YES
Carbon footprint intensity (tCO2e/€M revenue)		Implemented a health & safety policy / Frequency rate of workplace accidents	
128		YES / n.a.	
Set a decarbonization pathway		Implement an anti-discrimination policy	
YES		YES	
		% Women / % Executive women	
		19% / 0%	
		Unadjusted gender pay gap (%)	
		n.a.	
		Implemented a mechanism for value creation sharing	
		NO	

66 1: data provided in terms of employees and not in FTE

INTERVIEW

In the light of the climate emergency and the need to reduce GHG emissions, transport companies have a crucial role to play. This is notably true for Ulysse Group, which has made its commitment to social and environmental responsibility a core part of its identity.

Franck Vialle is the Founder and President of Ulysse, a leading transport network for people with reduced mobility (PRM), with a business volume of nearly €90m. Franck oversees the preparation of responses to public tenders funded by local authorities, with a constant focus on innovations to reduce the environmental footprint of PRM transport activities.



Franck Vialle,
CEO

Franck, from your experience, how do local authorities address the carbon footprint of the urban and interurban transport services they provide?

The issue of carbon footprint accounts for up to 10% of the scoring in public procurement processes, alongside the two main criteria, service quality and price, which together represent over 90% of the scoring. It's a significant factor, and Ulysse consistently receives top marks in this area, but it's not everything. Price, in particular, remains very important. Local authorities are increasingly aware of the need to make their transport services more environmentally friendly, in line with national directives, regulatory constraints, and user expectations. However, budget constraints remain unavoidable, as do practical considerations (range, available charging stations, etc.)

What is Ulysse's role in this context?

We need to be creative and offer solutions. Across the entire Ulysse network, we have about 4,200 vehicles, which is quite a large fleet. We consider it our responsibility to minimize the environmental impact of our operations. That's why we consistently promote the use of electric vehicles. We find ways to mitigate the extra costs this entails for Ulysse. Client needs are analyzed through a specific lens (nature of routes, topography, existing infrastructure) to anticipate the operational challenges for our teams.

In many cases, reluctance stems simply from apprehension about a still relatively new technology. We strive to raise awareness, by offering trial vehicles, for example.

What are the results?

Progress is slow, but we're making strides. If I look at the most recent achievements, we've electrified a new on-demand line in Caen with a 9-seater vehicle. We hope to deploy electric solutions in Dijon, and especially in Lyon for the next tender.

In our home region, PACA, we are making good progress with local authorities. In Nice, we are electrifying three additional lines. In Aix-en-Provence, half of our fleet is already electric. A new depot will be built in 2025, allowing us to electrify the second half. This highlights the critical role of infrastructure.

To accelerate decarbonization, we're also working on a hybrid vehicle offering for on-demand transport, particularly in the Var region, which seeks the cleanest vehicles possible, and in the Paris region. We're exploring innovative financing solutions that allow us to be competitive with these vehicles and win contracts.

New free electric shuttles in Antibes: Ulysse and the city hall in action



«We are delighted to promote sustainable mobility and improve the quality of life for our fellow citizens. That's why we are partnering with the Antibes city council to launch the new free electric shuttles!»

LOUIS TELLIER



• Business description

Leading manufacturer of kitchen and pastry utensils for professionals and individuals.
The Group owns 2 historical and highly renowned brands: Louis Tellier and Gobel (high quality and made in France products).
Louis Tellier’s production sites are recognized as “Entreprise du Patrimoine Vivant”.

Sector: Kitchen and pastry utensils
Creation: 1887/1947
2023 Sales: €19.4m
Investment Date: April 2022

KEY ESG TARGETS

- Promote a responsible value chain
- Reduce energy consumption and CO2 emissions
- Maintain and develop production and employment in France

KEY ESG 2023 ACHIEVEMENT

- Diag Ecoflux assessment (energy, material, and water losses)
- Carbon footprint assessment and identification of levers for reducing GHG emissions
- GHG emissions reduction of -60% on scope 1 & -19% on scope 2 from 2022 to 2023

KEY ESG 2024 OBJECTIVES

- Installation of photovoltaic trackers at the Joué-les-Tours site
- Formalization of a responsible purchasing policy
- Formalization of a code of conduct / ethics
- Deployment of PFAS-free product lines

GLOBAL APPROACH

Appointment of a CSR Leader

YES

External CSR evaluation



Post-deal CSR review and action plan in place

YES

Scope 3 Carbon Footprint assessment

YES

Carbon footprint intensity (tCO2e/€M revenue)

101

Set a decarbonization pathway

YES

PILAR #1

Implement an eco-design approach

Ongoing

Implement of waste management policy

YES

% of valorized waste

81%

PILAR #2

#FTEs / % permanent FTE

99 / 96%

Employee retention rate (%)

89%

Net job creation since investment

-2

Implement a training & skills dev. Plan / Training rate (%)

NO / 10%

Implemented a health & safety policy / Frequency rate of workplace accidents

YES / 41

Implement an anti-discrimination policy

Ongoing

% Women / % Executive women

58% / 0%

Unadjusted gender pay gap (%)

14%

Implemented a mechanism for value creation sharing

YES

PILAR #3

Implemented a code of conduct & ethics / % trained employees

Ongoing

Implemented a responsible purchase policy

Ongoing

Set up CSR assessment in supply chain / % evaluated suppliers

Ongoing

Implemented a complaint / whistleblowing procedure

Ongoing

INTERVIEW

In this interview, Morgane Bignon, Product Development & CSR Manager at Louis Tellier, shares insights into the company's commitment to sustainability, product safety, and regulatory compliance. She explains how Louis Tellier actively monitors environmental challenges such as controversial substances in products and collaborates with suppliers to identify eco-friendly alternatives. Throughout the conversation, Morgane highlights the company's strategic approach to reducing its environmental footprint, ensuring product durability, and continuously evolving to meet both health and safety standards. This forward-thinking mindset positions Louis Tellier as a French leader in sustainable product innovation.



Morgane Bignon,
Product Development
& CSR Manager

What specific efforts are you making to identify and reduce the use of harmful substances, such as PFAS, in your products?

At Louis Tellier, we stay updated on regulatory developments by relying on our professional association, SYNETAM, which organizes meetings on technical and environmental topics, as well as on the Federation of Mechanical Industries (FIM) and its technical center, CETIM. We also keep up with current events through both specialized and general media, and we remain attentive to feedback from our clients and suppliers. These sources keep us informed about substances and issues under discussion.

When a substance is identified as potentially relevant to us, we immediately consult our suppliers to confirm the situation and explore alternatives. This is how we proceeded with PFAS. Our approach varies depending on the impact and risk of the substance. In the case of PFAS, we quickly recognized the significance of the issue and identified a functional alternative early on.

Can you explain how you collaborate with your suppliers to ensure that the materials used meet health and environmental safety standards, particularly regarding controversial substances?

Our suppliers are provided with a technical specification sheet and/or plan, which outlines the necessary regulations, desired composition, and standards to be met. Independent testing may be required, especially for products that come into contact with food.

Regarding PFAS, we first reached out to the manufacturers of our non-stick coatings to assess their stance and whether they were already proposing alternatives. The manufacturer of our professional coating had developed a promising formula, but our main applicator had not yet begun trials with this PFAS-free coating.

We strengthened our tripartite collaboration (between us, the coating manufacturer, and the applicator), and after two years of trials, we announced at the Maison et Objet trade show in September 2023 our transition to this new coating, which became effective in summer 2024.



Gobel renforce son engagement environnemental en faisant le choix de passer ses moules antiadhérents **SANS PFAS**, sans modification de leurs propriétés antiadhérentes de haute qualité.

www.gobel.fr



cess if other harmful substances were to be identified or become the subject of debate.

What is Louis Tellier's stance on the use of PFAS, and do you plan to replace them with more environmentally and health-conscious alternatives?

Although we are aware that PTFE, the main PFAS in our products, does not pose a risk to consumer health, its persistence in the environment raised ethical concerns for us. Now that a reliable alternative exists with properties (non-stick, durability) that are equal to or even better than the professional grade coating we have used so far, it was an obvious choice to switch to a less polluting option.

To what extent do health, safety, and sustainability concerns influence the group's overall strategy? How do these priorities factor into the development of new products?

Health, safety, and sustainability concerns have always been part of Louis Tellier's DNA. We are committed to offering products that excel in these areas, drawing on our century of expertise while integrating new technologies. Our new products are designed to be ergonomic, and we offer multiple product lines to cater to different user profiles. Our robust, durable, and repairable designs make our kitchen tools indispensable. We have also clarified our after-sales service offering, as it helps extend the life of our products so they

We are still working on the evolution of our other non-stick ranges and hope to replicate this pro-

SMM



• Business description

Leading French designer and manufacturer of large size composite models and molds for all industries, notably nautical and naval industries.

SMM has developed a unique know-how in large molds which allows the Group to meet the inherent requirements of sailing competition and ocean racing (Vendée Globe, America's Cup, etc.).

The Group is also involved in maritime transport decarbonation (weight reduction and wind propulsion system).



Sector: Composite molds manufacturing
Creation: 1984
2023 Sales: €5.5m
Investment Date: March 2023



GLOBAL APPROACH

Appointment of a CSR Leader

NO

External CSR evaluation

NO

Post-deal CSR review and action plan in place

NO

Scope 3 Carbon Footprint assessment

YES

Carbon footprint intensity (tCO2e/€M revenue)

876

Set a decarbonization pathway

NO

PILAR #1

Implement an eco-design approach

NO

Implement of waste management policy

NO

% of valorized waste

0%

PILAR #2

#FTEs / % permanent FTE

34 / 95%

Employee retention rate (%)

92%

Net job creation since investment

+5

Implement a training & skills dev. Plan / Training rate (%)

NO / 24%

Implemented a health & safety policy / Frequency rate of workplace accidents

YES / 46

Implement an anti-discrimination policy

NO

% Women / % Executive women

21% / n.a.

Unadjusted gender pay gap (%)

1%

Implemented a mechanism for value creation sharing

YES

PILAR #3

Implemented a code of conduct & ethics / % trained employees

NO

Implemented a responsible purchase policy

NO

Set up CSR assessment in supply chain / % evaluated suppliers

NO

Implemented a complaint / whistleblowing procedure

NO

KEY ESG TARGETS

- Contribute to the decarbonization of maritime transport and the production of green electricity
- Increase in the use of recycled and recyclable materials
- Substitution of natural fibers for carbon fibers where possible

KEY ESG 2023 ACHIEVEMENT

- Diag Ecoflux assessment (energy, material, and water losses)
- Carbon footprint assessment and identification of levers for reducing GHG emissions

KEY ESG 2024 OBJECTIVES

- ESG assessment and identification of ESG issues (risks and opportunities)
- Development of an ESG action plan
- Avoided emissions calculation

INTERVIEW

Wind propulsion technology is a sustainable solution for decarbonizing maritime transport, and SMM Composites is at the forefront in designing advanced composite components for these systems. Olivier Kerdoncuff, CEO of SMM Composites, discusses the major projects undertaken by his company.

Could you explain the importance of wind propulsion in the current context of decarbonizing maritime transport?

Wind propulsion offers a sustainable alternative for maritime transport by harnessing natural forces to reduce reliance on fossil fuels. It's crucial for lowering CO2 emissions and meeting global climate targets. At SMM Composites, we leverage our expertise in composite materials to support this transition by designing parts that optimize the energy efficiency of vessels.



Olivier KERDONCUFF,
CEO

Among the projects you've worked on, the 60-meter SolidSail mast for Chantiers de l'Atlantique is impressive. Could you tell us more about it?

Chantiers de l'Atlantique needed a partner capable of managing the full production of large-scale masts to meet their sustainability and cost-control goals. We designed the molds and assembly system for a 20-ton, 60-meter-high mast. This project required close collaboration with several suppliers to address technical constraints and ensure efficient production. We then created the molds and assembly system for production at our client's site, relying on our end-to-end mastery of the value chain, the unique combination of our large-scale infrastructure, and the expertise of our teams in engineering, the lab, boiler making, machining, and composites. After validating the tools with our client and partners to produce the first prototype, we are now handling the pre-series production and supporting our client in the implementation process.

What were the main outcomes of this project for SMM Composites and for your client?

For Chantiers de l'Atlantique, our work enabled them to meet the target costs and production launch schedule. Environmentally, this project is estimated to prevent around 19 ktCO₂¹ emissions per year, according to an independent estimate from April 2024 (see opposite). Internally, this project also strengthened our ability to operate in a platform mode with experts from different specialties, which is essential for innovative projects of this scale.

You also worked with Computed Wing Sail (CWS) on a rigid wing assembly project. What were the specificities of this project?

CWS is a new player in wind propulsion, and they needed to validate a complete prototype of their rigid wings. We designed a custom manufacturing solution and conducted various material tests to meet their industrialization requirements. This project required proximity, fast execution, and strict



confidentiality. We hosted the prototype in our facilities and optimized the manufacturing process, thereby reducing assembly time and achieving a 40% reduction in CO2 emissions per vessel equipped with this technology.

What lessons do you take from these projects for the future of SMM Composites in the maritime sector's energy transition?

These projects highlight the importance of specialized technical expertise and adaptability to meet our clients' decarbonization needs. Our R&D efforts in materials and composite structure manufacturing enable us to deliver concrete, effective solutions. With results like those achieved on the SolidSail and CWS projects, we aim to strengthen our role in the maritime industry as a key player in the energy transition.

In 2024, in collaboration with the consultancy firm I Care and with the support of Chantiers de l'Atlantique, SMM initiated a study to calculate the avoided emissions resulting from the use of wind propulsion systems in maritime transport.

In 2025, Chantiers de l'Atlantique will launch three wind-propelled SolidSail ships currently on their order book: two Silenseas-type cruise ships (each equipped with three rigs) powered by LNG, and one Neoline-type cargo vessel (with two rigs) running on diesel.

The total order book for SolidSail, consisting of two Silenseas-type cruise ships and one Neoline-type cargo vessel, is expected to contribute to avoiding 474 ktCO₂e over the 25-year lifespan of the vessels. This amounts to 59 ktCO₂e per rig.

OUR IN-HOUSE SUSTAINABILITY ACTIONS

FOCUS ON OUR GHG REDUCTION PLAN

1. Reduce GHG emissions linked to travel and commuting

- Whenever feasible, prioritize train transportation over air travel, particularly for journeys covering short distances
- Encourage public transportation, bicycles, or walking as means of commuting to work instead of personal cars
- Promote remote work whenever feasible
- Whenever feasible, strongly encourage the use of videoconference tools as an alternative to one-to-one meetings

2. Reduce energy consumption

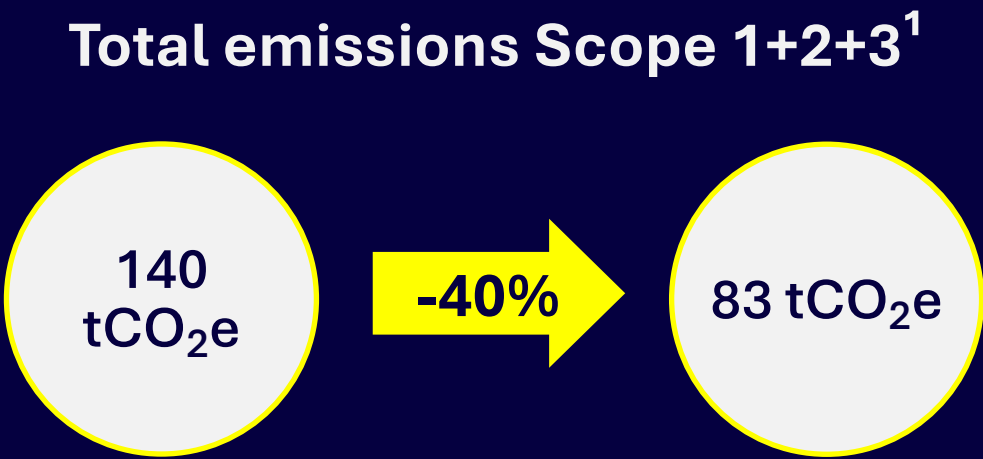
- Motion light detectors and LED lights have been installed in our office
- Promote moderate use of air conditioning

3. Reduce waste production

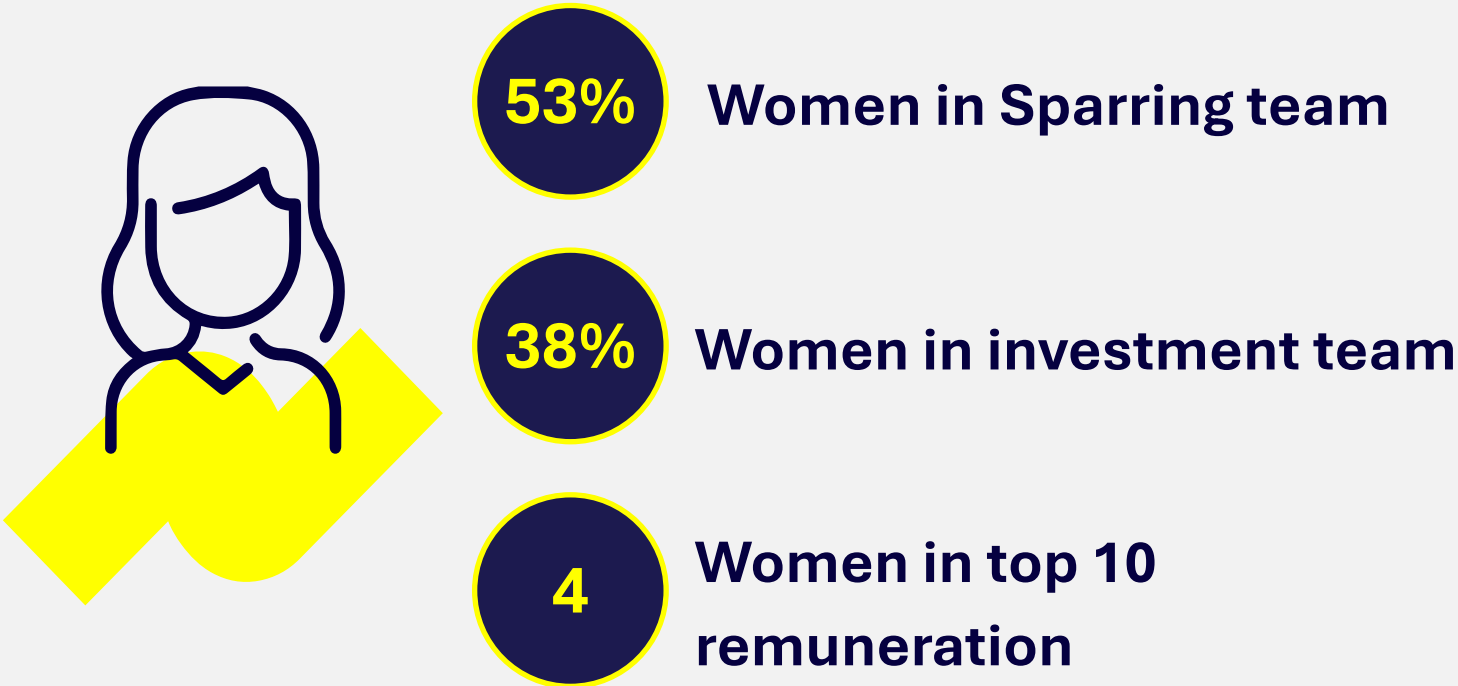
- Paperless policy: minimize the use of printing, encourage use of digital tools, encourage recycling and reuse & use electronic signatures for documents whenever possible
- Water fountains are installed, and reusable water bottles are available for employees. We no longer use plastic water bottles, neither within our teams nor in meeting rooms
- Coffee machines with organic and fair-trade coffee beans and reusable coffee mugs are used to reduce usage of coffee pods and single-use coffee cups
- Reusable containers are available for teams for takeaway lunches
- Selective sorting bins are available for employees

These measures have already allowed us to reduce our total emissions by 40% over the last two years and we anticipate further progress in the years to come.

We will especially keep focusing on our travelling and commuting habits which we believe will help us reduce our carbon footprint.



FOCUS ON OUR SOCIAL KPIS¹



Professionals with an average age of 40 years old



New joiners in 2023, all women



Of employees received at least one ESG training in 2023



Days of remote work per year for all team members



TRANSPARENTLY REPORT ABOUT OUR SUSTAINABILITY PERFORMANCE

Transparency and communication play a key role in our Sustainability Strategy. We ensure that all our stakeholders are regularly informed about our strategy, our progress and our results



Incorporation of ESG data into our funds' periodic report

Since 2024, we have systematically included ESG data in the quarterly reports of our funds. The year-end periodic reports also include elements related to SFDR regulation for the Article 8 funds



Carbon footprint & Life-Cycle Analyses

We partner with OuiAct to assess environmental impacts (GHG & LCA), of all our portfolio companies
This allows us to standardize our calculation methodologies and align towards a common level of ambition for all our portfolio companies
To assess Management Company's GHG emissions, including financed emissions, we work with Carbometrix, a carbon data specialist for financial institutions

OuiACT. Carbometrix



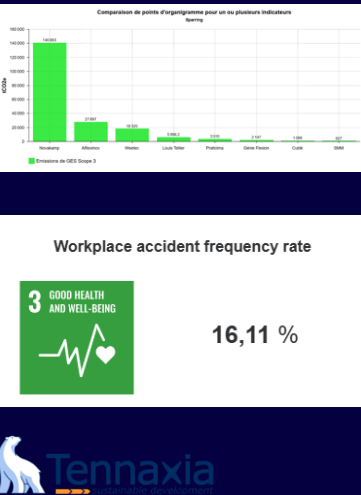
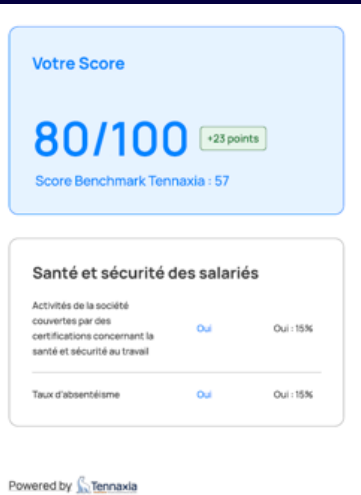
Annual ESG data collecting and scoring

Each year, we conduct an ESG data collection campaign aligned with France Invest's market questionnaire, gathering about 100 data points for each portfolio company, including PAIs and KPIs linked to our three pillars of sustainable development
For our 2023 ESG campaign, we've utilized Tennaxia to collect and consolidate ESG data across all our portfolio companies, enabling scoring, benchmarking, and providing feedback to them



Publication of an annual sustainability report

Since 2019, the management company has been publishing a sustainability report that informs stakeholders about our sustainability approach. The report also provides details on the ESG performance of the management company and its portfolios



USE COMMUNICATION TO PROMOTE RESPONSIBLE AND SUSTAINABLE PRACTICES



Regular communication with our investors

We also commit to regularly communicating with our investors. Any ESG issues requiring communication outside of our standard timeframes are addressed on a case-by-case basis, depending on their importance and may involve Sparring’s investment and Advisory Committee may be involved if necessary



Regular communication with our portfolio companies

Monitoring of the sustainability roadmap allows us to maintain an effective communication channel with all our portfolio companies. In addition to theses formal interactions with management teams, the investment team also **actively promotes awareness regarding sustainability issues** during day-to-day interactions

Raise awareness regarding sustainability among stakeholders

Engagement Events: we regularly organize internal or external events to foster dialogue on sustainability issues (such as Climate Fresk, roundtable discussions, etc.)

Communication campaigns: we use communication tools such as newsletters or social media platforms (LinkedIn) to communicate with our stakeholders about sustainability issues or initiatives

Feedback mechanisms: we solicit feedback from our main investors on our performance after each reporting campaign. Conversely, we use tools provided by Tennaxia to provide feedback to our portfolio companies



Frameworks and market recommendations supporting our communication approach



FONDATION SPARRING

FONDATION SPARRING

CREATION & MANIFESTO

Founded by Sparring Capital in 2020 and sheltered by the Fondation Agir Contre l'Exclusion (FACE), Fondation Sparring aims at supporting initiatives at the crossroads of environmental preservation and social inclusion. Fondation Sparring is designed to extend our approach as a responsible investor and to unite the managers we support around a common philanthropic project

THE SELECTION PROCESS

Fondation Sparring provides financial support to organizations that stand out for the originality of their approach to tackle exclusion through projects with a distinct environmental dimension. Projects are selected by the management company teams. They are then submitted to the Executive Committee, which also includes FACE

FUNDING

Fondation Sparring is financed by the Sparring Capital and Sparring Opportunities management companies, the companies in their portfolios and the members of the investment teams. The participation of the companies we support is determined at the time of our entry into the capital and takes the form of an annual commitment. The foundation's budget is c.120k€ per year, and is bound to increase as the number of investments in the management companies' portfolios grows. c.2/3 of the Fondation Sparring's funding comes from the companies in our portfolio, with 13 companies which have participated since the inception of Fondation Sparring, and c.1/3 from the management companies and their teams

Projects supported to date



Fights against energy insecurity and educates energy consumption with the renovation of homes.
Uses of funds: Development of a management software.



Manufactures furniture using recycled waste with people in the process of reintegrating the employment market.
Uses of funds: Creation of new eco-materials.



Teaches school dropouts to the profession of greengrocer specialized in the sale of organic fruit and vegetables.
Uses of funds: Installation of a farm store and a cold room.



Reduces food waste while improving access to food for individuals and families in poverty.
Uses of funds: Purchase of a cold room to develop a new recovery process.



Projects supported to date



Supports the establishment of agroecological farms and facilitates the professional integration of refugees.

Uses of funds: Organization of a 4 days meeting between members.

Helps prisoners at the end of their sentence in their reintegration by allowing them to work at the farm.

Uses of funds: Creation of a position for managing relations with prisons.



Supports social and professional reinsertion by training and guiding people in situations of exclusion towards employment.

Uses of funds: financing a socio-professional educator's position

FOCUS CARTON PLEIN



• Recycling for professional reintegration

Presentation

Founded in 2012 and operating in the Ile-de-France area, Carton Plein is a social and professional integration organization helping people experiencing social and economic exclusion to find employment among sectors associated with the ecological transition. Carton Plein has been approved by the Département de Paris to develop part of its activities through the Dispositif des Premières Heures (DPH) program. This program offers an opportunity to re-enter the workplace at an adapted pace while also taking into

account the challenges faced by people suffering from such exclusion (accommodation, health, administrative formalities, language...).



The organization runs two workshop-boutiques in the 18th arrondissement of Paris as well as one in Nanterre which welcomes beneficiaries living in precarious conditions or suffering from homelessness. CARTON PLEIN enables them to work a few hours a week on sorting and recycling cardboard. These

cardboard boxes are then sent to companies or sold for removals. The association helps around 115 people a year for a total of around 4,000 hours of training.

Project funding

The organization's project consisted in launching a third work-integration program, in Nanterre, at the beginning of 2023. This new work-integration facility would enable the number of people receiving training to grow, as well as improve the quality of the support provided to beneficiaries.

Implementation


The initiative launched in early 2023 in Nanterre involved the creation and management of an integration workshop focused on cycle logistics. This initiative aimed to recruit and support new individuals motivated by bicycle-related activities. Today, the workshop employs nine people as recycling agents.



CLIMATE REPORT

CLIMATE GOVERNANCE AT SPARRING CAPITAL

We consider **climate issues as major sustainability challenges** for our management company and our portfolio companies. They are fully integrated into our sustainability strategy, for which we have set up an internal structure that ensures the involvement of all team members, both within Sparring and in our portfolio companies



Integrated Sustainability Governance

The Partners supervise our Sustainability Policy at both management company level (including yearly action plan validation) and portfolio company level, while the Sustainability Committee oversees tracking its implementation


With the support of the Climate & Sustainability Officer, **all members of the deal teams are involved** in the day-to-day implementation of the Sustainability Policy



Awareness and training in our Management company

Raising awareness about climate & sustainability issues to all employees is crucial for our organization. In a spirit of sharing best practices and latest research in sustainability, a quarterly **Climate & Sustainability Meeting** is attended by all team members and led by our Climate & Sustainability Officer. Investment teams receive regular training on sustainability issues, and in particular on climate (climate risk, GHG emission, etc.)

A Climate Fresk workshop was organized in 2023, involving the entire team



Awareness and training in our portfolio

We also leverage our position as an active majority shareholder to raise awareness of climate issues among our portfolio companies. To this end, we support them in conducting a mandatory carbon assessment with our preferred carbon partner, OuiAct, who systematically organizes a training session on climate issues and GHG emissions. We also make ourselves available to management teams to organize awareness workshops, such as Climate Fresk or Atelier 2 Tonnes, facilitated by our Climate & Sustainability Officer. Finally, we integrate climate issues into at least one board meeting per year for each of our portfolio companies, ensuring that the topic is addressed at the highest level of governance



CLIMATE STRATEGY

Climate change mitigation & adaptation at the core of Sparring's Sustainable strategy

We consider combating & adapting to climate change as a key success factor both for the management company and for portfolio companies. Thus, our climate strategy is built on two pillars:

1- A climate commitment at Management Company level

- **Measure our CO₂ emissions**, including **financed emissions**
- Implement **actions to reduce GHG emissions**, including:
 - Promotion of low carbon travel and commute
 - Reduction of energy consumption
 - Reduction of waste production
- **Monitor progress** regularly and **communicate** transparently
- Public commitment to **iCI initiative**
- Active membership in France Invest Sustainability Commission thanks to involvement in **Climate Working Group**

2- A climate commitments at Portfolio level

Work collaboratively with portfolio companies and **deploy systematically** the following **resources**:

- **Climate risks & opportunities** analysis
- **Carbon footprint** measurement and monitoring
- Sustainability roadmaps integrating **decarbonization levers**
- **Annual reporting** on roadmap progress, including climate indicators



RISK MANAGEMENT

Processes used by Sparring to identify, assess and manage climate-related risk



Climate-related risks assessment

Since 2023, the assessment of climate-related risks has been systematically integrated into the investment life cycle. This analysis is based on several key elements:

- **A physical risk assessment** (potential physical damage to assets and operations resulting from a climate change event or hazard in the short or long term) focusing on direct risks (related to the target's location) and indirect risks (concerning its value chain, up and down stream)
- An evaluation of **transition risks and opportunities**, related to the transition to a low-carbon economy (changes in policy and legal provisions, new technologies and market & reputation)
- These analysis are an integral part of the due diligence process and are carried out by **climate expert consulting firms** (such as Sirsa and I Care). If this assessment could not be completed prior to the deal, it is incorporated into the ESG review conducted post-deal
- In cases where material risks are identified and the company has not implemented mitigation actions, these elements are included in the ESG roadmap

Analyse des risques physiques directs | Aléas climatiques

Localisation	Crue	Inondation urbaine	Inondation côtière	Sécheresse	Glissement de terrain	Tsunami	Eruption volcanique	Cyclone	Tempête d'ouragan	Chaleur extrême	Incendies	Total
Grande Synthie Nord 59760	Fort	Faible	Fort	Medium	Très faible	N/A	N/A	Moyen	Faible	Faible	Moyen	0,64
Lens Pas de Calais 62300	Faible	Faible	Fort	Faible	Très faible	N/A	N/A	Faible	Faible	Faible	Moyen	0,56
Neuville Saint-Amand Aisne 02200	Moyen	Faible	N/A	Faible	Très faible	N/A	N/A	Moyen	Faible	Faible	Fort	0,66
Roubaix Lille 59100	Fort	Moyen	N/A	Medium	Fort	N/A	N/A	Très faible	Moyen	Moyen	Fort	0,61

Principaux risques physiques directs :

- **Crue** : Les risques associés à une crue comprennent l'inondation des zones à proximité de rivières, la submersion des habitations, des infrastructures et des terres agricoles. Les impacts peuvent varier en fonction de l'intensité de la crue, de la préparation aux inondations et de la rapidité de la réponse d'urgence.
- **Inondation côtière** : Les inondations côtières sont provoquées par des marées hautes, des tempêtes ou la montée du niveau de la mer liés au changement climatique. Elles peuvent entraîner la submersion des zones côtières, endommager les infrastructures, contaminer les réserves d'eau douce avec de l'eau de mer et provoquer des évacuations massives.
- **Glissement de terrain** : Les risques liés aux glissements de terrain comprennent des dommages matériels, des interruptions d'activité, des pertes de stocks, des coûts de réparation, des responsabilités légales, des impacts sur les employés, des préoccupations en matière de réputation et des coûts d'assurance accrus.
- **Incendies** : Les risques d'incendies incluent la destruction de biens, de forêts et d'habitats naturels, ainsi que des pertes en vies humaines. Le changement climatique accroît la fréquence et l'intensité des incendies en favorisant les conditions propices à leur propagation.

Force de l'impact sur le facteur Scoring

N/A	Très faible	Faible	Moyen	Fort
	0,25	0,5	0,75	1

Backup | Transition risks & opportunity analysis (2/2)

Financial driver	Components	TCFD risks			Result per category	Result per financial factor	Global risk level
		Policy & legal	Technology	Market & reputation			
Direct emissions costs	Scope 1	N/A	N/A	N/A	Negligible	Moderate	Moderate
	Production costs	N/A	N/A	Indirect	Moderate		
	Carbon price	Direct	N/A	N/A	Moderate		
Indirect emissions costs	Scope 2	Direct	N/A	N/A	Low		Moderate
	Scope 3	Direct	N/A	N/A	High		
	Energy/raw materials costs	N/A	N/A	Indirect	Low		
Low carbon Capex	Carbon price	Direct	N/A	N/A	Significant		Moderate
	R&D Costs	N/A	Direct	N/A	Very low		
	Carbon Price	Indirect	N/A	N/A	Medium		
Revenue	Supply	N/A	N/A	Direct	Medium	Medium	Opportunity
	Demand	N/A	N/A	Direct	Opportunity	Opportunity	

Risk quotation

Negligible	Very low	Low	Moderate	Medium	Significant	High	Opportunity
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Type of impact

Has a direct impact	Has an indirect impact
---------------------	------------------------

Climate-related risks assessment examples



Carbon Footprint (scope 3) assessment

- The execution of a **carbon footprint assessment** is also part of the climate risk evaluation process. This assessment serves as a crucial first step in identifying and quantifying the climate-related risks that a company faces, particularly the transition risks associated with transition to a low-carbon economy. These risks may include market risks related to the rising cost of carbon, financing risks, and more.

METRICS AND TARGETS

At Management Company level

In line with our climate commitments, we measure our CO₂ emissions at the Management Company level, following the GHG Protocol guidelines. Our first carbon footprint assessment was completed in 2020. In 2024, we expanded our assessment to include financed emissions, with Carbometrix supporting us in managing our overall emissions.

At portfolio level

We work closely with our portfolio companies and systematically deploy the following resources:

- **Climate risk and opportunity** analysis
- **Carbon footprint assessments** at acquisition, with annual monitoring
- Sustainability roadmaps that integrate **decarbonization levers**
- Annual reporting on roadmap progress, including **climate-related indicators**

Since 2023, we have been working with the consulting firm OuiAct, which allows us to harmonize our practices, deepen our reflections, and develop appropriate monitoring tools. The investment team and the Climate & Sustainability Officer are making their best efforts to support portfolio companies in the annual update of their carbon footprint, either through a new comprehensive carbon assessment or by utilizing a simplified annual measurement tool for the main emission sources, which is currently under development with OuiAct.



At portfolio level



102 1: as of 06.30.24 - 2: Weighted Average Carbon Intensity - 3: NovaKamp's carbon footprint intensity accounts for c.80% of this total - 4: Excluding NovaKamp

METRICS AND TARGETS

At portfolio level

The Initiative Climat International (iCI) and the Sustainable Markets Initiative’s Private Equity Task Force have developed the Private Markets Decarbonization Roadmap to help private market firms lead the shift toward a low-carbon economy

Central to this roadmap is the Alignment Scale, a tool for General Partners to categorize where their portfolio companies stand in their decarbonization journey and to monitor their progress over time

The current alignment of the Sparring’s portfolios based on % invested capital is set out in the table below:

	Not Started	Capturing Data	Preparing to Decarbonise	Aligning	Aligned to Net Zero	No current pathway to Align across fund
Definition	Not started to measure emissions or plan how to reduce them	Reporting Emissions data but currently no plan in place to reduce emissions	Planning to reduce emissions in-line with an approach agreed with the GP	Committed to a decarbonisation plan aligned to a transition pathway	Delivering against a netzero plan and operations aligned to sciencebased target	PortCos with no pathway to align to the transition using existing technology
Criteria	<ul style="list-style-type: none">Minimal or no emissions dataNo decarbonisation plan in place	Measuring Scope 1 and 2 emissions from operations, alongside material Scope 3 emissions, and making data available to fund	Decarbonisation plan in place but level of ambition not aligned to net zero pathway	Committed to near-term science-based target aligned to a long-term net zero-pathway	Demonstrated YoY emissions profile in line with pathway	Greater than 50% of revenue generated using high-emitting assets that it is not feasible to decarbonise through redevelopment, retrofitting or replacement
SCF1	82%	-	18%	-	-	-
SCF2		-	100%	-	-	-
ReG		-	100%	-	-	-

METRICS AND TARGETS



The table below presents the environmental performance data of the portfolio, broken down by portfolio SCF1, SCF2, and ReG
The indicators include the total carbon footprint in tons of CO₂ equivalent (tCO₂e), the carbon footprint intensity per revenue (€M revenue), financed emissions as a percentage, as well as each segment’s contribution to the portfolio’s WACI (Weighted Average Carbon Intensity), both in absolute terms and as a percentage

		Carbon footprint (tCO ₂ e)	Carbon footprint intensity (tCO ₂ e/€M revenue)	Financed emissions (tCO ₂ e)	Financed emissions (%)	Contribution to portfolio WACI (tCO ₂ e/€M revenue)	Contribution to portfolio WACI (%)
SCF1	Propriété Privées	7,475	93	26	0%	0.1	0%
	Intermèdes	25,492	973	7,780	9%	28.8	4%
	Weetec	4,906	59	1,961	2%	11.4	1%
	Nalys	2,520	93	1,078	1%	4.7	1%
SCF2	Novakamp	275,028	5,852	56,690	68%	644.1	80%
	Cubik	1,251	77	513	1%	9.8	1%
	Praticima	4,542	147	2,776	3%	20.4	3%
	Génie Flexion	3,002	146	1,244	1%	14.5	2%
	Afitexinov	23,956	791	8,347	10%	49.7	6%
	Kit Utilitaire	1,248	96	862	1%	7.0	1%
ReG	Ulysse	2,317	128	657	1%	5.6	1%
	Louis Tellier	1,947	101	777	1%	4.5	1%
	SMM	1,071	195	395	0%	5.1	1%
Total portfolio		354,754	523	83,104	100%	806	100%

ESG INSIGHT

Interview “responsible purchasing”

Marc Debets,

CEO & Founder of By.O Group, acquired by Cubik in 2024 in order to strengthen its offer in responsible procurement performance



2

What are the main challenges faced by companies when trying to implement sustainable purchasing practices? Are there any particular barriers to change?

Companies now need to go beyond simple written commitments from their suppliers. The need to prove compliance with commitments, particularly social commitments, is becoming crucial. For example, compliance with the principle of fair remuneration is a global challenge, especially given the absence of clear international benchmarks. On the environmental level, the challenge lies in measuring the impact on biodiversity, which is more complex than measuring greenhouse gas emissions. This complexity of measurement represents an additional barrier to the implementation of responsible environmental practices and calls for a more thoughtful and global approach from companies.

1

Could you explain to us what responsible purchasing actually consists of, and why this approach has become a major CSR concern for companies?

Responsible purchasing is a proactive approach by companies towards their supply chain, focusing on the sustainability and social responsibility of their suppliers. This approach has become a major CSR concern because of the significant impact suppliers have on a company's overall environmental and social performance. With the aim of contributing to the achievement of the United Nations' Sustainable Development Goals, companies are turning to the purchasing function to integrate responsible practices throughout their production chains. Furthermore, in order to meet their decarbonization targets and contribute to achieving the objectives of the Paris Agreements, it is becoming imperative for companies to step up their efforts to reduce Scope 3 emissions (indirect emissions including emissions from suppliers, product use, transport, waste, etc.), which can rapidly represent 3 to 4 times the emissions from Scopes 1 and 2¹. It is therefore becoming essential for companies to involve their suppliers in this approach. Responsible purchasing practices have thus become an essential tool for ensuring compliance with CSR standards, reducing companies' overall carbon footprint and promoting more sustainable production at all levels of the supply chain.

3

Do SMEs face specific challenges in adopting responsible purchasing practices compared to large companies? If so, which ones and how are they being addressed?

Companies generally follow a three-stage process for adopting sustainable purchasing practices: measure, commit and improve. Currently, many SMEs are at the beginning of the process, in the measurement phase, which means they are assessing the impact of their current practices before moving on to concrete commitments. The specific challenges faced by SMEs often include the need to understand which specific actions will deliver meaningful results. Once this understanding has been established, SMEs can draw on their direct operational links and agility to implement these new purchasing practices.

4

What are the main benefits and opportunities for companies when they invest in responsible purchasing practices? How can a company maximize these benefits?

Implementing responsible purchasing practices offers companies a multitude of strategic and operational advantages. By rethinking the design of their products, companies can not only reduce their environmental footprint, but also improve their overall performance. This approach not only fosters innovation, leading to more durable, economical, and efficient products, but also generates substantial economic savings thanks to more efficient use of materials and thus lower production costs. Far from the preconceived notion that responsible products are more expensive, this approach optimizes expenses while creating efficient products.

Commitment to responsible purchasing practices also strengthens a company's brand image. Consumers' growing awareness of environmental issues is driving them to favour responsible brands. By adopting these practices, companies can satisfy this growing demand and win the trust of consumers and customers.

To maximize the benefits, it is important to integrate responsible practices into the company's overall strategy. Working closely with suppliers and ensuring transparent communication reinforce the impact of sustainable initiatives. Internal team training encourages widespread support by raising awareness around responsible issues.

5

Could you detail the key stages in a transformation project, from identifying the issues at stake to deploying concrete actions, while raising team awareness?

There are several key stages in the transformation towards responsible practices. The first phase is intention, which originates in the CSR departments, sometimes preceded by the purchasing departments. The personal conviction of managers can also play a key role in the process, as can that of their teams.

This is followed by a measurement and assessment phase (carbon, biodiversity, populations, etc.), which provides a solid basis for identifying areas of work. The next phase involves targeting priority actions by determining the categories of suppliers and geographic zones with the greatest impact. This phase can be challenging, depending on the scope of the assignment: our firm experienced this during a project for a major retail group and its 4,000 suppliers in 14 countries. This example illustrates the need for sophisticated measurement mechanisms.

The use of multiple measurements is becoming crucial for assessing progress in diverse environments. This requires the development of a measurement methodology that enables progress to be recorded, reported, and valorised. Throughout all these stages, effective communication ensures that teams are constantly aware of the issues, thus reinforcing commitment and maximizing the effectiveness of the actions deployed. This methodical approach guarantees a well-planned progression towards responsible practices, integrating measurement, action, and ongoing team awareness.

6

Do SMEs have the same opportunities as large groups (especially when it comes to suppliers)?

SMEs and large groups have different opportunities to adopt responsible practices, particularly in terms of supplier management. In this context, the rise of large groups, characterized by emblematic projects, serves as an example due to their substantial financial resources. Nevertheless, SMEs stand out for their operational agility, enabling them to act with speed and precision. Commitment to process and product re-engineering is now widespread, reflecting a shared willingness to go beyond initial expectations and deliver meaningful action. Challenges arise in determining priorities and costs. It is crucial to note that the adoption of green practices does not necessarily imply higher costs but requires the mobilization of resources to undertake the transition to sustainable practices. In this context, grants and subsidies play an essential role.

7

Could you share some concrete examples of strategies that your firm has successfully implemented to help companies of various sizes make the transition to more responsible purchasing?

Over the past ten years, Danone has made a deep commitment to regenerative agriculture, an initiative focused on farmers' respect for soils and ecosystems. Our firm, By.O, has played a leading role as the technical catalyst for this approach, helping to define sustainable practices within the company.

In the glass bottles industry, where both consumption and production were significant, our intervention was crucial. By.O guided the process aimed at making purchasing more efficient and sustainable: a transition to furnaces running on electricity rather than gas was implemented, thus reducing the carbon footprint. In addition, the lightening of glass bottles from 300g to 250g reduced energy consumption throughout the production and transport process.

In the luxury goods sector, By.O has worked with a group to guarantee the sustainability of raw materials of animal origin, integrating animal welfare throughout the entire production chain. A comparative approach to the techniques employed in different sectors enables us to optimize practices and ensure a responsible transition.

8

How can we ensure that a supply chain complies with OECD (social) principles?

The first step is to formalize suppliers' commitment, notably by signing agreements, for example, with the OECD's Guiding Principles, ILO standards or the UN's Sustainable Development Goals (SDGs). Next, it is necessary to assess the compliance of their practices, via surveys or audits. Some companies are leveraging technology, notably blockchain, to improve the measurement and traceability of products' journey through the supply chain, thereby enhancing transparency.

Training and awareness-raising also play a crucial role. Raising the awareness of purchasing teams enables them to integrate notions of sustainability at the same level as notions of economic performance: the aim is no longer simply to negotiate the best economic conditions for the company, but also to integrate extra-financial performance objectives into purchasing processes. This implies an approach that starts right from the drafting of specifications.