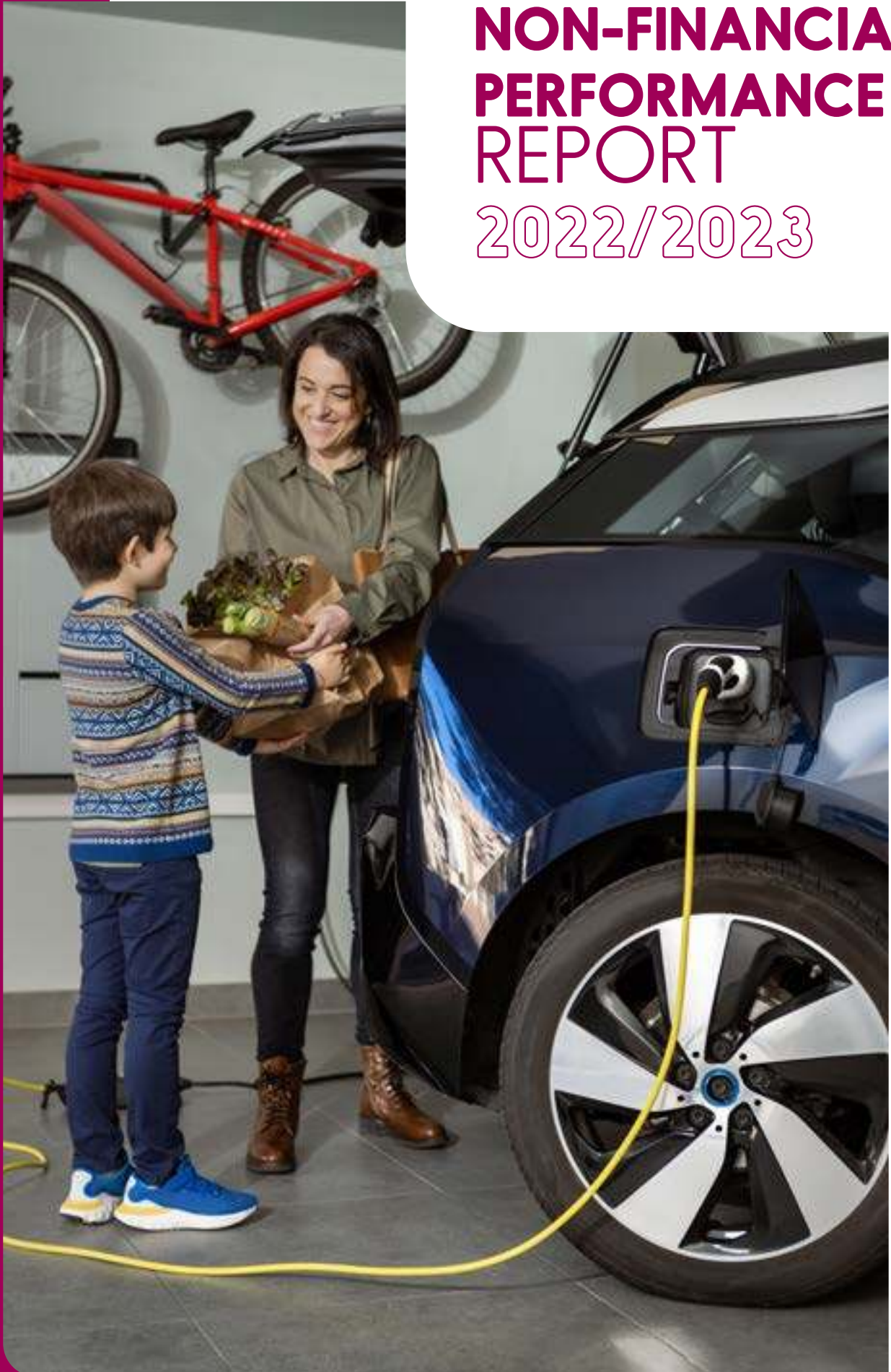


NON-FINANCIAL PERFORMANCE REPORT 2022/2023



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The 2022-23 financial year ended in an even more uncertain situation than the previous one. First and foremost, from a geopolitical point of view. The conflict in Ukraine had a profound impact on the year 2022 and was extremely disruptive to the global economy. And the situation is far from being resolved; the conflict continues to drag on, and its consequences look here to stay, particularly for the energy market. Secondly, from a climate point of view, the warnings and bad news are mounting: the absence of any significant reduction in carbon emissions, North-South tensions in the run-up to COP28 in Dubai, and the resurgence of climate scepticism despite scientific knowledge never being more clear in its documentation of the anthropogenic origin of global warming. On the environmental front, only the progress made at the Biodiversity COP and for a future international treaty on plastics can mitigate this bleak diagnosis.

Faced with these struggles, and thanks to the tremendous commitment of its teams, Mobivia has clearly shown the relevance and resilience of its model, despite the severe external impacts directly linked to these two contexts: geopolitical and climate. Inflation is hitting our customers hard, and their mobility budgets are rising. Extreme weather events and the less distinctive seasons are weighing heavily on our business. Mobivia's brands offer their customers valuable solutions to help manage their mobility budget in these times of uncertainty and concern about the future. By prolonging the life of vehicles, our core business for over 50 years, Mobivia is proving its worth in this context.

For the Mobivia ecosystem, in terms of sustainability and impact, **2023 was a pivotal year** for development in at least three respects. First of all, **our governance has been strengthened** with the affirmation of a global approach to performance, based on the 3Ps - People, Planet, Profit - now integrated and currently being instilled throughout the company. A dashboard of 11 summary indicators also provides a monthly snapshot of our impact policy. We have also set up a Sustainable Trajectory Committee, made up of shareholders and experts, to analyse and reinforce our environmental strategies.



FABIEN DERVILLE
President of Mobivia

Secondly, 2023 marked Mobivia's official **entry into the circular era**, with the creation of our brand of reconditioned tyres, Léonard, which received extensive media coverage and an encouraging commercial début. With the launch of an internal carbon pricing project and investment in new eco-design resources, Mobivia has embarked on a profound transformation to embrace a more circular world. Lastly, Mobivia has begun work on **preparing for the regulatory obligations** set to be imposed on European companies, particularly in terms of non-financial reporting, greening of commercial sites and renewable energy production. In this respect, this Non-Financial Performance Report (NFPR) presents substantial changes aimed at complying with the European CSRD (Corporate Sustainability Reporting

Directive) by the end of the 2024-25 financial year. Our efforts will continue in 2024, which for Mobivia **will be a year focused on consolidating** the advances made, **as well as accelerating and expanding** our strategy on sustainability and impact. Consolidating, because our 3P approach now needs to permeate across the entire Mobivia network, and find its place at the heart of all our decision-making processes. Accelerating, because our circular economy initiatives need to multiply and fulfil their promises, for tyres as well as for other product and service families.



2023 was the year in which Mobivia well and truly entered the circular era, with the creation of Léonard. 2024 will be a year of consolidating progress, but also of accelerating and expanding our strategy of sustainability and impact.

We're also stepping up the pace in HR, with a number of projects ahead that involve building a real connection between our teams. Expanding, because the fight against global warming and the preservation of resources must not overshadow other equally crucial issues, which are among those highlighted by our double materiality matrix. To give just one example, preserving biodiversity will henceforth take pride of place among our environmental priorities.

This NFPR is designed to offer a faithful and rigorous overview of Mobivia's non-financial strategies and results, and an enthusiastic but realistic testimony to the strengths and assets exhibited by our teams in the face of our human and environmental challenges.

ABOUT US

OUR PURPOSE

- Because mobility is essential for us all, we are committed to making sure everyone can stay on the move.

OUR MISSION

Having supported users on their travels for over 50 years, we assist everyone with their transport and mobility needs, whatever their requirements, resources or preferences, by offering them **SAFER, more ACCESSIBLE and CLEANER mobility solutions: SUSTAINABLE.**

OUR FUNDAMENTAL PRINCIPLES

- We innovate to make sure we stay ahead of the game.
- We encourage and support those who are starting out on the path to entrepreneurship.
- We test on a small scale before deploying on a large scale.
- We grow from our experiences and learn from our mistakes.
- We believe that sharing economic value is key to performance and progress.
- We encourage the sharing of knowledge and expertise, as well as training for everyone's fulfilment and growth.
- We develop a more circular economy across our entire range of products and services.
- We make a commitment with our stakeholders.
- We set ambitious goals to create economic, environmental and societal value.
- We put the satisfaction of our employees and customers at the heart of what we do.

OUR FOUNDING VALUES

Entrepreneurship

- I explore, I dare, I take action, I innovate.
- I am empowered to act and to decide as part of my role.
- I grow from my experiences and learn from my mistakes.

Sharing

- I share my skills, my knowledge and information.
- I collaborate, I cooperate, I interact.

Sustainable performance

- I work everyday with respect for others and the planet.
- I reduce my impact on the climate and consume fewer resources.
- I coordinate and measure my actions, I report back.

Empathy

- I respect everyone.
- I act with kindness.
- I work as part of a team.
- I have simple relationships based on trust and authenticity.

MOBIVIA IN NUMBERS

➤ 1 ecosystem dedicated to transport and mobility, for the present and the future

11 brands 17 countries 21 startups 3 activities 23,500 employees over 50 Million customers 3.6 € billion in revenues 1,985 centres

FRANCE: 418
SPAIN: 90
ITALY: 39
PORTUGAL: 27

BELGIUM: 53

GERMANY: 531
AUSTRIA: 25

FRANCE: 5
SPAIN: 2

FRANCE: 83
CARTER-CASH COUNTERS: 2
SPAIN: 7
ITALY: 4

FRANCE: 363
SPAIN: 185
ITALY: 55
BELGIUM: 43
PORTUGAL: 22
LUXEMBOURG: 1

PRESENCE IN SWEDEN,
NORWAY AND FINLAND

TURKEY: 3

overseas
France

French Guiana: 2
Martinique: 4
Guadeloupe: 5
Mayotte: 1
Reunion Island: 13
New Caledonia: 2

MOROCCO: 3
TUNISIA: 6
IVORY COAST: 8
SENEGAL: 3
BENIN: 1
NIGERIA: 1

MOROCCO: 1

DRIVER SERVICES

Making sustainable mobility solutions accessible to every driver

Norauto

Auto 5

ATU

Stores selling automotive products with a multi-brand maintenance and repair shop

MIDAS

Multi-brand local service centres

DISTRIBUTION

Offering the right product to facilitate sustainable transport and mobility for all

vroomly

Affordable motoring essentials

A marketplace dedicated to developing the garage business

BYTHJUL

Online sales of tyres, wheels and car accessories in Northern Europe

Däckskitama

Northern Europe's first network of pop-up tyre-changing stations

Sale and distribution of car equipment, accessories and associated services to professionals

Sale of reconditioned tyres

Multi-brand spare parts logistics trader

Circular economy

NEW MOBILITIES

Developing new activities and sustainable mobility services to support Mobivia's growth, diversification and transformation strategy

A portfolio of 22 startups, including:

Beev

A network representing three key initiatives:

City bikeshare solutions

OUR BUSINESS LINES AT THE HEART OF MAJOR CHANGE

MARKET CONTEXT AND TRENDS

INTENSIFICATION OF THE GLOBAL PERMACRISIS

The global permacrisis resulting from health, geopolitical and climate crises is creating a context of instability marked by numerous, often interconnected, tensions. This instability is intensifying inflationary pressure, fuelled by disruptions in the supply chain and raw material costs. Faced with this reality, companies have no choice but to change, and are having to thoroughly review their business models, adapting to a constantly changing economic landscape resulting from these global upheavals.

THE AUTOMOTIVE LANDSCAPE, IMPACTED BY ACCELERATING SALES OF ELECTRIC VEHICLES AND THE EMERGENCE OF NEW PLAYERS

Faced with an increasingly urgent need to protect the environment and the climate, it has become clear that the world's car fleet must evolve towards electric vehicles. This change, encouraged by national and European legislation and regulations, is forcing automakers to step up the development of their all-electric range, leading to the end of sales of combustion engines in the European Union by 2035. This transition is also accompanied by the emergence of new players, mainly from Asia, who are helping to transform the automotive landscape.

This development is not limited to the sale of vehicles; it redefines the nature of after-sales services, which must adapt and develop new services specific to electric vehicles. This shift also requires a strong commitment on the part of our companies to support B2B customers, who are generally the first users of electric vehicles, with customised assistance to meet their new fleet needs.

What's more, new consumer habits are beginning to taking shape, transforming the electric vehicle into a service rather than a mere possession, thus changing our relationship to mobility.

In 2022, the share of new electric vehicle registrations in Europe reached 12.1%, a three-point increase on the previous year. In France, EV registrations rose by 25% compared with 2021, exceeding diesel vehicle registrations for the first time since early 2023.

THE EMERGENCE OF MORE RESPONSIBLE CONSUMPTION AND SUPPLY

In the face of inflation, consumer trends are moving towards more sustainable models. A growing number of customers now prefer leasing or subscription to new purchases, reinforcing solutions focused on loyalty and a more personalised approach.

In the automotive after-sales sector, customers' growing interest in buying used parts and reconditioned tyres is evidence of this trend towards more environmentally-friendly choices. The popularity of second-hand products among our customers rose by a considerable 23 points in 2023 compared with the previous year. 68% of them now say they are interested in these products.

Companies need to respond to these new expectations and consumer behaviours by adopting practices based on the 4R approach: reduce, repair, reuse and recycle, with the aim of offering more responsible products and services.

A GROWING SHORTAGE OF SKILLED WORKERS

The shortage of skilled workers is affecting many sectors and professions, not least the automotive industry. The level of recruitment difficulty in the motor vehicle and motorcycle repair sector has risen by 29.5 points between 2021 and 2022, from 26.2% to 55.7%.

Workers, in search of meaning and balance, are re-evaluating working conditions, and aspire to a more harmonious reconciliation of work and private life. Faced with these new challenges, companies are struggling to recruit and retain tomorrow's talent.

The key is to create attractive working environments, offering not only opportunities for development and evolution, but also a quality of life that meets workers' current aspirations.

What's more, the emergence of electric vehicles is significantly redefining the nature of traditional automotive repair professions. This requires us to support our employees as they develop their skills, so that they can work on new technologies that are becoming increasingly complex.

* Avere, marketing studies Norauto France, Banque de France

HIGHLIGHTS 2022/2023

PEOPLE

OCTOBER 2022

- Norauto Spain renews its collaboration agreement with the organisation Proyecto Valencia Inserta to promote the social integration of people at risk of social exclusion.

NOVEMBER 2022

- Norauto France presents its new film "Le réflexe sécurité en atelier" (safety reflexes in the workshop) as part of a new campaign to raise awareness of accidents in the workplace.
- Norauto Spain signs a partnership with Freeda Media to accelerate its commitment to the visibility of women in the automotive industry.
- Synchro Diffusion trains its Quality of Life at Work ambassadors in the prevention of psychosocial risks, enabling them to set up support hotlines and be better equipped to take care of their employees. (until March 2023)

JANUARY 2023

- Norauto France welcomes the first class of its College for Electrical Technicians.

MARCH 2023

- Midas France takes to TikTok to promote its employer brand among young people.

MAY 2023

- ATU receives the "Voices Award" for its "ATU Möglichmacher Award" internal communications campaign, which rewards employees who stand out in their daily work for their performance and commitment.
- The Norauto Foundation becomes the Mobivia Foundation, an endowment fund for the entire ecosystem of companies, which supports public-interest projects through the involvement of employees in all countries, to facilitate access to education, employment, health and leisure through sustainable mobility solutions.

JUNE 2023

- Via ID supports the VélyVelo team in the very first RaidMed, organised by Meet The Runners in Morocco, in support of women with breast cancer, and in particular the charity Les Amis du Ruban Rose.
- Norauto Portugal organises the first TEC ELEC graduation ceremony.
- Carter Cash appoints its first female store manager.

SEPTEMBER 2023

- Midas France supports Florian Merrien, multi-medal-winning table tennis player, in his preparation for the #Paris2024 Paralympic Games.

ENVIRONMENT

OCTOBER 2022

- Auto5 equips 15 new centres with electric courtesy cars for its B2B and B2C customers.
- Norauto France launches trial projects to make the Toulon La Garde centre a pilot centre for sustainable development.

JANUARY 2023

- ATU deploys the "carbon cleaning" vehicle depollution solution.
- Norauto France rolls out the "Pass Mobilité Durable" (sustainable mobility pass) to its 7,000 employees. The pass offers benefits such as assistance for purchasing bio-ethanol kits and e-bikes, as well as support for car-sharing, the installation of electric charging stations, public transport and cycling to work.
- Carter Cash in Lambres-Lez-Douai becomes the company's test store for sustainable initiatives.

FEBRUARY 2023

- Iwip and Norauto validate the implementation of their new voluntary recycling scheme for car bulbs. The aim is to recycle 85% of materials recovered.

MARCH 2023

- Norauto Spain reforests two natural areas in collaboration with Bosquia Nature and Revertia.

APRIL 2023

- Black-Star exhibits at the first Drive to Zero trade show in Paris, an event dedicated to the decarbonisation of mobility, and launches Léonard, its remanufactured tyre.
- The Collectif Génération Responsable certifies 50 Norauto France centres as "Responsible Retailers".

JUNE 2023

- MyGo trains 80 employees in environmental claims, the AGEC law and turnover with positive impact.
- M2S publishes its first newsletter on sustainable development, written by its teams with the aim of raising awareness among all its employees.

SEPTEMBER 2023

- Midas France launches a partnership with Station-e to offer its customers electric charging solutions.

GOVERNANCE AND REGIONS

NOVEMBER 2022

- Mobivia launches the first data marketplace specialised in the automotive and individual mobility sector: Afterizee.
- Mana Ara, Norauto's solidarity programme, takes part in the *Salon des maires et des collectivités* (Mayors' Expo) alongside its partner Wimoov and other players in inclusive mobility.
- Synchro Diffusion becomes an official licensee of the "24h Le Mans" brand.

JANUARY 2023

- Via ID makes a new investment in Germany with Traxi, Europe's leading self-service trailer rental company.

FEBRUARY 2022

- Bythjul merges with Däckskiftarna to create the best tyre and rim shopping experience in Nordic countries.

MARCH 2023

- Klaxit joins forces with Blablacar to become Klaxit by Blablacar Daily.
- Norauto France becomes Maxus's new partner for the maintenance and warranty management of its electric commercial vehicles.

JUNE 2023

- Via ID launches the 5th edition of the European Startup Prize for Mobility, co-founded in 2017 with Karima Delli and the European Parliament, at the Ministry of Transport in Paris.
- Synchro Diffusion confirms a new partnership with the Oxybul brand for the design and implementation of "Corner" for the end of 2023.

JULY 2023

- Mobivia, Norauto France and Via ID sign the Carpooling Charter and take part in its launch at the end of the French Ministerial Committee overseeing the national carpooling plan.
- Midas France launches a partnership with VelyVelo to provide maintenance and repair services for their self-employed fleet.
- Mobivia and Via ID share their plea for a calm and reasoned deployment of Low Emission Zones.

SEPTEMBER 2023

- Carter-Cash merges with Yakarouler.

BUSINESS MODEL

OUR RESOURCES

VALUE CREATION

€3.6 BILLION
in turnover

VALUE SHARING

PEOPLE

JOB ATTRACTIVENESS

- A balanced age pyramid:
<26 years: 29% 26 to 44 : 42% 45 to 55 : 18% 55 and over : 11 %
- The proximity of our businesses to our customers: 86% of our employees are in direct contact with customers in our workshops and stores

VERSATILE, CONSTANTLY EVOLVING TALENT

- An investment of 3.5 million euros for the professional development of our teams
- The diversity of our professions, in the field at our auto centres and stores, and in support of our teams
- An electrical engineering college to train field teams
- Mobivia University to support leaders in their development

A SAFE AND HEALTHY WORKING ENVIRONMENT

- Strengthening health and safety teams to take action on a daily basis and reinforce the health, safety and well-being of our employees

A RICH AND DIVERSE CORPORATE CULTURE

- 23,470 employees, including 17% women
- 1,100 centre directors, including 8% women
- 19% of board members are women
- 4% of employees have disabilities
- Nearly 120 nationalities represented

- 84% of employees believe their work creates value for the company, for customers or within teams.
- 40% of work-study students joined our teams on permanent contracts
- 12% of Norauto and Midas franchisees in France were once salaried employees before joining our network as entrepreneurs

- 1,400 employees received electronics training this year
- 787 new professional qualification certificates issued by the French government to our employees
- Our expertise is multi-brand, our employees versatile and encouraged in their mobility through 'zig-zag' career paths

- Continuous improvement in safety, with a reduction of 6% in the number of lost-time accidents every year for the past 2 years

- Continued progress in diversity and inclusion in our ecosystem, with this year:
Gender equality ratio up + 0.5 point
+ 22% of women centre directors
+ 58% of women on management committees
+ 48% of employees with disabilities

- Brands with complementary location criteria to serve all customers: in urban areas, commercial zones and suburbs
- Remarkable accessibility: on average 1 Norauto France centre less than 17 minutes from each customer, 1 Midas France centre less than 12 minutes away.
- More than 100 people re-employed in Béthune on a damaged industrial site, thanks to local, non-relocatable jobs, with the commitment to non-CV-based recruitment

- Electricity consumption : -10%
- Gas consumption : -19%
- +7 points in the share of renewable energy in our consumption
- Reduction of the Group's CO2 emissions: -4%
- 3 times fewer CO2 emissions during manufacturing for our Léonard tyre than for a new tyre

- Avoided emissions: we develop new products and services to help our customers reduce their mobility footprint, notably through our own brands. Examples: our Rolling resistance A tyres or our eco-control services
- Our own brands generate twice as much turnover with positive impact as our global sales (20% vs. 10%)
- By 2030, our positive-impact tyres will account for 30% of our tyre sales

- 10.5% of turnover with positive impact, with a target of 16% by 2026
- The products and services listed as "positive impact" in our offering contribute to achieving the five United Nations SDGs that underpin our policy of sustainability and impact

- Share of turnover of refurbished products³: 0.9%. Our remanufacturing strategy should enable us to increase this share, thanks to tyres, but also regenerated oils and batteries
- 165,000 remanufactured tyres produced
- Recovering end-of-life products: our strategy aims to maximise the rate of re-use and minimise energy recovery
- Material recycling rate of collected waste : 60%
- Rate of energy recovery from collected waste : 29%
- Re-use rate of collected waste : 11%

- NPS Norauto customers (Net Promoter Score) : + 3 pts vs 2022
- NPS customers ATU (Net Promoter score) : + 1 pt vs 2022
- Percentage of the European vehicle fleet serviced at a centre in the Mobivia network: 5.1%⁴

- Startups competing for the European Startup Prize for Mobility in 2023 : + 27% vs. 2022
- 118 million euros raised by Moove Lab startups since 2017
- 60% of purchases made with suppliers in service for over 20 years
- Percentage of purchases made from suppliers with Ecovadis bronze label or higher: +10 pts vs 2022
- 1.3 billion in purchases made in Europe and 100 million outside Europe

- Implementation of technical and organisational measures to protect company, customer and employee data

- Mobivia 2022-2023 consolidated turnover (excluding franchisees) : 3,122 M€
- Share of sales from digital channels 16%
- Current Operating Income: 33.5 M euros
- Free cash flow: 241 M euros
- Share of operating CF reinvested in CAPEX : 24%

SHARING

ENTREPRENEURSHIP

Because mobility is essential for us all, we are committed to making sure everyone can stay on the move.

EMPATHY

SUSTAINABLE PERFORMANCE

ENVIRONMENT

A STRONG REGIONAL NETWORK TO SERVE OUR CUSTOMERS

- 1,988 centres, 8 warehouses, 8,550 workshop bays in 17 countries, mainly in Europe
- A very dense geographical network, complemented by the development of mobile solutions that enable us to be even closer to our customers
- 3 industrial sites: thanks to BlackStar's tyre reconditioning plant in Béthune, we are helping to maintain and redeploy industrial jobs in France

SUSTAINABLE COMMITMENT TO THE CLIMATE

- Optimising our electricity consumption: (99 Gwh) and gas (74 Gwh)
- An ambitious programme to reduce our energy footprint, through lower consumption, investments in LED lighting and energy production at our sites
- Work on reducing our carbon footprint (1,115 kT.eq.CO2) using a dedicated tool based on the GHG protocol, with priority given to reducing the footprint of our 3 most emission-heavy product families in our scope 3 (tyres, batteries, oils)

PRESERVING THE ENVIRONMENT AND QUALITY OF LIFE

- 24 recycling channels: a strategic commitment to protecting the environment and quality of life dating back to the 1990s, an integral part of Mobivia's DNA
- Majority and minority stakes in 22 startups in the new mobility sector
- Combating air pollution with our eco-services

RESPONSIBLE USE OF NATURAL RESOURCES

- A programme to reduce the use of natural resources in our own-brand products, especially tyres, with a target of 60% recycled material in our private-label tyres by 2026
- Optimised water use (Norauto Wash programme)

OPTIMAL USE OF RESOURCES AND WASTE REDUCTION

- A reduction in the material impact of our activity thanks to our investments in the circular economy: - IWIP : a BU dedicated to integrating the waste from our auto centres into products with a high recycled content - Black-Star: a major, pioneering investment in tyre remanufacturing, targeting production of 1400 tyres/day by mid-2024

GOVERNANCE

UNWAVERING COMMITMENT TO OUR CUSTOMERS

- 5 decades of experience and recognised expertise in fleet maintenance and vehicle life extension
- A commitment to over 50 million customers and a high level of recognition for service/price/environmental commitment
- A concept recognised and praised by our franchisees: 770 franchised centres

TRUST AND TRANSPARENCY IN ALL OUR INTERACTIONS

- An ecosystem of stakeholders working in favour of sustainable mobility in France and Europe:
- Number of startups accelerated by the Moove Lab at Station F: 27
- Number of startups applying for the European Startup Prize for Mobility, co-founded by Via ID and the European Parliament: 716
- Sustainable procurement, embodied in a specific charter: More than 900 suppliers, 80% ICS or Ecovadis Gold Silver or Bronze¹
- A supply chain committed to the Fret 21 programme and the mobilisation of 46 partner carriers²
- An open, outward-looking network and cooperative partnerships: nearly 40 external partnerships

CONFIDENTIALITY AND PRIVACY

- A sustained commitment to personal data protection, further strengthened in 2023
- Investments to consolidate governance, management and procedures through dedicated cybersecurity resources

RESPONSIBLE AND SUSTAINABLE MANAGEMENT OF FINANCIAL RESOURCES

- A financial structure characterised by high stability and low exposure to risk :
- thanks to an exclusively family shareholding since 1970, complemented by a policy of sharing value with employees (3.7% of capital held by our employee shareholders)
- thanks to equity capital representing 95% of capital borrowed from financial partners

GOVERNMENT AND PUBLIC ADMINISTRATIONS

€40.7 MILLION
TAXES AND SIMILAR

REGIONS

€34 MILLION
INVESTMENT IN STORES AND WORKSHOPS

EMPLOYEES

€888 MILLION

PAYROLL AND PERSONNEL EXPENSES

SUPPLIERS AND PARTNERS

€1.4 BILLION
PROCUREMENT

FRANCHISE INCOME

€478 MILLION
TURNOVER

¹Mobivia Group Trade & Services scope excluding ATU ²Mobivia Supply Solutions scope

³ Share of the three most high-emission families in the turnover excluding tax: Tyres, batteries and oils. ⁴ Mobivia scope excluding ATU

METHODOLOGY

➤ An updated Materiality Matrix to structure our NFPR 2022/23 with a view to convergence with the CSRD framework.

In recent NFPRs, Mobivia's challenges, risks and opportunities were based on a single materiality assessment dating back to 2018, and cross-referenced with an annual assessment of each risk, analysed according to a methodology combining the probability of the risk occurring and its level of impact.

Between March and June 2023, with a view to gradually bringing our non-financial reporting into line with the future CSRD framework, we updated our 2018 materiality matrix, with the help of consultants Goodwill Management, on the basis of double materiality, combining the financial materiality of our objectives with their socio-environmental materiality. Financial materiality indicates the level of risk or opportunity perceived by the company's internal stakeholders, while socio-environmental materiality indicates the level of risk or opportunity perceived by external stakeholders.

To lead this important project, we set up an ad hoc, multi-disciplinary project group, representative of the Mobivia ecosystem.

Based on the ISO 26000 framework and the future CSRD standard, we have selected 30 priority issues from all those facing our business model. 36 in-depth interviews were then conducted with internal and external stakeholders, which helped to weigh up, qualify and rank these issues. These were also assessed by 675 random external contacts, representative of drivers and Mobivia customers in France and Germany, who answered a quantitative questionnaire.

REGULATORY FRAMEWORK

The themes listed in Article R.225-102-II of the French Commercial Code and the categories of information mentioned in Article L.225-102-1 - III have also been reviewed. All identified risks have been assessed using the double-materiality analysis presented.

Certain topics included in the French transposition of the European Directive on non-financial reporting were not deemed relevant to the analysis of double materiality and risks. The following topics will therefore not be covered in this report: the fight against food insecurity and food waste, as well as measures taken to promote responsible, fair and sustainable food intake, and actions to promote physical activity and sports.

The issues were represented on a two-axis matrix according to the two types of materiality. The horizontal axis assesses financial materiality, while the vertical axis assesses materiality for stakeholders. Finally, their position on the matrix is adjusted according to a certain number of criteria to objectify them, i.e. to correct any perceptual biases that may have arisen during the process.

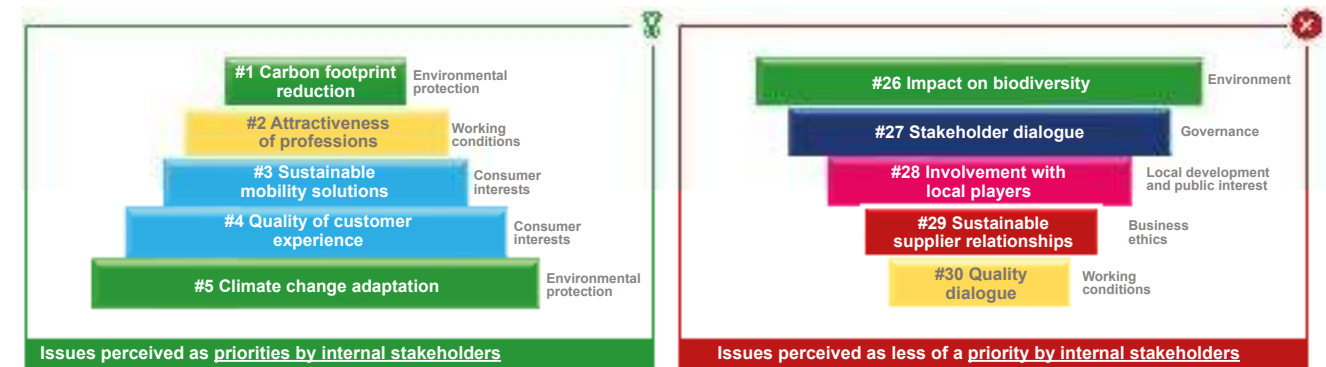
With the 30 issues positioned in this way, three groups of priority issues have emerged: those considered material in both dimensions, those prioritised by business, and those prioritised by stakeholders.

The rigorous nature of this process does not mean there will not be an overweighting of issues that benefit from greater exposure both within the company and in society, such as carbon footprint reduction, for example, to the detriment of certain issues whose strategic dimension is undervalued, such as resource preservation, the circular economy or biodiversity, which we consider to be strategic priorities.

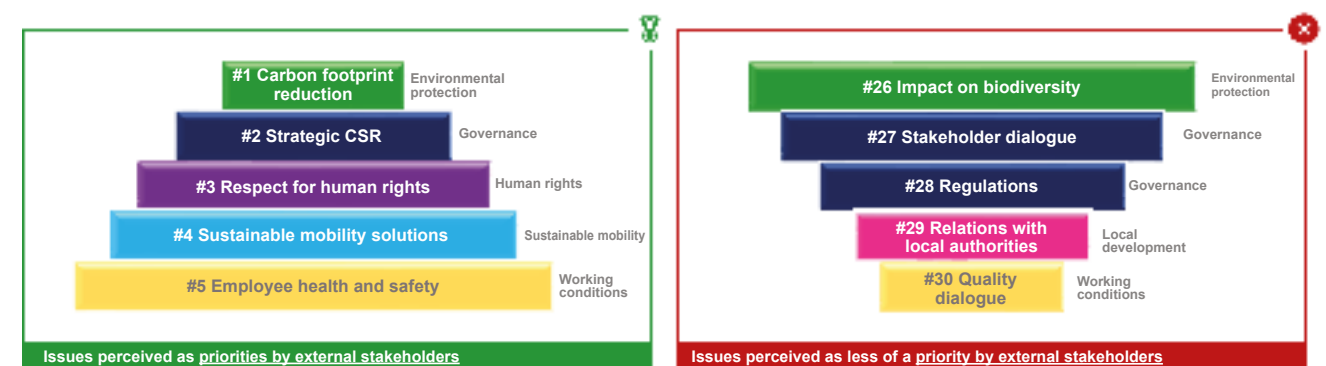
This then led us, together with the committee set up for the materiality project and the NFPR steering committee, to readjust our risk matrix, by cross-referencing the results of the double materiality approach with our strategic challenges.

This has led us to structure our non-financial reporting on the basis of 11 major non-financial risks, detailed on pages 16 and 17, following our double materiality matrix, which you can learn about below.

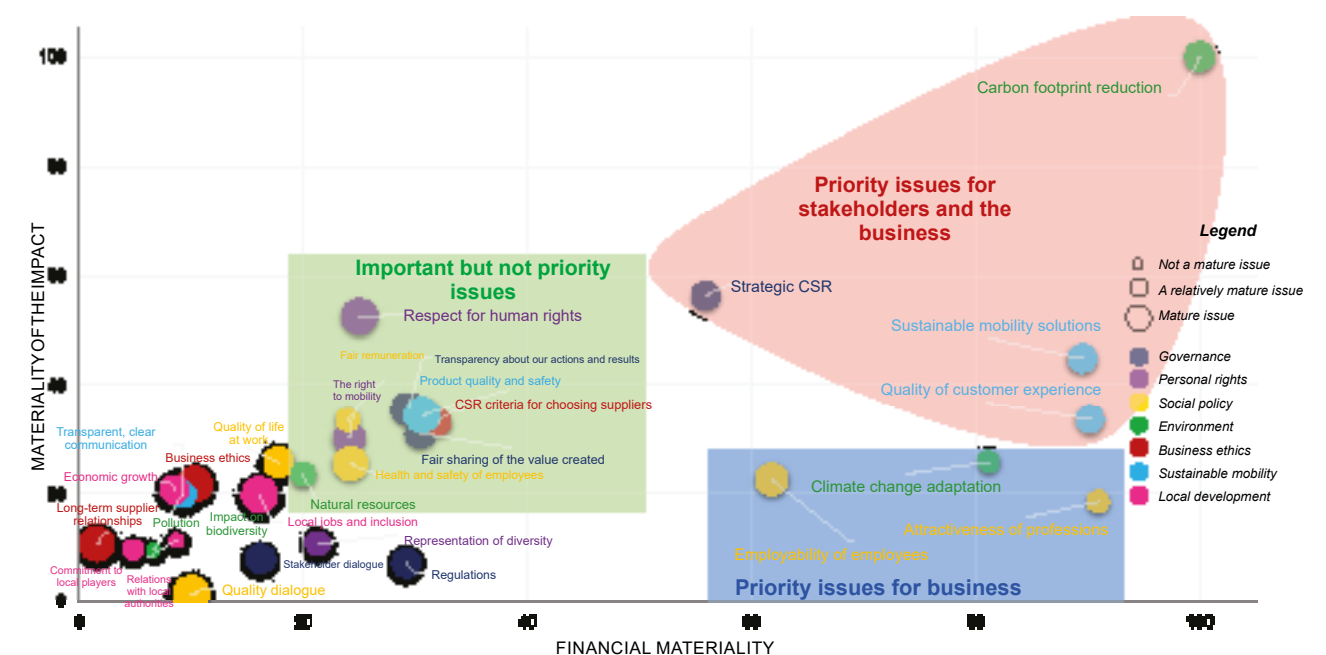
CONSULTATION WITH OUR INTERNAL STAKEHOLDERS: WHAT ARE THE PRIORITY ISSUES?



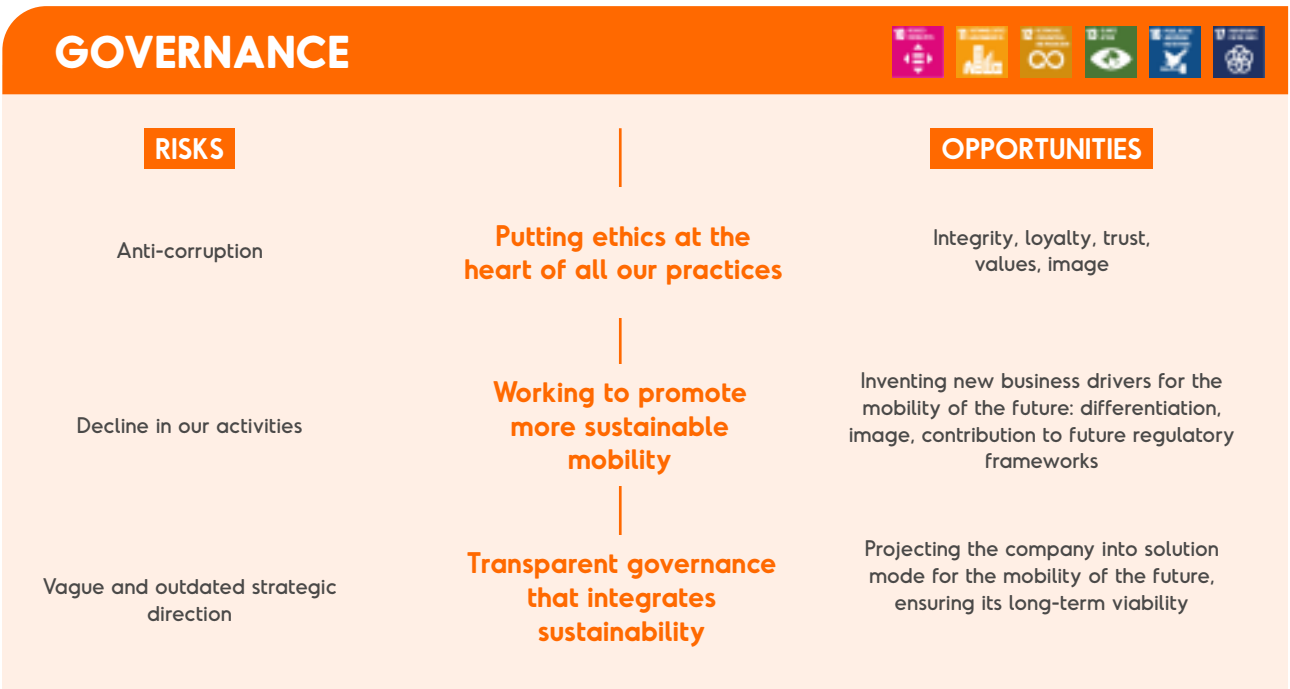
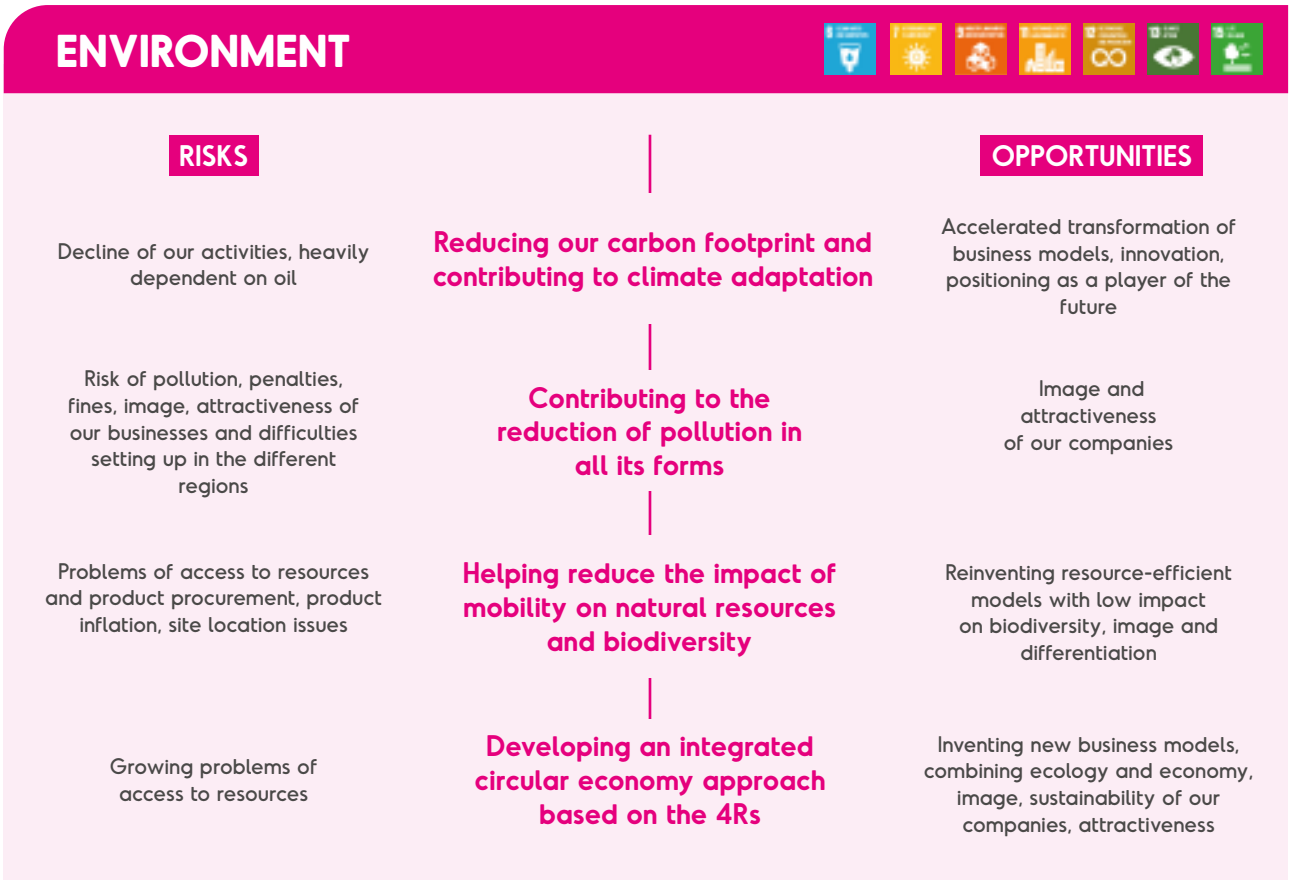
CONSULTATION WITH OUR EXTERNAL STAKEHOLDERS: WHAT ARE THE PRIORITY ISSUES?



MOBIVIA 2023 DOUBLE MATERIALITY MATRIX



OUR MAIN NON-FINANCIAL RISKS, BASED ON A DOUBLE MATERIALITY
ANALYSIS CROSS-REFERENCED WITH OUR STRATEGIC PRIORITIES



OUR SUSTAINABILITY AND IMPACT STRATEGY 2022/23

TOWARDS AN ECOSYSTEM OF COMPANIES WITH A POSITIVE IMPACT FOR PEOPLE AND THE ENVIRONMENT

➤ The Sustainability & Impact strategy at Mobivia and all of its companies is based on a common foundation: our Purpose, "Opening Sustainable Mobility to All". It's built around two structuring pillars, contributing to five Sustainable Development Goals which were identified as being priority in regard to our activities.

OUR TWO MAIN PRIORITIES

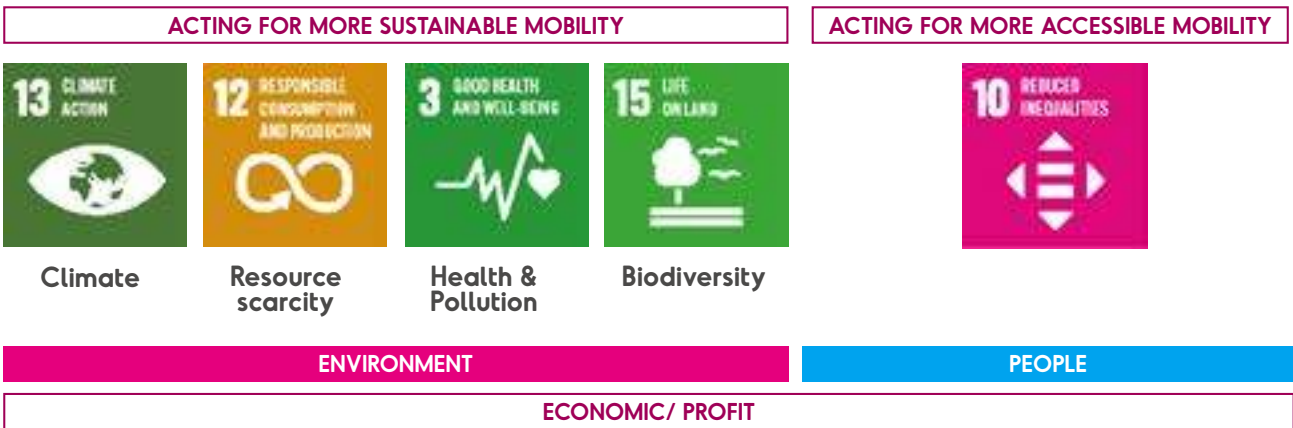
■ Contribution to the climate challenge by **reducing our carbon footprint, and our participation in working towards the decarbonisation of mobility**. This is reflected in the implementation of a low-carbon trajectory at Mobivia level and in each of its companies. This trajectory was recalculated in 2023 based on the GHG Protocol. We use the Net Zero Initiative methodology, developed by Carbone 4 and focused on three key pillars: reducing our own footprint (pillar A), contributing to carbon avoidance through our products and services (pillar B), and finally contributing to carbon neutrality by financing carbon sinks (pillar C). Our aim is to become carbon neutral by 2050, by reducing our footprint by 5%* per year on scopes 1 and 2, and 2.5%* on scope 3.

■ The development of our share of activities, **products and services that have a positive impact**, contributing to lower-carbon, safer and more accessible mobility which saves on resources. This objective, measured by the proportion of turnover with a positive impact, is monitored on a monthly basis (or even daily for certain BUs), in the same way as our financial indicators. Turnover with a positive impact is based on a benchmark developed in 2021 with the expertise of Néo-Eco and Espère. This benchmark is used to analyse the contribution of any product or service to the five priority SDGs that underpin our Purpose.

* compared to the 2019 reference year

OUR FIVE PRIORITY SDGS, BASED ON OUR PURPOSE

Mobivia's sustainable development strategy serves as a common basis for all the activities and companies within the Mobivia ecosystem. Each contributes according to its own specific features, while extending its commitment to its own challenges, according to its businesses and locality.



THE SUSTAINABLE DEVELOPMENT STRATEGY OF OUR ACTIVITIES



DRIVER SERVICES BUSINESS

Faced with economic, social and environmental challenges, we believe that people will continue to need the automobile, but that it will be different, and will have to be used differently. With this in mind, the Driver Services Sustainable Development strategy is built on the Driver Services mission: "Making sustainable mobility solutions accessible to every driver and focused on two key pillars:

■ **Supporting our clients to help them limit the impact of their "auto-mobility"** via our products, services and solutions. This is what we call turnover with positive impact, which we manage and promote within each sustainable business.

This strategy is also based on five SDGs, including Mobivia's four priority SDGs, as well as Goal 15: Use of terrestrial ecosystems to contribute to biodiversity through our actions and to limit the impact on biodiversity loss.

■ **Limiting and reducing our carbon footprint** to contribute to carbon neutrality by 2050.

OUR CONTRIBUTION TO THE UN GOALS



DISTRIBUTION BUSINESS

Within Distribution, all business units share the same purpose: "Offering the "right" product to facilitate sustainable transport and mobility for all"

Each brand can be defined by a sentence:

- **Carter Cash:** Offering high-quality products at great prices to give everyone the ability to maintain and repair their vehicles long-term.
- **Bythjul & Struvat:** Online sales of tyres, wheels and car accessories in Northern Europe
- **Synchro Diffusion:** Making life easier for all European retailers by providing them with a turnkey solution and our expertise in products and logistics.
- **Black-Star:** Turning a necessary purchase into a virtuous decision, with a tyre that lasts! Blackstar, remanufactured tyres made in France.
- **iWip:** Being the best European aggregator of circular business economy for products issued from the automotive and mobility sector.
- **Vroomly:** Marketplace to help garages grow their business

- **Däckskiftarna:** Sweden's first franchise network of pop-up tyre changing stations

- **Exadis:** Multi-brand spare parts logistics trader

In April 2019, we wrote:
Affected more than ever by a highly charged social and environmental context, the past few years have been marked by a number of major crises and underlying trends:

- An **energy spike** and **scarcity of certain metals**
 - A **climate radicalisation**
 - An **increase in social inequalities**
 - A **major economic and financial crisis**
- Time has proved us right...

Our DNA is defined by Responsible, Simple and Economical businesses
Responsible: doing more with less, Contributing to the development of a Circular Economy, and upholding our commitments.
Simple: meaning basic, ingenious, easy to access, simple in terms of relationships, and
Economic: light, low cost, inexpensive.

NEW MOBILITIES BUSINESS

Within the New Mobilities business, the mission of Via ID, our investment fund and startup accelerator, is to develop new activities and sustainable mobility services to support Mobivia's growth, diversification and transformation strategy. So naturally, Via ID has Mobivia's Sustainable Development Objectives at the heart of its mission.

To carry out its role, Via ID teams are organised around two main activities, making up a dense network of partners facilitating collaboration and synergies:

- the ecosystem division, with its startup support programmes, Moove Lab and the European Startup Prize for Mobility, and its Mobility Club solutions for businesses
- the investment division, which manages a portfolio of 23 startups and a constant deal flow

In terms of carbon impact, 99% of Via ID's carbon footprint is related to the impact of its startups' business. That's why we're prioritising the upstream selection of startups based on the priority sustainable development goals and the supporting of startups already found in the portfolio.

The sustainable development strategy can therefore be summarised by:

- having integrated management of the **non-financial performance of the portfolio**, starting with carbon, through reduction goals, as well as major avoidances
- **promoting the emergence** of sustainable mobility solutions that are accessible to all through our early-stage startup support programmes and petitions
- **fuelling the stakeholder ecosystem** with business intelligence for sustainable mobility



3 SD PRIORITIES FOR THE DISTRIBUTION BUSINESS



At "Distribution", beyond the overriding carbon issue, we have placed three priority SDGs at the heart of our work, including SDG 12, aimed at developing more circular models, and SDGs 8 and 10 focused on the quality of working conditions and the reduction of inequalities.

PEOPLE



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DEVELOPING THE ATTRACTIVENESS OF OUR COMPANIES AND BUILDING EMPLOYEE LOYALTY



RISKS AND CHALLENGES FOR THE COMPANY

In the current economic climate, many industries are facing shortages of staff, and a "talent war" is taking place in various sectors of activity, including the automotive industry. Despite the opportunities offered by more sustainable solutions for transport and mobility, particularly appreciated by the younger generations, the sector is still finding it difficult to attract and retain new talent.

At the same time, the development of hybrid, electric and connected vehicles requires the acquisition of new, more specialised and specific skills. These skills, which are yet to become widely available in today's job market, require support and development for employees to maintain our position as a leading player in our markets.

Against this backdrop, Mobivia's priority is to enhance its appeal, and to engage and retain its employees over the long term.

POLICY & COMMITMENT

Guided by a purpose that is rooted in current and future social, societal and environmental concerns, Mobivia's brands are developing an employer brand that is firmly focused on people. This approach puts the spotlight on the people who work hard every day to ensure sustainable mobility for all.

To ensure their long-term commitment and loyalty, our companies are actively involved in implementing initiatives aimed at constantly improving the integration, development, listening and leadership of their employees.

KEY POINTS ▼

- We have made meaning a priority to increase our companies' attractiveness, and to build the loyalty of our employees
- We're working to strengthen our appeal and build loyalty among young people in order to recruit tomorrow's talent
- We make our people shine, by placing excellence and commitment at the heart of our business ecosystem
- We share the value created with our employees
- We manage and promote employee satisfaction, helping people feel proud to be part of our teams.

Staff turnover among permanent employees

30.1%

27.0 % IN 2022

↑ + 3.1 PTS

2024 TARGET

28 %

The increase in employee departures this year reflects the retention challenge facing the automotive sector. In response, Mobivia is strengthening its appeal by consolidating its integration programmes for new arrivals, offering career development opportunities and creating an environment conducive to team development, with the aim of reducing this rate by 2 points by 2024.

Percentage of work-study trainees hired as permanent staff

39.5 %

34.3 % IN 2022

↑ + 5.2 PTS

The initiatives deployed across our network have encouraged the hiring of work-study trainees. This is particularly the case in France, where the creation of dedicated classes has played an important role in easing the transition of trainees to permanent positions.

Share of capital owned by our employee shareholders

3.7 %

4.4 % IN 2022

↓ - 0.6 PT

Maintaining purchasing power has been a major concern for our employees, as it was for a large number of employees in all sectors. This effect, combined with the rise in share value, has slowed new investment in our dedicated fund.

Share of beneficiaries who subscribed to Mobival

34.9 %

38.2 % IN 2022

↓ - 3.3 PTS

The inflationary context and the change to our starting rate this year have had an impact on the number of unitholders.

RESOURCES

- HR DEPARTMENTS
- RECRUITMENT TEAMS
- ACADEMIC RELATIONS
- INSTITUTIONAL AND STAKEHOLDER RELATIONS
- PARTNERSHIPS
- COMMITMENTS AND MANDATES WITHIN PROFESSIONAL FEDERATIONS
- SATISFACTION BAROMETERS

MAKING MEANING A KEY FACTOR IN ATTRACTING AND RETAINING EMPLOYEES

Aware that the mobility sector often struggles to attract new talent and retain employees, Mobivia is committed to developing and reinforcing the meaning behind each employee's assignments, to reflect the values they hold. In addition to the skills-based sponsorship that various brands have been offering for several years, new initiatives have been launched to meet this challenge.

One such example is the "Values and Meaning" seminar led by Sophie Menez, Change Management Leader, aimed at uniting employees from the entire Mobivia ecosystem around our primary mission: making mobility accessible and sustainable for all. The seminar offers an in-depth understanding of Mobivia and its 50-year history, and highlights the complementary nature of the brands and the people behind them. **This synergy strengthens commitment to our shared mission and enables each individual to find their place and understand their value in the Group.**

Driven by meaning, a shared commitment, and the conviction of working together for a common cause, after 18 years the Norauto Foundation has evolved to become the **Mobivia Foundation**, an endowment fund shared by all our brands. This change was put in place to create a single, unified, borderless tool, for working together in solidarity to promote sustainable mobility for all.

It responds to a need for commitment and meaning expressed by our employees, who want to contribute to the public interest by supporting charity works, thereby reinforcing their feeling of pride in what they do.



STRENGTHENING OUR APPEAL AND BUILDING LOYALTY AMONG YOUNG PEOPLE TO RECRUIT TOMORROW'S TALENT

Recruiting young talent to the automotive sector is a challenge, so Mobivia has decided to strengthen its commitment to the formal training of work-study students and the skills development of young people joining our companies. To recruit and retain today's and tomorrow's talent, our brands are improving their work-study policies. This is reflected both in the development of partnerships with schools and universities, and in innovative initiatives.

With this in mind, Midas France and its franchise network have developed their work-study policy to ensure every franchise centre hosts at least one work-study student wishing to embark on this path. To achieve this, the company has worked hard on strengthening the Midas employer brand. It has launched recruitment campaigns on social media, TikTok in particular, with the aim of attracting young talent to its teams. **This initiative has considerably boosted the brand's visibility, with some videos reaching over 10 million views, and almost 40% of recruitment requests being for work-study positions.**

This year, Norauto once again added to its work-study programme by introducing a new edition of the Mecamaster, an in-house competition that rewards the best mechanic in-house. Pairings made up of a trainee and an experienced mechanic were set up for each region. **giving young people the opportunity to hone their skills through a truly unique experience. They are mentored by more experienced colleagues, encouraging the exchange of knowledge and skills, and a spirit of mutual support.** The company has also continued to invest in formal training, by developing our Norauto classes to meet regional skills needs through work-based learning. **This year, 25 Norauto classes, made up of 10 to 15 work-study students, gave our young talents the opportunity to learn a variety of trades.**

3 QUESTIONS FOR



DOROTHÉE STAELENS

Compensation & Benefits Leader

HOW IS THIS APPROACH IMPLEMENTED?

Our aim is to acculturate and anchor the 3P approach in our corporate strategy, to ensure that it is embodied by managers and their teams through powerful, practical and local measures.

WHAT IS MOBIVIA'S 3P APPROACH?

The 3P approach is a new way of focusing our corporate responsibility on the three essential pillars that are Profit, People and Planet. It's the combination of these three visions that will lead to sustainable, multi-faceted performance. In concrete terms, this means that we take these aspects into consideration to successfully meet our employees' need for purpose and meaning, and to transform our companies with a focus on sustainable performance.

To this end, we have launched an experimental phase with a pilot that began at the beginning of January 2023 in Italy. The plan for this pilot is to identify the best way of effectively integrating the 3Ps into our everyday work, to make them a reality for all.

At the same time, we have set up specific reporting at Mobivia level, to help us more precisely identify what we want to achieve.

WHAT IS THE PLAN FOR THE FUTURE?

We are currently working on an employee engagement plan for the various BUs so that they can take ownership of the approach and ensure that all decisions are made with a focus on the 3Ps. Our aim is to finalise this plan in the near future, and implement concrete, sustainable measures throughout the Mobivia ecosystem over the long term.

MAKING OUR EMPLOYEES SHINE: EXCELLENCE AND COMMITMENT AT THE HEART OF OUR COMPANY

Following the example of Norauto and ATU, our brands have set up initiatives to recognise and promote the most committed employees.

Norauto France has relaunched the Ambassadors programme created 10 years ago. The aim of this new launch is to enable employees who embody the brand's values to engage

with the company in a distinctive way, thereby strengthening ties with their colleagues and customers.

To do this, new processes have been developed to guide programme membership and support, establish performance indicators, and ensure better coverage and representation of the brand across the country.



The programme gives us the opportunity to share our daily working life while strengthening our relationships with others by offering chances to share and interact. It gives us a break from the daily grind and a chance to showcase what we're doing for the company. Personally, it has enabled me to rekindle my passion for connecting with others and the brand, but also to better support my team.

NICOLAS SAGNARD

Norauto Ambassador and Centre Director



THE "MOGLICHMACHER" AWARD

This year, ATU launched the Möglicher Award, an initiative designed to reward employees who stand out every single day through their performance and commitment to their work. **To give them the recognition they deserve, the brand offers all employees the chance to highlight, via the ATU app, colleagues or teams who, in their eyes, perfectly embody the Möglicher spirit.** After the nomination phase, a ten-member jury representing both management and employees selected 25 winners. These winners were awarded a trophy and an extra day off work. In the event of an individual victory, the winner also receives a voucher worth 250 euros.

ZOOM

SHARING THE VALUE CREATED WITH OUR EMPLOYEES

Driven by Mobivia's fundamental value of sharing, our brands have stepped up their commitment. **One of their priorities has been to develop tools aimed at involving employees in the management of the company's capital, while expanding their initiatives at local level and in the Nordic countries.**

To this end, Mobivia has continued to lead the Mobival profit-sharing scheme. When new employees arrive, a presentation of the initiative is given during the induction process, and an e-learning module is made available on the training portal. Mobivia has also strengthened its relationships with staff representatives in various countries. Finally, the company provides detailed information on its results, shared quarterly, to offer an in-depth understanding of how it has evolved.

In conjunction with these actions, new Midas France franchisees have decided to open up their companies' capital to employees, echoing the value of sharing, a fundamental pillar anchored at the heart of the brand. Our distribution subsidiaries in Nordic countries have also introduced a sharing policy. This is a significant step forward, particularly in countries where the culture of profit-sharing is not very widespread.

MANAGING AND PROMOTING EMPLOYEE SATISFACTION

The Mobivia ecosystem is committed to creating a fulfilling working environment for all employees, and is actively committed to managing and promoting satisfaction in our teams.

This commitment is reflected in the proactive management of the Smile survey carried out in all Driver Services brands since 2021, to assess the satisfaction of our employees in centres and service teams. **This year, Norauto France and Portugal took specific measures to increase the participation rate and more effectively analyse results. This made it easier to identify areas for improvement, and to take concrete action to promote staff fulfilment at work.**

A management guide for Smile, giving managers the keys to conducting the survey under optimum conditions, has been introduced in both brands. The guide offers a variety of tips, as well as examples of activities and actions designed to encourage their teams to complete the questionnaire. Thanks to this new approach, the participation rate has risen significantly, with a 10-point increase between 2021 and 2023 for Norauto France, reaching a participation rate of 72%. Meanwhile, Norauto Portugal has put in place an innovative commitment plan, enabling it to obtain the "great place to work" certification, ranking third in the large company category.

Finally, in response to the high turnover in our sector and the "Great Resignation" phenomenon that has affected many countries and businesses since the COVID-19 pandemic, several brands are now routinely organising individual exit interviews when employees leave. This approach helps us to better understand the reason for these departures, and to get to grips with changes in the job market and why certain employees have chosen to move on to new horizons.



INCREASING THE EMPLOYABILITY OF OUR EMPLOYEES



RISKS AND CHALLENGES FOR THE COMPANY

The automotive and mobility sector as a whole is currently undergoing a period of considerable change, particularly when it comes to technology. With the advent of connected vehicles, the growth of hybrid and EVs, and the development of new, more service-oriented business models, yesterday's jobs are no longer those of tomorrow, or even today. All historical services professions in the automotive and mobility sector are impacted. For companies in the sector, this implies the acquisition of increasingly specialist skills, ongoing training and, in some cases, the retraining of teams, to ensure the employability of employees in our fields of activity.

Every year, our workshops face more and more technical, connected and electric vehicles. To be able to work on these vehicles and offer quality services, employees must acquire new skills and be continuously trained. More generally, learning new skills, whether technical, functional or managerial, is undoubtedly one of the keys to performing well in today's markets and preparing employees for the challenges to come.

POLICY & COMMITMENT

In response to a constantly changing environment, Mobivia is committed to developing current and future skills. The brands offer a variety of learning and development formats, so that employees can keep their skills up to date, as well as share, discover and develop their knowledge and skills, both in their business areas and in their careers as leaders, managers or employees.

KEY POINTS ▼

- We guarantee a foundation of key skills for all our employees
- We boost the development of electrical engineering skills
- We support and facilitate internal mobility and career development
- We support leaders through the Mobivia University



Number of state-recognised diplomas awarded to our employees

787

669 IN 2022

+ 17.6 %

The fact that our employees have obtained professional qualification certificates demonstrates our investment in skills development and the promotion of in-house talent. This creates an environment where professional development is encouraged, supported and recognised.

Percentage of employees who have received a development plan or had an annual performance review

63.9 %

47.1 % IN 2022

+ 16.8 PTS

Thanks to the commitment of management and HR teams, exchanges between managers and employees are on the rise, reinforcing dialogue on careers and development, with good progress particularly in France and Germany.

Number of employees trained in electronics

1,399

1,379 IN 2022

+ 1.5 %

In view of an accelerated transformation involving the rise of connected vehicles and the growing emergence of hybrid and EVs, this year we are continuing to train our second cohort of electronics experts.

RESOURCES

- HR DEPARTMENTS
- TALENT TRACKING PROCESS AND TOOL
- TRAINING TEAMS
- TRAINING PLATFORM AND PATHWAY
- IN-HOUSE TRAINING LEADERS
- VOCATIONAL QUALIFICATION CERTIFICATION (CQP)

GUARANTEEING A CORE SET OF KEY SKILLS FOR ALL EMPLOYEES

In recent years, the mobility sector has undergone a major transformation, one that is gathering speed today with the widespread use of connected vehicles and the emergence of hybrid and electric vehicles. This change has a direct impact on the traditional activities of auto centres. **To successfully adapt to the changes of today and tomorrow, the Mobivia ecosystem is committed to developing its employees, guiding them in strengthening their key skills and acquiring new ones.**

In the international context of the Mobivia ecosystem, command of languages is a key factor in the integration and inclusion of employees. **To this end, many companies in the Mobivia ecosystem offer their employees the chance to take language courses.** This initiative contributes to better integration in the country and company in question, encourages better understanding and communication within teams, and facilitates access to all training and development schemes.

At the same time, each brand is committed to complying with national standards and specificities in terms of training and certification in each country where it operates. **In addition to guaranteeing that skills are in line with local regulatory frameworks, this commitment ensures the quality of service required by the brand in each country.** At Norauto Italy, for example, the majority of workshop staff hold the national

diploma enabling them to work on vehicle air-conditioning systems. This year, Norauto Portugal has had almost 120 diplomas issued by certifying bodies, enabling certified employees to work on vehicle air conditioning and automatic gearbox maintenance.

Midas's aim is to locate trainers in the different regions to reduce their travel and promote better knowledge of their sector, including local franchisees. In addition, to encourage franchisees to commit to training, the brand offers two specific training courses per year

« This year, we organised in-house training courses at 70 different sites. We have worked as closely as possible to the network to meet their need for a local presence and to better understand the needs in the field. This proximity is of paramount importance and is also a key value at Midas, in line with the high standards and bold approach we advocate.

JAN VAN GENNEKEN
Expertise Division Manager
Midas France



Two years ago, Midas took the initiative of bringing its training in-house, thereby placing knowledge and skills at the heart of the company's strategy. **This approach was given a significant boost this year with the recruitment of a new training officer and the launch of an internal website dedicated to training.** This site offers a range of tools, allowing all branch and franchise employees to register directly for training courses, assess their skill levels, and access a dedicated space for sharing experiences. The brand has also focused its training policy on regional coverage, to be as close as possible to its franchisees.

and per centre, in return for a reduction in royalty fees. This year, in response to changes in the vehicle fleet, Midas has chosen to offer Level 1 and 2 training courses on electronic diagnostics and electric vehicles.

BOOSTING THE DEVELOPMENT OF ELECTRICAL ENGINEERING SKILLS

The training policy at Mobivia is particularly attentive to the changing nature of cars on the road, which are made up of increasingly sophisticated vehicles. With the deployment of connected vehicles and the rise of new technologies, Mobivia is committed to helping its employees further develop their skills.

In France, Norauto has set up an electrical technicians' college to teach employees how to diagnose and work on increasingly electronic vehicles, whatever their engine type. This year, the brand trained 40 new electrical technicians, and plans to train a hundred more over the next few years to ensure a network of skills across the country. The college for electrical technicians is based on a shared set of core skills, established in part with the close collaboration of SMAVA - the multi-brand automotive after-sales services branch of Mobilians. Norauto also trains its sales staff in electronics-related products and services, to guarantee customers quality advice in-store. **To achieve this, a virtual classroom was set up in 2023.** The company has also incorporated electronics into its in-centre training courses, to help employees get to grips with this major change.

Meanwhile, Norauto Portugal has been actively focusing on skills development, training mechanics in hybrid and electric vehicles to prepare them for the transition of vehicles on the road. At the end of their training, employees can also join the TecElec community created by Norauto. **This platform enables trained employees to share their experiences and cases, encouraging the mutual exchange of knowledge and expertise.**

To ensure and guarantee an equivalent level of customer service when it comes to Electronics work across the Mobivia network, **Car Studio, Mobivia's autotech accelerator, has been working with APAVE and our brands (Norauto, Midas ATU, Auto 5) to create a label designed to support and assist their employees' and centres' progress in the Electronics field.** This label is awarded not only on the basis of the level of electronics skills attained by sales staff and technicians, but also on the basis of hardware and software equipment, the use of the specialist electronics network, and the marketing solutions deployed at each site. A full assessment of the centre is carried out, with the aim of supporting the teams towards electronic expertise, site by site. **This initiative aims to guarantee optimum customer service, maintain a level of excellence in electronics, align all brands at the same standard thanks to common criteria, and prepare for the electrification of cars on the road.** To date, 100 centres in the Mobivia network have been awarded the label, demonstrating the company's ongoing commitment to developing expertise in electronic technologies

SUPPORTING AND FACILITATING INTERNAL MOBILITY AND CAREER DEVELOPMENT

To encourage the development of talent within our ecosystem of brands, Mobivia is dedicated to internal promotion and mobility. **Our goal is to make the most of existing skills and enable our employees to develop and thrive in their careers.** This policy, developed at Mobivia over many years, has already borne fruit. Our brands are now committed to going even further.

For example, our companies favour "zig-zag" career paths, offering employees opportunities for advancement. **These types of careers mean our employees**

can explore new horizons while becoming more familiar with our ecosystem, which is characterised by its richness and diversity of professions. It also enables them to deepen their skills in new areas, whether technical or strategic. The recent overhaul of the Group's intranet reinforces this mobility policy by highlighting the opportunities available in the various entities.

Career development opportunities are also offered within each brand. **At Midas, for example, once our work-study trainees have graduated, some of them choose to become franchisees, helping to strengthen the company's reputation and growth in the long term.**

In terms of career development, **the MyGo entity has set up individual development plans, and has seen almost 35 people move up the career ladder over the last two years.** In a spirit of sharing and mutual enhancement, an "Inspiration Day" was also organised this year. It was a chance to hear several employees talk about their career paths, their business expertise and their different talents.

These initiatives are proof of the network's commitment to supporting and nurturing talent, and to fostering a genuine feeling of pride in belonging to the Group.

3 QUESTIONS FOR



MALIKA CHABANE
IT/Digital HR Leader



**WHAT ARE THE SPECIFIC FEATURES
OF DIGITAL-RELATED PROFESSIONS?**

The digital job market is a highly dynamic and sought-after sector, with companies looking for skills that are changing rapidly in line with technological developments and innovation. People's professions are vulnerable and are very often the first to be impacted by the development of new technologies, which can sometimes lead to a rapid obsolescence of skills.



Through the digital catalogue,
we aim to encourage a
continuous learning environment
to prepare our employees for
new trends and changing needs.

**WHAT ARE THE NEXT INITIATIVES
FOR 2023-2024?**

For the coming year, we aim to extend the range of professions covered by our training catalogue and to strengthen our offering. Through this initiative, we aim to offer a wide variety of learning opportunities, fostering curiosity and skills development at every stage of the career path for all our employees.

**HOW IS DIGITAL TRANSFORMATION
CURRENTLY ASSERTING ITS ROLE AS
A LEARNING ORGANISATION?**

A lot of work has been done over the 2022-2023 period to position digital transformation as a learning organisation, with the aim of developing a learning culture built around collaboration, sharing, flexibility and autonomy. To this end, in June 2023 we launched a digitalised training catalogue offering training opportunities for each of our business lines to maximise employee commitment and motivation. This catalogue enhances team skills development by offering a range of resources such as online training, webinars and e-learning courses, and by encouraging knowledge sharing between employees.



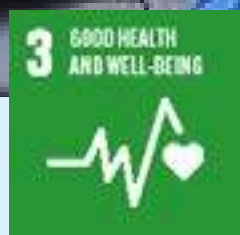
SUPPORT FOR LEADERS AND THE MOBIVIA UNIVERSITY

Mobivia University's goal is to support all leaders in their personal development to meet current and future challenges, in line with our 3P strategy (People, Planet, Profit). It offers a training catalogue comprising some fifteen courses tailored to various roles. The aim of these training courses is to enable each individual to play an active role in their own personal development, to support the development of teams and organisations, and to deepen expertise in order to achieve overall corporate performance.

Communication focused on the portrait of a Mobivia leader aims to create a shared vision of the key skills required of leaders, so that they in turn can help their teams to develop their skills in a fulfilling working environment. This portrait is structured around several key skills, which include: co-developing and driving transformation, embodying values and fostering engagement, taking care of oneself and others, coaching and developing teams, delivering sustainable and responsible performance, co-constructing a global and strategic vision, working and innovating in a constantly changing world and remaining responsible and reassuring in an uncertain context.

ZOOM

GUARANTEEING THE HEALTH, SAFETY AND WELL-BEING OF OUR EMPLOYEES



RISKS AND CHALLENGES FOR THE COMPANY

In the automotive sector, working in a workshop or store requires discipline and professionalism. It also requires compliance with a certain number of rules and key principles in terms of quality, health, safety and the environment, in order to minimise the risk of workplace accidents, which is still a reality in our sector of activity.

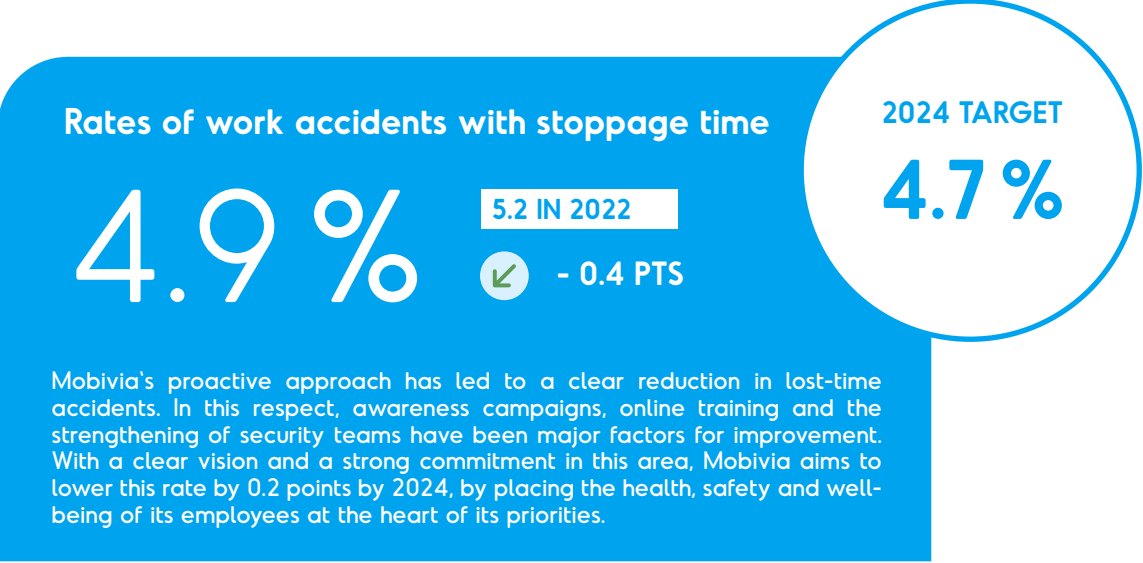
Ensuring the health, safety and well-being of our employees is essential. Not only as an employer, to ensure the continuity of our business, our performance, and more generally the sustainability of our companies, but above all for our employees. The aim is to guarantee them a healthy, safe and secure working environment, conducive to their day-to-day well-being.

POLICY & COMMITMENT

Mobivia is committed to ensuring the health, safety and well-being of its employees. Whether through team building, prevention and awareness campaigns, training, modernisation of work tools, ergonomic approaches, renewal of protective equipment, or other priorities. Mobivia works on a wide range of areas throughout the year.

KEY POINTS ▼

- We take care of our employees' health
- We promote better quality of life and working conditions
- We ensure the well-being of our employees



This year, Mobivia stepped up its efforts to strengthen its safety culture. Awareness-raising initiatives have been key drivers of this, enlightening and informing our employees about safety practices. Communication campaigns, accompanied by e-learning safety training, have enabled us to highlight our safety rules. The recruitment of dedicated managers in several companies has ensured effective implementation of our policies and coordination of our efforts to reduce risk. These combined actions have helped create a safer working environment in workshops, stores, warehouses and head offices.

RESOURCES

- HR DEPARTMENTS
- HYGIENE TEAMS
- SAFETY E-LEARNING
- SOCIAL ACTION
- SAFETY INDUCTION KIT
- COMPANY AGREEMENT ON WORKING HOURS

TAKING CARE OF OUR EMPLOYEES' HEALTH

We have a duty to ensure the health and safety of our employees. Mobivia is aware of the risks associated with the automotive repair sector, and is dedicated to continuing its efforts to guarantee a safe working environment for all its employees.

To achieve this, we run a number of awareness-raising and accident prevention campaigns across our brands. These initiatives are designed to remind teams of the importance of safety measures, particularly for those on the workshop floor who are more exposed to the risk of accidents.

To raise awareness among employees aged under 25 and with less than a year's experience, Norauto has stepped up its risk prevention communication efforts. The brand has also revised all its safety e-learning modules, incorporating the risks associated with new services.

Safety training remains an essential pillar of the strategy for our companies, particularly Black-Star, which relies on the transmission of skills related to machine use. Employees formerly working for Bridgestone have been training new recruits. They only start learning to use a new machine once they have fully mastered the previous one. This method ensures the adoption of best practices and promotes versatility.



At Black-Star, the sharing of knowledge and skills between employees is critical to how we work, to ensure a safe and supervised introduction for those joining our factory in Béthune. We have chosen to capitalise on the expertise of the 35 employees who worked on the site when during the Bridgestone era, and who are now passing on their approach to safety by training new employees. This process takes place in several stages and can last from one to several weeks for each machine, to our teams remain versatile and integrate safety standards more effectively.

LAURENT CABASSU
Managing Director, Black-Star



New training courses have also been introduced to meet current challenges. Auto 5 offers a programme on managing emotions, in response to an increase in incidents involving aggressive customers. At the same time, Norauto is developing a specific training course to deal with this growing issue across the network.

To further develop our commitment to safety, we have also invested in equipment to reduce the arduousness of work. Several brands have equipped themselves with exoskeletons to improve employee posture. At the same time, Carter Cash has continued to roll out tyre assembly lines, while Norauto France has rolled out the use of tyre chimneys to reduce the arduous task of handling tyres.

To take this approach a step further, new jobs have been created, including that of Safety Manager at Carter Cash. Safety management is now integrated into the repairs and maintenance team to increase the impact of the actions taken. Norauto has also recruited an ergonomist to analyse the workstations of its assembly technicians. The company is now working with startups Moovency and Moten, which respectively study the postural constraints of employees and measure the effort saved thanks to the improvement actions implemented. Finally, Auto 5 and Norauto Italy have strengthened their safety audits, conducted by external bodies, with a technical manager dedicated exclusively to them.



ZOOM

COORDINATION OF THE QUALITY OF LIFE AND WORKING CONDITIONS WEEK AT SYNCHRO DIFFUSION

During this year's Quality of Life and Working Conditions (QLWC) week, Synchro Diffusion offered its employees a vast programme of activities to raise awareness and improve working conditions.

The company called on the services of an osteopath to train employees in movements and postures, warming up at the start of work and visual fatigue. Various workshops were organised according to the risks specific to each profession. For example, the company's sales staff were able to take part in sessions on road safety and micro-napping. The aim is to prevent driver fatigue during work trips. A job forum has also been set up, offering everyone the opportunity to better understand the specificities of their colleagues' jobs by sharing conversations and views. The QLWC week was also a chance to highlight the initiatives of the Quality of Life at Work ambassadors, who have been present at Synchro Diffusion for several years.

GUARANTEEING THE WELL-BEING OF OUR EMPLOYEES

In order to create a fulfilling working environment while improving our employees' quality of life, we have introduced a number of initiatives. These measures encompass various aspects such as work-life balance and the preservation of purchasing power. The initiatives have been rolled out nationally as well as at local level, and are tailored to the specific needs of each region, centre or store.

■ **Teleworking, four-day week, flexible working hours: promoting work-life balance:** the COVID pandemic of the past few years has encouraged a rise in telework, which has become firmly entrenched for those positions that are compatible with this new way of working. Norauto has continued to experiment with the four-day week in certain centres, while Auto 5 has now rolled this out to its entire network for volunteer centres, leaving employees free to adopt this work routine if they so wish. What's more, Norauto Spain offers its employees with children under 14 the possibility of switching up their working hours

to accompany them to medical appointments, whenever possible. These initiatives promote more efficient day-to-day management and offer greater flexibility to employees.

■ **Protecting purchasing power:** In a context of inflation affecting all the countries where Mobivia operates, several measures have been introduced to mitigate the impact on our employees' purchasing power. Since February 2023, ATU has been paying a tax-free monthly bonus to mitigate inflation to all regular and full-time employees. Norauto and Midas Italy have set up a "welfare" plan offering their employees financial benefits as well as a 14th month for Norauto Italy employees. Lastly, Norauto France has set up a sustainable mobility pass to support teams in their transition as a driver, while maintaining their purchasing power. The scheme offers employees financial assistance to reduce the costs associated with their transport and mobility, covering services such as the installation of a bioethanol unit, installation of an electrical system at home, or the acquisition of an electric bike.

STRENGTHENING DIVERSITY AND INCLUSION ACROSS OUR COMPANIES

RISKS AND CHALLENGES FOR THE COMPANY

Diversity is expressed in many different ways in our mobility businesses, but gender diversity remains a major challenge for many players in the sector. Welcoming diversity of all kinds and ensuring equal opportunities means taking concrete action in favour of inclusion and non-discrimination.

A key factor for growth and customer satisfaction, diversity and inclusion help create a positive working environment and are rooted in the local communities in which our brands operate.

Promoting diversity and taking concrete action for inclusion means fostering mutual enrichment, collaboration, innovation and understanding of our customers' expectations, so that together we can perform better. It means drawing on talent pools, expertise and knowledge to define tomorrow's pathways to transformation and growth. Of course, it also means ensuring compliance with local regulations and promoting the integration of our brands in their local regions. Finally, on a day-to-day basis, our employees contribute to creating a positive and inclusive working environment for all.

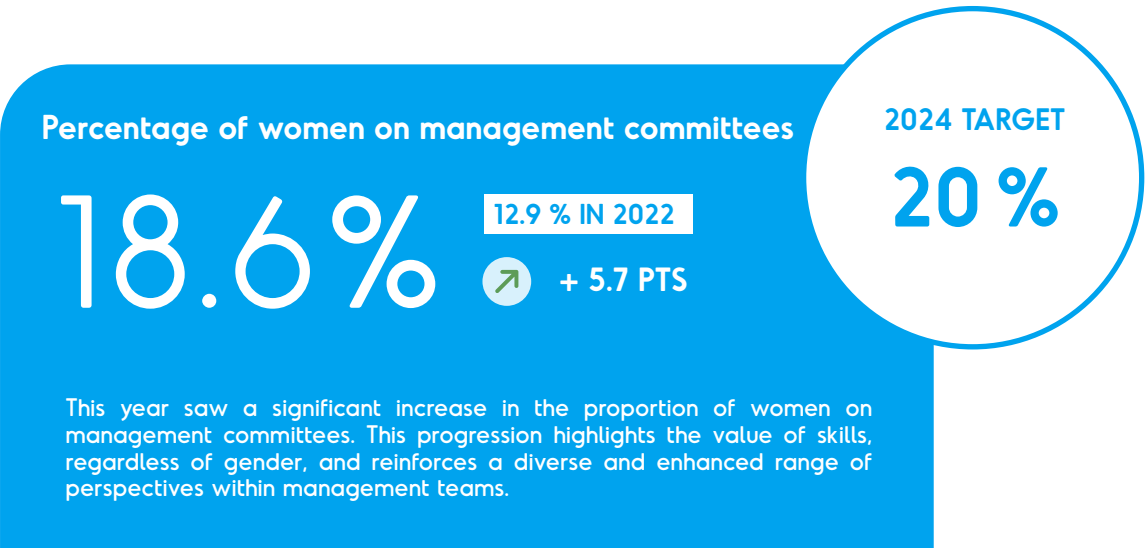
POLICY & COMMITMENT

With over 23,500 employees based in more than 17 countries and representing almost 120 nationalities, the Mobivia ecosystem is built on the wealth of its diversity. Through awareness-raising campaigns, inspiring life stories, experience-sharing and concrete actions to promote equal opportunity, the companies in our network are taking action, a little more each year, to create a positive and inclusive working environment for all, in which everyone can flourish and develop, whatever their uniqueness.

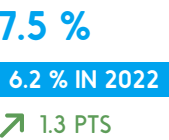


KEY POINTS ▼

- We create opportunities for growth and inclusion for the people in our ecosystem
- We remove the barriers to inclusion for people with disabilities
- We promote diversity through new approaches to recruitment and see it as a driver of innovation

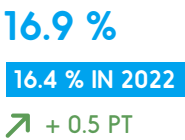


Percentage of women centre directors



The growing emergence of women in the workforce and their gradual access to management positions, such as centre director, reflect an encouraging trend towards more balanced representation within our companies. This progress underlines Mobivia's commitment to diversity and inclusion, and its determination to contribute, a little more each day, to creating a positive and inclusive working environment for all, in which everyone can develop and thrive.

Percentage of women in the network



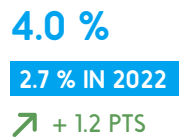
Gender pay gap¹



At Norauto France, the gender pay gap remains at 39 out of 40, demonstrating the company's commitment to maintaining pay equity between men and women. To continue its efforts in the area of diversity and inclusion, Mobivia wishes to extend its monitoring to other brands to encourage the sharing of experience and best practices.

¹ Norauto France

Rate of employees with disabilities



Once again this year, Mobivia has developed partnerships to encourage the recruitment of people with disabilities, while at the same time raising awareness among employees and managers during recruitment interviews. These initiatives demonstrate a real effort to create a positive and inclusive working environment for all.

Total fines, penalties and compensation for damages resulting from breaches of equal opportunity rights



The total absence of any incidents relating to violations of equal opportunity rights is testament to Mobivia's ongoing commitment to a corporate culture that is respectful and fair to all.

RESOURCES

- HR DEPARTMENTS
- MANAGERS
- SOCIAL ACTION
- DISABILITY AGREEMENT
- PARTNERSHIPS
- COMMUNICATION CAMPAIGNS

CREATING OPPORTUNITIES FOR GROWTH AND INCLUSION FOR THE PEOPLE IN OUR ECOSYSTEM

Mobivia and its brands are resolutely committed to the inclusion and professional fulfilment of their employees, offering them opportunities for training and development throughout their careers. Our primary commitment is to guarantee equal opportunities for all, in particular by trying to increase the number of women in our professions.

Although historically many women have contributed to the success and development of the automotive industry, the mobility sector is often perceived as a male-only environment, which can discourage women from applying. Mobivia firmly believes that women's skills are both equal and complementary to men's, and that they have the

same capacity to create value for our companies. Their presence in our network is therefore essential to fostering diversity, inclusion and economic prosperity.

With this in mind, our companies are working hard to promote greater representation of women in the mobility sector. This year, Carter Cash appointed its first female Store Manager, Estelle Elia, in Claye-Souilly.

Mindful of the need to rethink the image of automotive professions, particularly those in the workshop, Norauto France set up a working group at the initiative of Virginie Martin, Human Resources Manager, with the aim of making our professions more attractive to women.

To this end, in each region, a representative is responsible for establishing one or two partnerships.

In the Aquitaine region, Norauto is now working with the Centre d'Information sur les Droits des Femmes et des Familles (CIDFF - Women's and Family Rights Information Centre), and actively participates in a steering committee aimed at promoting the integration of women at work. At the same time, Norauto France has launched a series of videos to combat preconceived ideas about the automotive sector. These videos showcase women working in various professions across the network. Broadcast internally and on LinkedIn, they offer an authentic insight into the working lives of women in our businesses. This campaign reflects Norauto's commitment to gender equality, and is fully in line with Norauto's national policy to promote and encourage the presence of women in auto centres.

REMOVING THE BARRIERS TO INCLUSION FOR PEOPLE WITH DISABILITIES

Mobivia is working to break down prejudices about disability, to facilitate the recruitment of people with disabilities and their inclusion in our teams.

With this in mind, several Business Units, such as **Carter Cash and Norauto France**, have launched disability awareness campaigns aimed at all employees. Norauto France has produced a video to combat prejudice during job interviews, empowering

managers to tackle the subject with peace of mind. **The brand is also raising awareness through the inspiring example of Cédric Bagarre, Norauto sales assistant and Handi-Santé ambassador.** Cédric's speeches aim to demonstrate that disability is not an obstacle to employment, and encourage employees with disabilities to get their status as disabled workers recognised. **These initiatives are aligned with the sixth disability agreement signed by Norauto for the period 2023-2025, which is now taking shape through the handi-santé project.** This scheme helps

employees who have disabilities to strike a balance between their health and professional lives.

Last but not least, **some companies and auto centres have set up partnerships with centres that support people with employment, known as *Etablissements et Services d'Aide par le Travail* (ESAT).** This is the case, for example, at the Black-Star factory in Béthune, where since January 2023, three members of the Cédatra ESAT have been working alongside the Black-Star teams on a daily basis, actively contributing to the site's activities. Today, accompanied by an instructor, they are fully integrated into Black-Star. **This approach demonstrates the company's commitment to the values of inclusion and teamwork that are so important for its teams.**

« Our aim is to go one step further and offer a positive, inclusive environment for all, in which everyone can flourish and develop, whatever their diversity or uniqueness.

EVELYNE THÉRY
People Leader at Mobivia



PROMOTING DIVERSITY: OUR NEW RECRUITMENT APPROACHES

To encourage the recruitment of a wide range of talents, who can contribute to the diversity and richness of our Group, many companies are now opting for recruitment methods that put the onus on interpersonal skills rather than qualifications.

Carter Cash, Mobivia's forerunner in non-CV recruitment, has been offering applicants the option of

« At Carter Cash, we recruit based on people skills!



MATTHIEU DUHEM
Brand Human Resources
Director

filling in a simplified online form since 2022. The purpose of this approach is to overcome the obstacles that can sometimes deter candidates from applying for a job. **The advantage of this method is that it highlights applicants' personalities rather than their qualifications, and has been adopted by other brands in the Group, including Norauto.**

Black-Star has also chosen to move away from traditional recruitment methods, adopting the **Simulation Recruitment Method (SRM)**. In partnership with Pôle Emploi, this method allows candidates to apply to recruitment sessions without a CV, giving an additional opportunity to detect future talent. These sessions include several tests, so that applicants' can envision themselves in a role in the company, better understand the working environment, and assess their skills in relation to the jobs to be filled. Motivational interviews are then held before the final

selection of candidates. Once hired, new employees are integrated and trained by the Black-Star teams, who share their skills and expertise in a spirit of mutual support and collaboration. In parallel with this method, **Black-Star has also set up a staff referral system, the success of which is a clear demonstration of the commitment of our teams, and their desire to share their professional experience with friends and family.**



ZOOM

THE WELCOME-WORKING FOR REFUGEE INTEGRATION PRIZE

For the second year running, Norauto Italy is proud to have won the "Welcome-Working for Refugee Integration" prize, awarded by UNHCR Italia, the Office of the United Nations High Commissioner for Refugees, to companies that stand out for promoting the integration of refugees into the job market, by offering them stable employment contracts.

The Global Compact on refugees calls on the business sector to play an active role in managing the humanitarian refugee crisis. As a responsible company, Norauto Italy recognises the value of work as an essential tool for integration and inclusion. The company is therefore committed to offering opportunities for a better future to those who decide to start a new life in Italy. The company now has almost 17.8% refugee employees on its teams, an increase of 6.25% on the previous year.

ENVIRONMENT

- 1** **REDUCING OUR CARBON FOOTPRINT AND CONTRIBUTING TO CLIMATE ADAPTATION**

P.54
- 2** **REDUCING POLLUTION IN ALL ITS FORMS AND PROMOTING LOW-EMISSION, LOW-CARBON VEHICLES**

P.74
- 3** **REDUCING THE IMPACT OF OUR ACTIVITIES ON NATURAL RESOURCES AND BIODIVERSITY**

P.84
- 4** **DEVELOPING AN INTEGRATED CIRCULAR ECONOMY APPROACH BASED ON THE 4RS: REDUCE, REPAIR, REUSE, RECYCLE**

P.90

REDUCING OUR CARBON FOOTPRINT AND CONTRIBUTING TO CLIMATE ADAPTATION



RISKS AND CHALLENGES FOR THE COMPANY

The transport and mobility sector is one of the world's biggest emitters of greenhouse gases, accounting for almost 30% of global CO₂ emissions (source: IPCC). This is evidenced by the acceleration of restrictive and limiting regulations for internal combustion vehicles (end of internal combustion vehicles by 2035 in the EU, development of low-emission zones throughout Europe, traffic restrictions, etc.) as well as government support measures for the development of greener mobility solutions.

Through its activities, Mobivia generates negative external emissions in terms of GHG, which it needs to reduce as much as it possibly can at all levels of the value chain, or risk having to bear additional costs and increased environmental taxation in the future. Furthermore, given the increasingly fast pace at which vehicles are being replaced by low-carbon transport solutions, 2, 3 and 4-wheel, Mobivia's market finds itself at the heart of a revolution, requiring it to transform its activities and business models, or risk seeing its historical brands heavily impacted by the gradual shift from internal combustion to electric.

Against this backdrop, Mobivia faces a twofold challenge: reducing the carbon footprint of its activities by taking action across its entire value chain, and transforming its businesses and solutions to support its customers as their needs evolve towards low-carbon mobility solutions, and to position itself as a network of forward-looking companies, reinventing mobility for all.

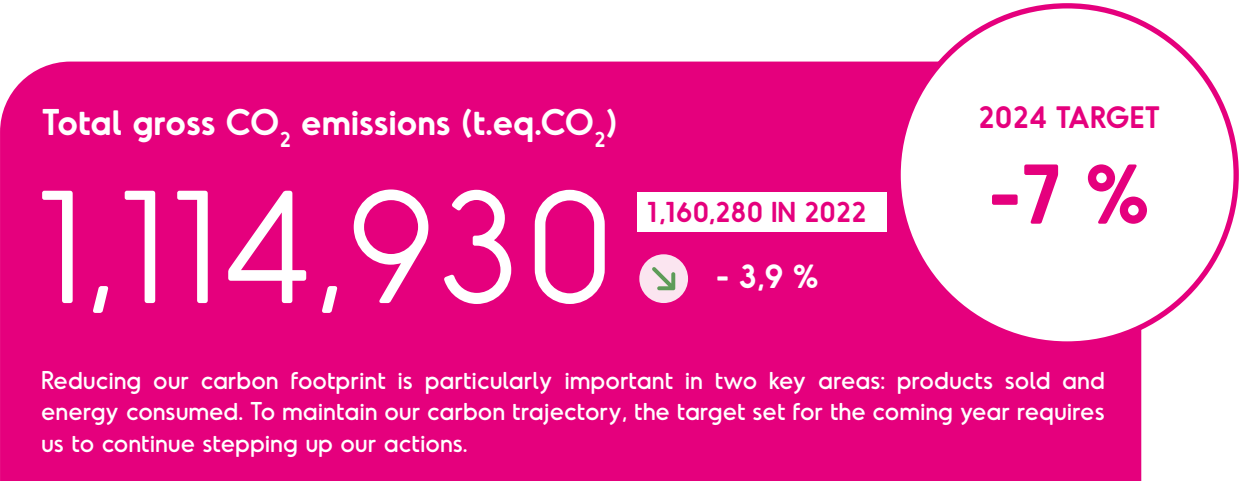
POLICY & COMMITMENT

The reduction in our carbon footprint and our contribution to climate adaptation have been priority objectives in the sustainable development strategy at Mobivia and its companies for three years now.

After two years of taking stock, getting our teams acculturated and structuring our carbon strategy across the Mobivia scope, FY 2022/2023 was marked by the acceleration of all projects contributing to the "carbon trajectory" we have set ourselves based on the Paris agreements: increasing the skills and expertise of our teams, developing dedicated carbon measurement and management tools and indicators, launching key projects such as the "Internal Carbon Pricing", and developing cooperation with our suppliers on carbon issues.

KEY POINTS ▼

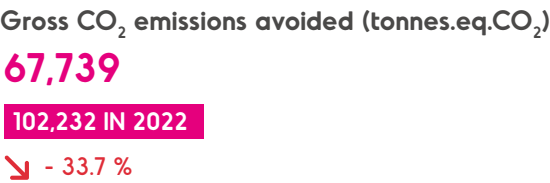
- We are committed to a low-carbon trajectory, aiming to reduce our emissions by 5% (Scope 1 and 2) and 2.5% (Scope 3) per year by 2050, compared with their 2019 levels.
- We manage and coordinate this trajectory using three reference points: the GHG protocol, the Net Zero Initiative method and the share of our turnover with positive impact.
- We educate and inform our employees on the need to take action for the climate.
- We are working to reduce the carbon impact of all our activities (direct and indirect emissions, scopes 1, 2 and 3) by taking action on our main priorities (products, buildings, supply chain, employee travel).
- We implement company-wide energy-saving plans.
- We are investing to become more energy self-sufficient.



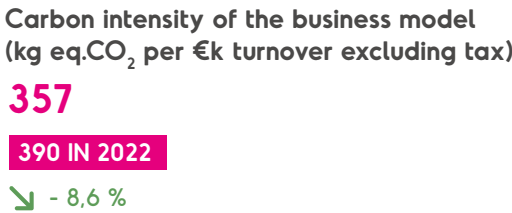
The reduction in direct emissions (scopes 1 & 2) is the result of a significant reduction in energy consumption within our companies, due to the implementation of an energy sobriety plan promoting more efficient use of electricity and gas.



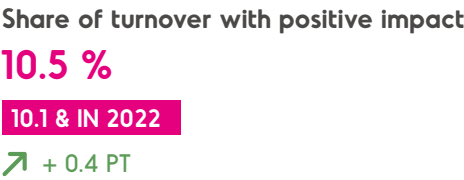
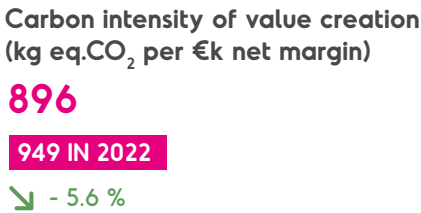
The reduction in indirect emissions was due to lower sales in Germany, impacted by operational disruptions caused by the cyber-attack; and to decline in business associated with polluting air-conditioning gas products.



The reduction in avoided emissions is explained in particular by the drop in activity in our workshops, concerning services linked to the installation of bioethanol units, as well as the decline in sales of soft mobility solutions.

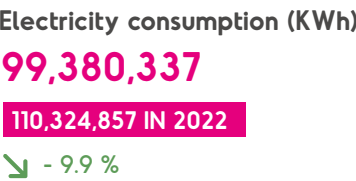
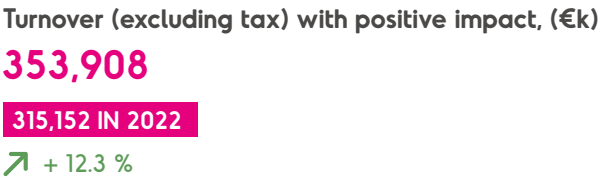


The Mobivia model's reduction in carbon intensity per monetary unit can be explained by three major factors. First of all, inflation has had a major impact on the selling price of our products and services. Secondly, the evolution of the product mix is marked by a reduction in high-carbon-emitting products and services, such as tyres and air-conditioning gases. Finally, the third reason concerns the increasing number of new solutions that are less carbon-intensive than their conventional alternatives.



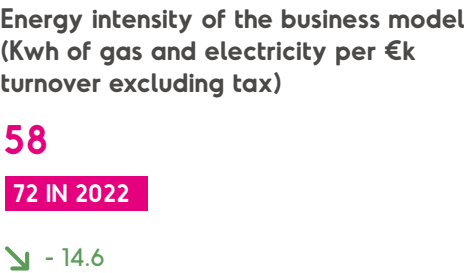
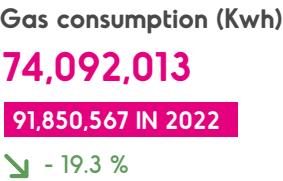
The increase in turnover with positive impact is driven by dynamic battery sales and the expansion of the tyre range, including the Black-Star reconditioned tyre, Rolling resistance A tyres and used tyres. The diversification of our solutions is also reinforced by the contribution of standard exchange parts and regenerated oils.

Nevertheless, soft mobility products and services associated with bioethanol were down on previous years.



At the heart of its strategy, Mobivia has made concrete commitments to promote energy sobriety within its companies, resulting in energy savings. Specific actions have been implemented, such as precise temperature management in our centres and warehouses, a significant reduction in outdoor lighting times, and better integration of green energy sources in our overall consumption.

At the same time, an intensive awareness-raising campaign has been carried out among employees to inform them about the environmental issues associated with energy use. These initiatives have paid off, with an average consumption of 14 kilowatt-hours less for every thousand euros generated, compared with the previous year.



RESOURCES

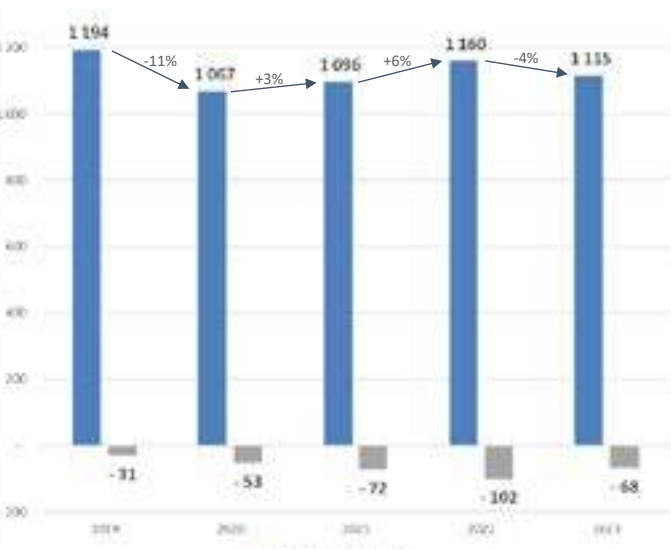
- BUS' CARBON FOOTPRINT ASSESSMENTS
- SUPPLY CHAIN
- UPSTREAM AND DOWNSTREAM
- M2S TEAMS
- MGTS AND MYGO TEAMS
- SUSTAINABLE DEVELOPMENT TEAMS
- STARTUPS

Mobivia has decided to adopt a new approach to calculating its carbon footprint, switching from the BGES accounting method to that of the GHG Protocol, an internationally recognised benchmark. The aim of this transition is to improve measurement accuracy and take better account of scope 3.

To facilitate comparison and assess changes between the carbon footprints of the last five years, a re-evaluation was carried out using the GHG method.

In concrete terms, this approach has resulted in the inclusion of manufacturing, direct use, packaging and the complete life cycle for all products. Franchisees have also been included by extrapolation of Scopes 1 and 2, as well as part of Scope 3. Reliability improvements include the exclusion of franchisees' customer receipts, an updated emissions factor for combustion-powered cars, an extrapolation of business travel, and a redefinition of the accounting scope for air conditioning.

SUMMARY PILLARS A AND B

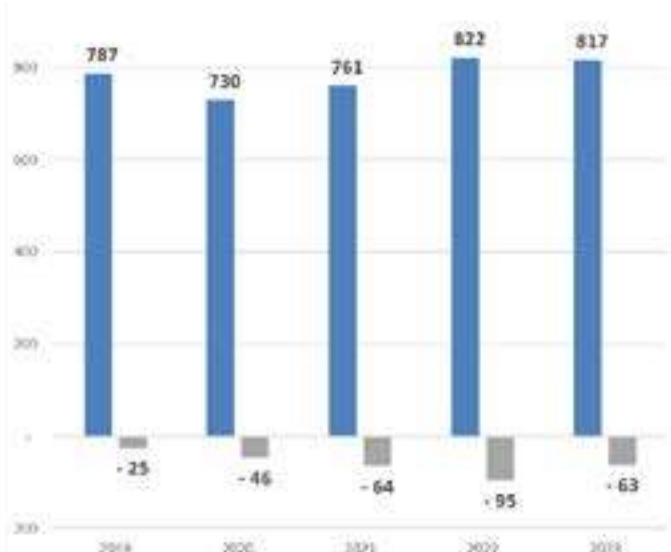


Following a significant reduction in activity as a result of the pandemic in 2019, which led to a substantial decline in our carbon footprint, this has increased in 2021 and 2022 after the upturn in economic activity.

The decline recorded for 2023 (-4% vs. 2022) is mainly attributable to ATU, whose activity was temporarily suspended. This reduction is also linked to a decline in air-conditioning recharging compared with 2022.

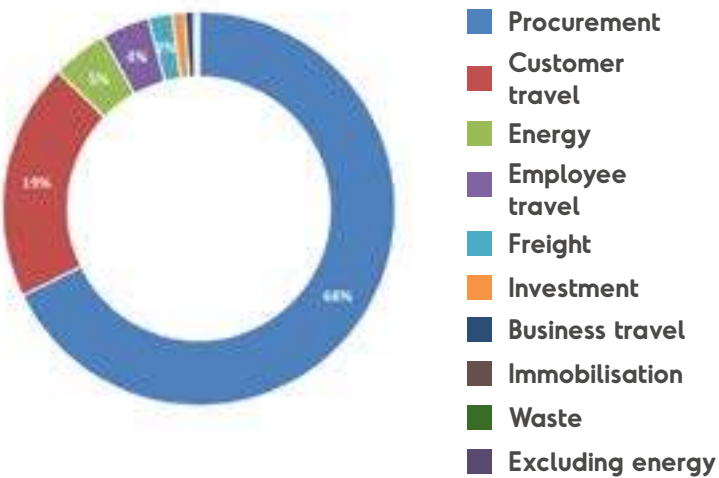
At the same time, the reduction in the number of bioethanol units installed, as well as products and services associated with soft mobility, has led to a reduction in avoided emissions, bringing them back to the 2021 level.

SUMMARY PILLARS A AND B WITHOUT ATU



■ Pillar A (emissions generated)
■ Pillar B (avoided emissions)

GHG BREAKDOWN BILAN CARBONE SCOPE

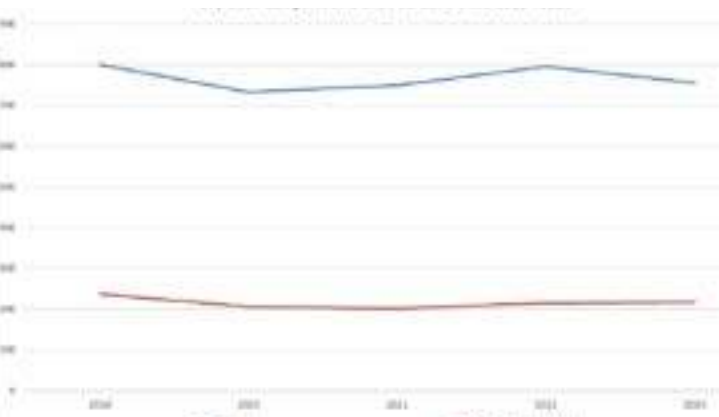


Analysis of the GHG breakdown highlights products as the predominant component of our carbon footprint, accounting for 68% of total emissions. Customer and employee travel is the second major source of emissions. However, the transition to electric vehicles will gradually bring about an automatic reduction that will significantly reduce this share.

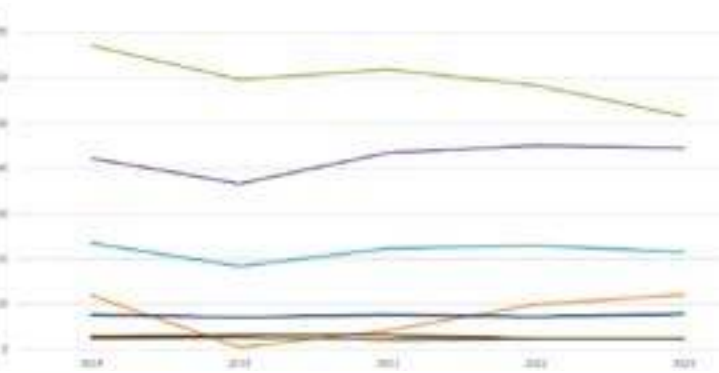
We can see a clear reduction in items relating to customer travel and procurement, both of which are closely linked to the reduction in ATU activity between 2019 and the current period.

A comparative analysis of the carbon footprints of the different years reveals several trends. Firstly, a significant reduction in energy costs, resulting from the implementation of energy-saving action plans by companies. There has also been an increase in employee travel, proportional to the growth in the workforce. In addition, there has been an increase in the investment item, which correlates with the development of Vroomly's business. Lastly, other items remain relatively stable, at levels comparable to 2019.

CHANGES TO GHG EMISSIONS BILAN CARBONE SCOPE



■ Customer travel
■ Procurement

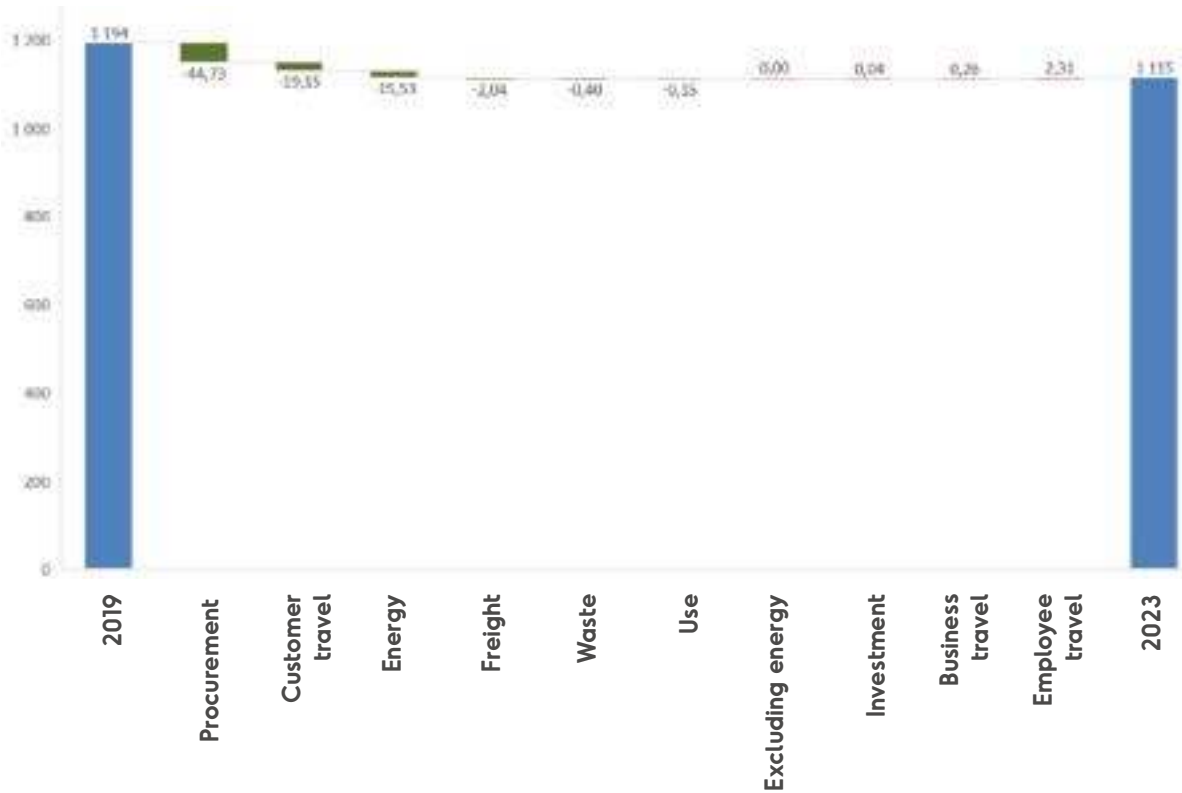


■ Energy
■ Employee travel
■ Freight
■ Investment
■ Business travel
■ Immobilisation
■ Waste

The change in carbon footprint by scope shows a 7% reduction in emissions between 2019 and 2023. This decline is mainly due to a reduction in the carbon impact of products (procurement), which accounts for 55% of the total reduction, while the reduction in the carbon impact of customer travel represents 23% of the overall reduction.

Between 2022 and 2023, emissions fell by 4%. This reduction is mainly attributable to the reduction in the carbon impact of products (procurement) and energy, contributing 82% and 14% respectively to the total drop in emissions.

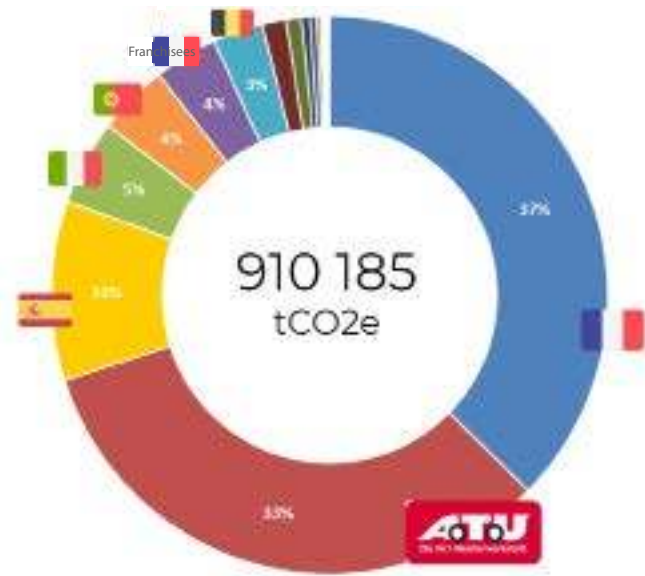
2019 - 2023 CHANGE BY SCOPE



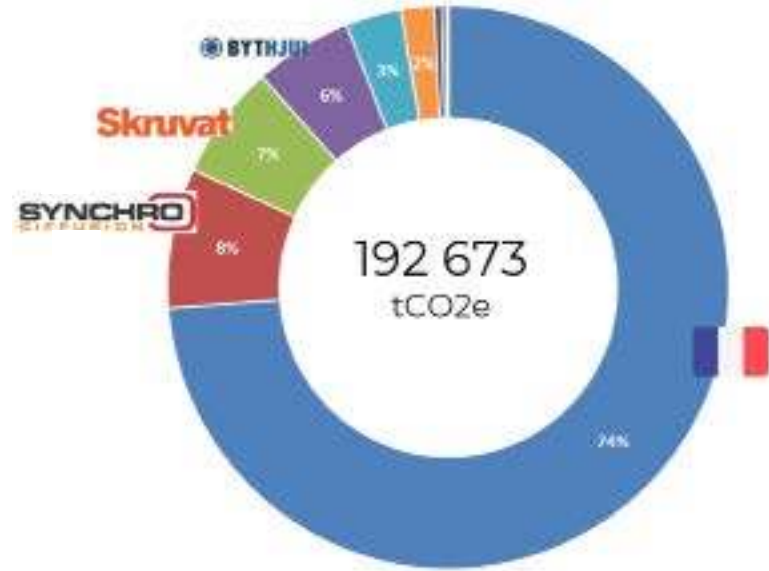
2022 - 2023 CHANGE BY SCOPE



BREAKDOWN BY DRIVER SERVICES BU



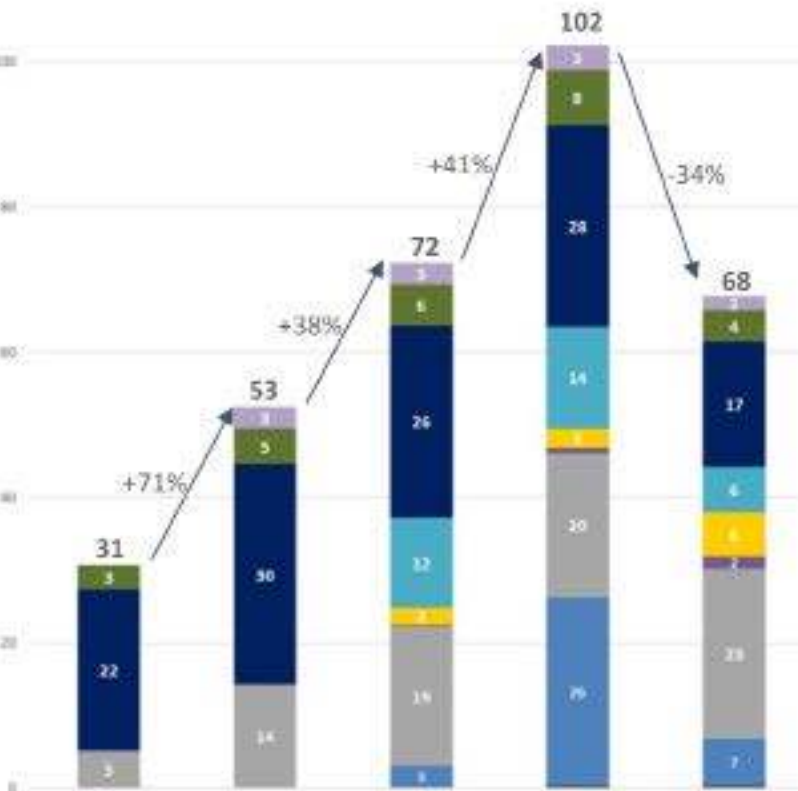
GHG BREAKDOWN BY DISTRIBUTION BU



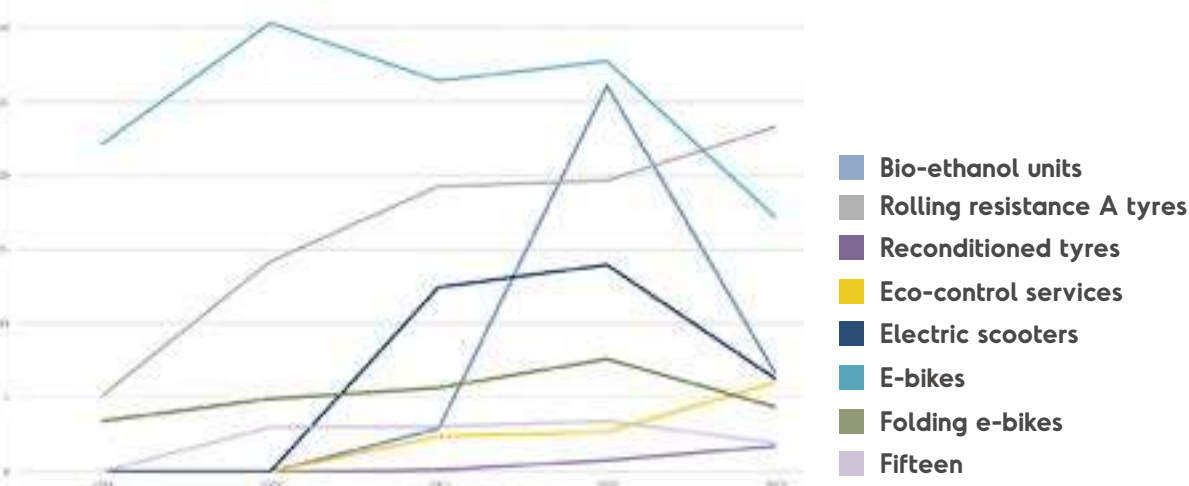
By 2023, Driver Services' total GHG emissions fell significantly, by 10.20% compared with 2019, and by 4.4% compared with 2022. The main companies contributing to these emissions are Norauto France, accounting for 37% of the breakdown for the activity, followed by ATU at 33% and Norauto Spain at 10%.

For 2023, we can see a fluctuation in total emissions within the Distribution activity, resulting in a 19% increase compared to 2019 and a very slight 0.01% increase compared to 2022. The predominant players contributing to these issues are mainly Carter Cash France, representing 74% of the breakdown for the activity, followed by Synchro Diffusion at 8%, Skruvat at 7%, and Bythjul at 6%.

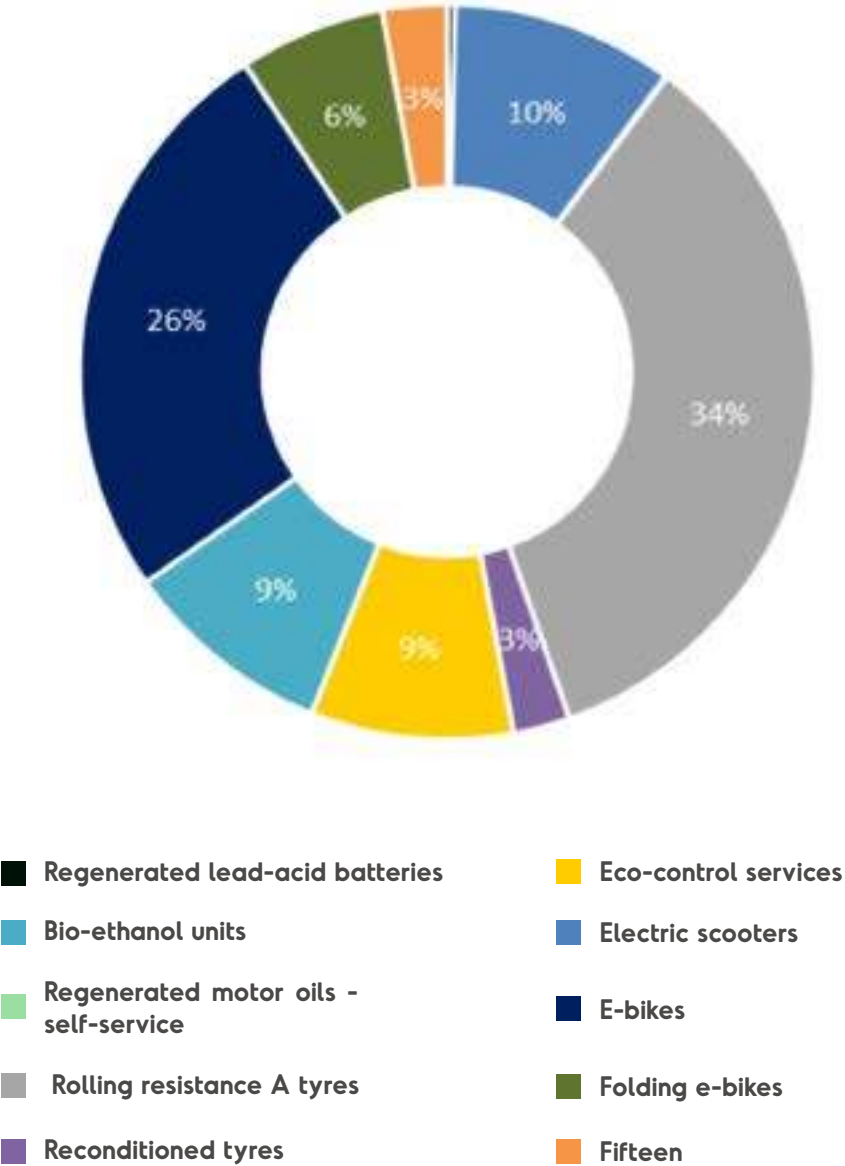
AVOIDED EMISSIONS BETWEEN 2019 AND 2023



AVOIDED EMISSIONS BY PRODUCT



BREAKDOWN OF EMISSIONS AVOIDED BY AVOIDANCE METHOD IN 2023



In terms of avoided emissions, there has been a sharp drop in key avoidance factors such as bioethanol units, sales of e-bikes and scooters. The decline in the installation of bioethanol units is mainly due to the rise in the price of E85 fuel.

Furthermore, the data shows a steady increase in emissions avoided over the last five years thanks to the sale of Rolling resistance A tyres, which now account for 34% of emissions avoided in 2023, compared with 19% in 2022.

Last but not least, an emerging growth item concerns products from the circular economy, such as retreaded tyres, reconditioned batteries and regenerated oils, which contributed 3% of the emissions avoided this year.

DECARBONISATION OF MOBILITY AT THE HEART OF OUR PURPOSE AND THE TRANSFORMATION OF OUR BUSINESSES

Mobivia is committed to pursuing a low-carbon trajectory, in line with the Paris Agreements and the below 2°C objective, in order to contribute to net carbon neutrality by 2050. This commitment is based on two key measures: reducing our carbon footprint and actively working to decarbonise mobility; and developing our share of positive-impact products and services.

To manage its carbon footprint, **Mobivia has chosen to use two reference systems: the "Net Zero Initiative" method and the share of our "turnover with positive impact".** The latter involves identifying the impacts of a product or service, taking into account these four priority Sustainable Development Goals: the climate, the optimisation of resources, health, and the fight against economic insecurity. **Our goal is to achieve a 16% share of turnover generated by positive-impact activities by 2025.**

To take this initiative even further, **Mobivia invested in several tools this year, and adopted new approaches to improve the organisation of data collection, enabling more refined analyses as well as more autonomous teams.**

Since 2022, our network has adopted **the specialist Toovalu Impact software, dedicated to measuring environmental impact.**

This solution allows us to steer our course more effectively, in close collaboration with our various teams and Business Units (BUs). The latter now play a more active role, entering their data directly into the software and accessing increasingly in-depth analyses.

What's more, aware that the results of the Bilan Carbone must be anticipated and managed rather than endured, **Mobivia has developed carbon trajectory control calculators, moving from simple measurement to proactive management of our carbon footprint.** To do this, a simulation tool has been created based on the nine main emission items, allowing projections to be made in line with changes in

the composition of our vehicle fleet. This first expert calculator can now be used to project the Mobivia Group's overall carbon footprint over 10 years.

A second, simpler, three-year calculator has also been developed at the request of the various BUs and activities.

Today, these management calculators help Mobivia to define concrete, ambitious and unifying objectives for our carbon approach. **The aim is to institutionalise the coordination process, define a clear scope for all stakeholders and promote more effective sharing of information and consistent methodological decision-making on carbon-related issues.**



Our trajectory translates into a number of objectives, including the reduction of our carbon footprint by 5% a year on scopes 1 and 2 from 2019, a reduction of 2.5% per year on scope 3 and a 5% increase in our contribution to the decarbonisation of our customers' transport and mobility through innovative solutions (scope 4).

BÉNÉDICTE BARBRY

Director of Public Affairs & Sustainable Development, Mobivia



3 QUESTIONS FOR



FÉLIX BONTE

Carbon and Impact Officer, Mobivia

ONE YEAR AFTER THE CREATION OF THE CARBON AND IMPACT OFFICER POSITION, HOW HAS COLLABORATION WITH BUS DEVELOPED?

Collaboration with BUs has developed very naturally, and is characterised by the cross-functional nature of the projects and approaches initiated. I've received numerous requests for increasingly technical and varied solutions, reflecting the progress we've made and our desire to go further. The aim is to respond to each company's specific needs by providing the right tools to create new synergies related to the issue of carbon. To achieve this goal, I also lead the Turnover with Positive Impact Steering Committee and the Carbon Trajectory Steering Committee.

WHAT ARE THE KEY MILESTONES RELATED TO THE CARBON TRAJECTORY?

The 2022-2023 financial year was marked by a major acceleration in the integration of the carbon issue within the Mobivia ecosystem. During this period, we initiated several projects, including the development of new tools such as Toovalu and our calculators. These initiatives have led to a significant strengthening of our in-house skills. By expanding the scope of our carbon accounting with the switch to the Greenhouse Gas Protocol methodology and the use of these tools, we have been able to refine our projections. We are also seeing the issue of carbon increasingly being taken into account in many different fields, reflecting a growing awareness that reinforces our determination to step up our commitment.

WHAT'S NEXT?

For the next financial year, our aim is to make our carbon footprint even more robust, thanks to the feedback we receive from our Toovalu teams and a program that gives us direct access to all analyses. We also plan to deploy an expert projection calculator in some of our companies, with the aim of improving their autonomy in managing their trajectory.

We also plan to submit our carbon strategy for assessment by the Carbon Disclosure Project.

INFORMING AND MOTIVATING OUR EMPLOYEES TO TAKE ACTION FOR THE CLIMATE

Aware of the importance of getting our employees on board with climate action, the network organises awareness-raising initiatives throughout the year. These campaigns enable everyone to gain a better understanding of the climate and environmental issues to which we are committed and encourage people to take action.

To mark the European Sustainable Development Weeks, all the brands in our network put on a variety of awareness-raising events. **These weeks have become a must for all our employees, and are now an integral part of our teams' working practices.** Numerous awareness-raising quizzes, e-learning sessions, webinars and in-centre events have been set up. In addition, frescoes covering climate, mobility and biodiversity completed the approach. Each company has designed programmes in line with their business activity to

encourage sustainable practices and inform their teams about the importance of the climate.

The network also motivates its teams throughout the year through internal communication campaigns on sustainable development (SD).

With this in mind, Norauto France is consolidating its network of sustainable development ambassadors, whose aim is to raise awareness of these issues among the network's teams, and enable them to take local action. SD ambassadors can benefit from individual support to develop their projects, and a space for communication and sharing has also been set up, along with a management kit listing all the actions undertaken.

These efforts aim to integrate the Group's sustainable trajectory at the heart of the network, getting both teams and customers on board.

Last but not least, Mobivia has created a new section on its intranet dedicated to sustainable development, giving employees a better understanding of our trajectory and how it is led within companies. This section

provides a range of resources for all members of the Mobivia ecosystem, including a weekly newsletter, themed focuses and a multitude of videos highlighting the most inspiring initiatives and employees involved in sustainable development.



BOSQUE NORAUTO, THE INSPIRING PROJECT FROM NORAUTO SPAIN

To raise awareness of climate issues and the carbon footprint of our activities, Norauto Spain encourages its employees to get involved in environmental volunteering, by taking part in tree-planting initiatives in areas affected by fires. Together, they are actively contributing to the reforestation of the "Norauto Forest".

At the same time, the company is fully committed to the "Dos Ruedas = Un Arbre" project. As part of this project, a donation is made for each sustainable mobility product sold, to fund the reforestation of geographical areas. This initiative has been made possible by the ClimateTrade blockchain platform, which links up with carbon offset credits officially recognised by the Spanish Ministry of Ecological Transition (MITECO).

ZOOM

3 QUESTIONS FOR



RAPHAËLLE MAPPUS

Business Manager

Iwip

HOW DOES IWIP RAISE EMPLOYEE AWARENESS OF CLIMATE CHANGE AND SUSTAINABLE DEVELOPMENT ISSUES THROUGHOUT THE YEAR?

To help companies in the Mobivia network develop their employees' knowledge of environmental issues, iWip organises and runs "large-scale" awareness-raising workshops, such as the



This year, over 200 employees took part in the Fresco workshops, either face-to-face or remotely, to make them accessible to all

Fresque du Climat and Fresque de la Biodiversité, and "small-scale" workshops, such as educational quizzes designed for brands and tailored to their specific businesses.

WHAT AWARENESS-RAISING CAMPAIGNS HAVE BEEN LAUNCHED THIS YEAR?

This year, more than 200 employees took part in the Fresco workshops (either face-to-face or remotely to make them accessible to all) and just over a hundred were made aware of the issue through more sporadic actions. The workshops covered topics such as the climate, orders of magnitude, and the "true or false" of recycling of our products, as well as biodiversity, circular economy, and more.

HOW DO EMPLOYEES REACT TO THESE INITIATIVES, AND WHAT ARE THE BENEFITS FOR THEM?

Taking part in corporate environmental awareness workshops is often seen as an opportunity, since they offer access to knowledge that is important on both a personal and professional level, and one might not otherwise have made the effort to sign up for one of these weekend workshops. The end of the sessions is always marked by a new level of awareness and a desire to take action for a more desirable future, despite the complexity of the issues at hand!

REDUCING OUR CARBON FOOTPRINT BY TAKING ACTION ACROSS THE ENTIRE VALUE CHAIN

PURSuing THE DECARBONISATION OF TRANSPORT THROUGH THE ELECTRIFICATION OF OUR FLEETS

In order to pursue our commitment towards decarbonising transport, Mobivia has decided to take action, in particular with regard to the rules governing its company fleet. This policy has been drawn up with the aim of reducing the carbon footprint of our corporate fleets, and supporting our employees in their transition to more sustainable modes of mobility for their business trips and commutes.

It is based on two major pillars. The first relates to the ban on including new diesel-powered vehicles into the company's fleet of service or company vehicles from April 2023. The aim of this measure is to gradually eliminate diesel vehicles from our fleet, with a view to phasing them out completely by 2025. The second pillar of this policy is to accelerate the electrification of our vehicles by prohibiting the purchase of new combustion engine vehicles from 2027. These two pillars combined aim to help us achieve the complete decarbonisation of our fleets by 2030. In 2024, an intermediate phase is planned for new prestige vehicles, which will have to be electric. To facilitate this automotive transition, we have also begun work on rethinking our mobility credit and providing a home EV charging solution.

TAKING ACTION TO REDUCE OUR ENERGY CONSUMPTION AND CONTINUING TO DEPLOY RENEWABLE ENERGIES

In 2022/23, Mobivia stepped up its efforts to reduce energy consumption and deploy renewable energy sources within its networks. Mobivia launched employee awareness campaigns, highlighting the impact of over-consumption of energy on the environment and the economy. By putting economic and environmental issues into perspective, we encouraged our employees to rethink their energy habits and adopt more responsible behaviour. This heightened awareness was backed up by the implementation of concrete measures across our brands.

Following the French government's announcements for winter 2022, Norauto France drafted an energy efficiency plan in collaboration with experts and a dedicated working group. The aim of this plan was to save 6% of energy consumption by 2023. Norauto, which was already ahead of the game in its energy-saving targets, since it has reduced its consumption by 23% since 2019, has decided to continue its efforts. This energy efficiency plan has three main focuses. First of all, strict guidelines have been established for temperature and lighting in Norauto centres.

A course offering support and training in eco habits was then set up to raise awareness and motivate teams. Finally, work has been planned and carried out in the centres to improve the energy efficiency of the facilities.

ATU has also introduced an energy saving and efficiency plan in response to these crises and concerns. The plan was drawn up by the company's experts, and consists of 13 measures focused primarily on reducing energy consumption linked to lighting and temperature in our centres and services. In parallel, weekly monitoring of the centres has been set up to assess the progress made in implementing these measures.

Lastly, all of our brands have continued to invest in improving the energy efficiency of their buildings. This approach has resulted in the accelerated deployment of LED lighting in all facilities, as well as the installation of new photovoltaic panels.



AUTO 5 INVESTS IN AN ENERGY MONITORING PROGRAMME

This year, Auto 5 implemented the Energy Management nanoGrid, installing energy consumption monitoring units in 32 of its centres. This system enables real-time monitoring of energy consumption, detecting any irregularities via email alerts.

The process ensures an instant response and rapid corrective action.

The partnership developed with nanoGrid, a company specialising in climate-friendly energy management through its global platform for detailed monitoring and optimal control, has enabled Auto 5 to identify and correct abnormal electricity consumption issues in 10 of its centres.

ZOOM

3 QUESTIONS FOR



JULIEN DORCHY

ISO 14001 & Waste Officer,
Norauto France

WHAT CAN WE LEARN FROM NORAUTO FRANCE'S ENERGY CONSUMPTION REPORT FOR 2022-2023?

It's been an unusual year for energy: soaring prices, risk of shortages, media pressure. The network has been particularly active on this matter again this year, enabling us to achieve a further 7% reduction in electricity consumption in 2022/23. This performance brings us to an overall reduction of 33% since 2019.

WHAT MEASURES HAVE THE CENTRES TAKEN TO REDUCE THEIR ENERGY CONSUMPTION?

The network's awareness-raising efforts include the introduction of an energy efficiency protocol,

which sets out the right habits and gestures to adopt. We also focused on raising awareness of "wastage", particularly with regard to energy consumption outside the centre's opening hours. We set up a weekly indicator on this topic, which led to savings of 25%.

WHAT ARE NORAUTO'S OBJECTIVES FOR THE NEXT FINANCIAL YEAR AND WHAT METHODS ARE PLANNED TO ACHIEVE THEM?

The reduction target for 2024 is 5%. We need to continue working on electricity waste. We are also testing building management tools that should enable us to optimise our buildings' energy consumption by regulating equipment more precisely.

The network has been particularly active on the issue of energy again this year, enabling us to achieve a further 7% reduction in electricity consumption in 2022/23. This performance brings us to an overall reduction of 33% since 2019.

BUILDING A MORE DEMANDING SUSTAINABLE PROCUREMENT CHARTER

This year, MGTS began drafting a new sustainable procurement charter, aimed at redefining our expectations of suppliers for years to come. To this end, six working groups have been

set up, focusing on the eco-design of packaging, products, CO2 impact, supplier selection, second-hand products and training. These groups, made up of network employees, consider the outlook for private labels and national brands. Each ambition set out in the charter will span a nine-year period, with milestones every three years, and will be

measurable and measured on the basis of clearly defined criteria. Through this document, we aim to raise the bar for our suppliers while honouring our commitments to all our stakeholders. The aim of this charter is to create an ambitious framework, establish rigorous guidelines and perfect our sustainable procurement processes.

LEADING THE TRANSFORMATION OF OUR OFFERING THANKS TO THE "TURNOVER WITH POSITIVE IMPACT" BENCHMARK

In 2021, Mobivia - in collaboration with the firms NéoEco and ESPERE - set up a "Turnover with Positive Impact" benchmark specific to its brands. This standard is based on an analysis of the impact of our products and services through the lens of four Sustainable Development Goals (UN SDGs). It enables us to identify and manage the specific turnover generated by all the products and services that contribute to reducing Mobivia's carbon footprint, or that significantly reduce the impact of our customers' mobility.

It guarantees that every product and service it integrates contribute to reducing CO2 emissions, are part of a circular economy, reduce particle and noxious gas emissions, or are associated with a labour relations and road safety programme. Mobivia and its brands make sure all of its employees have access to the sales pitches, making it easier to communicate the approach to customers. To maximise team awareness and training in this approach, the brands organise several events each year, including webinars and team challenges in our auto centres, as well as offering reports with different interpretations and analyses. The aim of these initiatives is to ensure growth in our Turnover with Positive Impact, while reinforcing commitment to this second pillar of the sustainable trajectory.

REDUCING THE IMPACT OF TRANSPORT: THE SECOND YEAR OF FRET 21

This year, Mobivia and Mobivia Supply Solutions (M2S) continued their involvement in ADEME's FRET 21 scheme, for the second year running, with the aim of reducing their transport-related carbon footprint by 6%, i.e. by 900 tonnes of CO2 over three years.

The interim assessment after the first year shows a reduction in our carbon impact of 559 tonnes of CO2, resulting from the implementation of 12 targeted actions. These actions include objectives focused on optimising loading, reducing the number of kilometres travelled, using alternative means of transport or fuels, and our sustainable procurement policy.

"FRET 21" is a voluntary programme designed to encourage companies to effectively incorporate the impact of transport into their sustainable development strategy. Thanks to this programme, Mobivia now benefits from personalised support from transport experts, as well as access to specialist calculation and reporting tools.

3 QUESTIONS FOR



ANNE-DANIÈLE FORTUNATO
Sustainable Development Director
Norauto International

enable them to reduce the carbon impact of their transport through turnover with a positive impact.

HOW ARE EMPLOYEES AND CUSTOMERS RESPONDING TO THESE INITIATIVES?

The positive feedback from our teams and customers is reflected in the growing number of people signing up to our schemes and in our share of turnover with positive impact. They are in favour of these initiatives.

WHAT ARE YOUR AMBITIONS FOR TAKING THIS APPROACH EVEN FURTHER?

Beyond transportation as part of the daily commute, we also need to educate our employees when it comes to business travel so that they prioritise the train over the plane or the car. Norauto France's Ecomobiliste loyalty scheme, which is set to be rolled out to other Norauto entities, is an excellent tool for helping our customers make more responsible and sustainable purchases for their cars.

HOW DOES NORAUTO FRANCE SUPPORT ITS EMPLOYEES AND CUSTOMERS IN REDUCING THE CLIMATE IMPACT OF THEIR TRANSPORT?

In order to reduce the carbon footprint of our employees' mobility, we support them in their daily commutes by facilitating access to more eco-friendly and/or less carbon-intensive methods of transport, and encouraging carpooling with the mobility pass. As for our customers, we are developing a range of products and services that will

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REDUCING EMISSIONS FROM LONG-DISTANCE BUSINESS TRAVEL

Business travel accounts for 0.7% of our carbon footprint, so **Mobivia is stepping up its commitment to reducing the impact of employee business travel through new travel policies and employee awareness campaigns, to encourage them to change their habits.**



At MGTS, we strongly encourage our employees to reduce their international travel whenever possible. This approach reduces our impact on the environment and improves our quality of life. Thanks to this commitment, many employees, myself included, have been able to significantly reduce their carbon footprint associated with long-distance business travel.

LAURENT ATTARDO
Global Procurement Director, MGTS



With a view to promoting more responsible travel practices, **MGTS has drawn up a policy aimed at reducing long-distance travel by its teams abroad.** This initiative applies to all 80 MGTS employees at the Lille, Geneva and Shanghai sites.

In a similar vein, **Norauto France has launched work on a business travel charter.** Through this measure, the brand can strive

to reduce the carbon impact of its employees' business travel. The work underway involves the Sustainable Development, Human Resources and Indirect Procurement teams, to establish a common framework for all and enable employees to explore alternatives such as train travel and videoconferencing for business trips within mainland France. **These initiatives also raise awareness among our teams of the importance of rethinking the way we travel for a more sustainable future.** This work will reinforce the efforts made during the course of the year, to encourage employees to choose rail over air on the company's business travel management platform.

REDUCING POLLUTION IN ALL ITS FORMS AND PROMOTING LOW-EMISSION, LOW-CARBON VEHICLES

RISKS AND CHALLENGES FOR THE COMPANY

With its locations in all different regions and through its car maintenance, equipment and repair activities, Mobivia is potentially exposed to local pollution risks (soil pollution, water pollution, air quality, noise pollution). At the same time, our customers' mobility generates various sources of pollution, particularly for those who use combustion-powered vehicles, which simultaneously emit pollutants and carbon dioxide during their journeys.

Blazing a trail in environmental commitment since 1995, Mobivia has always been keen to anticipate and stay a step ahead of the implementation of environmental regulations. Today, Mobivia is as determined as ever to become an ecosystem of companies with a positive impact on people and the environment, and intends to remain exemplary when it comes to preventing pollution, by making every effort to minimise the risks of pollution and the creation of negative externalities caused by its activities. With this in mind, Mobivia recognises the urgency and necessity of directing its efforts towards cleaner, low-carbon mobility solutions to mitigate these environmental impacts by supporting its customers towards more responsible mobility.

POLICY & COMMITMENT

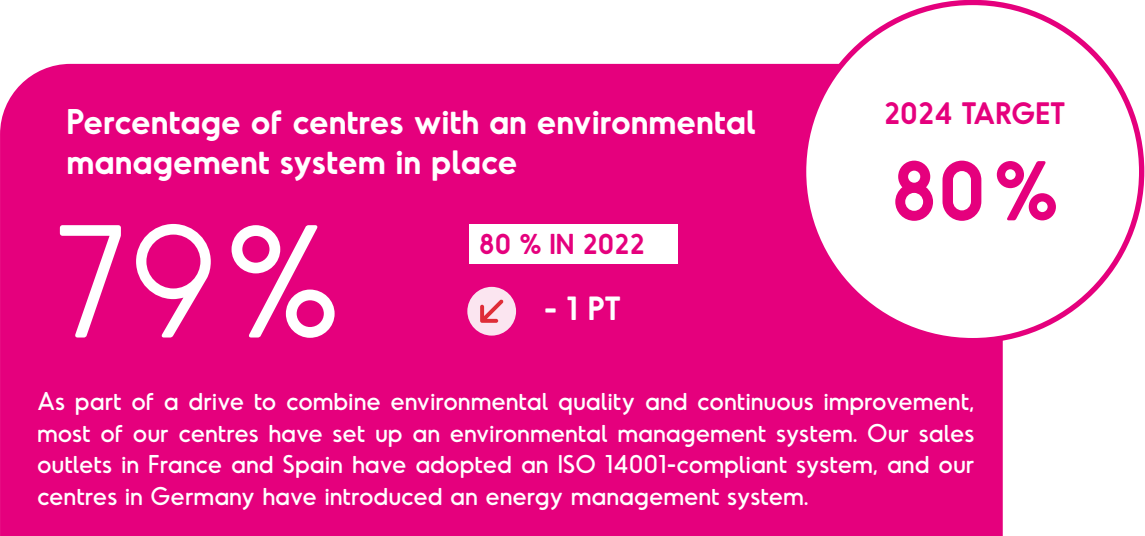
Every day, at Mobivia, our commitment to fighting all forms of pollution is reflected in the actions of our various teams. Whether in the workshop, working directly on our customers' vehicles to reduce their pollutant emissions, or in research into vehicle depollution solutions, or even in packaging design to minimise plastic pollution, a cause to which we have been committed for several years.

At the same time, all our companies and teams are working to anticipate the deployment of electric vehicles, thereby supporting the decarbonisation of vehicles on the road. However, this transition requires a general mobilisation to support our individual and business customers in their move towards electric mobility.

KEY POINTS ▼

- We establish processes to limit the risk of pollution
- We fight against the use of single-use plastics
- We are vigilant when it comes to storing our waste
- We develop emission control solutions for combustion-powered vehicles on the road
- We support all our customers as they make the transition to low-carbon mobility





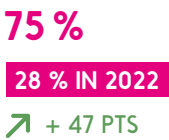
Tonnes of plastic saved in private label packaging¹ since 2018/2019



Since 2018, Mobivia has been embarking on a process to reduce the use of plastics in packaging for Norauto's private label offering. This involves either reducing the amount of plastic used in a product, or replacing it with cardboard. This year's efforts focused in particular on windscreen washer fluids, resulting in significant savings.

¹Norauto private label

Percentage of inland transport in modal shift



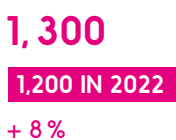
The previous year was characterised by logistical changes following the relocation of the main warehouse. This has meant that deliveries have had to be rerouted, forcing an increased use of trucks. This year, Mobivia has managed to reverse the trend and return to the same percentage of inland transport in modal shift as before the transition to the Meung-sur-Loire warehouse and the impact of Covid-19.

Pollution incident settlement costs (€k)



This settlement is linked to a pollution incident in Germany resulting from a fire on an Estato production line. Steps are currently being taken to clarify the liability of the entity concerned in this situation.

Provisions for pollution incidents (€k)



Mobivia ensures that it complies with the appropriate level of provisioning for pollution risks, and acts consistently to improve its environmental performance.

RESOURCES

- AWARENESS OF SUSTAINABLE DEVELOPMENT
- MGTS OFFER TEAMS
- WORKSHOP OFFER TEAMS AND LEADER
- SUSTAINABLE DEVELOPMENT TEAMS
- VIA ID TEAMS
- CAR STUDIO TEAMS

EDUCATING OUR TEAMS ON POLLUTION THROUGH CONCRETE ACTIONS

In 2023, for the fifth year running, the Mobivia network took part in World Cleanup Day (WCUD), a global initiative aimed at raising awareness and mobilising citizens against pollution through clean-up actions organised by companies, citizens and communities. This

operation is growing every year. In 2022, 190 countries hosted initiatives that brought together over 15 million people.

In September 2023, the company's sustainable development teams, together with centre directors and certain employees, took the initiative of organising activities for this event, sometimes inviting customers to join them.

Across the Mobivia scope, numerous

teams were mobilised throughout Europe to take part in these clean-up operations.

As part of this initiative, Norauto Spain's head office staff took part in the operation, to raise awareness of the importance of looking after our planet and each other. They invited the charity Asindown Valencia and the people it supports, who have Down's Syndrome, to take part in the Cleanup.



CONTINUING OUR WORK TO REDUCE PLASTIC CONSUMPTION AND PROMOTE PACKAGING INNOVATION

Since 2018, MGTS teams have been committed to reducing the environmental impact of their packaging. MGTS has recently begun work on consolidating this approach, adhering to a roadmap that extends to 2028. It focuses on five main areas:

- Reducing the use of plastics through a phased approach to eliminate all plastics from packaging.
- Reducing the quantity and volume of packaging and minimising waste production.
- Encouraging the recycling and sorting of packaging, with the ultimate aim of recycling 100% of packaging.
- Avoiding the use of inks to reduce the use of non-renewable resources such as mineral pigments and solvents.
- Dematerialisation of notices to reduce paper use.

At the same time, the company saved 14 tonnes of plastic this year by optimising the packaging of Norauto brand windscreen washer fluid, which is 100% recycled and recyclable.

ZOOM

HARNESSING OUR HISTORIC EXPERTISE TO DEPOLLUTE EUROPE'S VEHICLES

Having worked with drivers for more than 50 years, Mobivia offers practical, innovative and sustainable mobility solutions. Today, our auto centres offer services that help depollute vehicles, thereby helping to reduce excess fuel consumption and the pollutant emissions generated by vehicles.

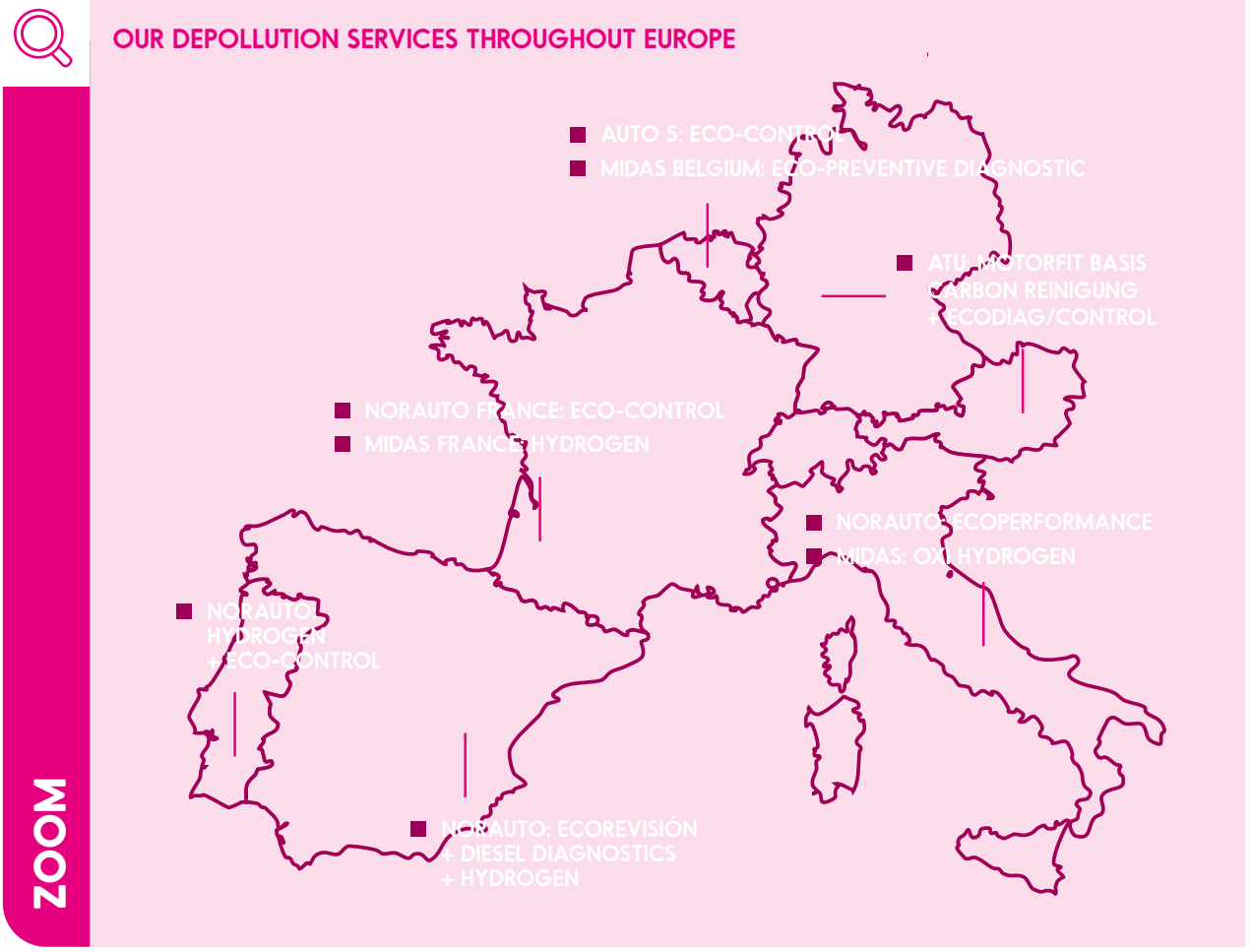
Based on the observation that a well-maintained vehicle generally pollutes less, we offer services designed to analyse the levels of polluting emissions generated by vehicles, and to reduce engine clogging through innovative processes such as the

injection of specific products or hydrogen. These services are available in our various stores across Europe.

In 2013, Mobivia made a commitment to developing an eco-maintenance service within the automotive industry and contributed to the creation of the eco-maintenance organisation in 2017. This organisation, now part of Mobilians (the professional federation for automotive and mobility services in France), aims to promote and develop eco-maintenance services among auto professionals.

Norauto France now has more than 280 centres with the eco-maintenance label, enabling them to offer this vehicle depollution service.

What's more, for a number of years now, our centres have been offering to install ethanol units for customers wishing to reduce their fuel consumption and cut their CO2 emissions. We are therefore committed to supporting our customers adopt an ecological approach by offering effective, sustainable solutions to contribute to a healthier planet.



3 QUESTIONS FOR



ANTHONY FERRO MILON
Workshop Solutions Leader,
Norauto France

HOW ARE EMPLOYEES TRAINED TO PROVIDE THESE SERVICES?

Our technical solutions require considerable expertise, and we are committed to continually upgrading our teams' skills in depollution systems, while raising their awareness of future challenges and stakes. In addition to technical expertise, we have been working on acculturation in our teams, to highlight the importance of this transition to depollution. Our employees are therefore well aware that a comprehensive diagnostic test is essential to be able to offer the right service, just as a doctor makes a diagnosis before recommending the most appropriate treatment for their patient.

HOW CAN OUR EXPERTISE HELP TO REDUCE VEHICLE POLLUTION?

As early as 2013, Norauto France set itself apart by offering depollution services, even before this issue was included in MOTs/roadworthiness tests, to respond to customers' concerns about purchasing power and the circular economy. We therefore offer 5-gas analysis, which anticipates possible breakdowns, identifies failures, and suggests preventive treatments to extend the life of parts and avoid high replacement costs. Since 2018, we have introduced the eco-control service, and integrated an engine health check in the face of growing air pollution issues linked to the development of diesel cars. In 2021, we launched the Eco-Treatment Pack, a turnkey solution aimed at bringing vehicle emissions close to their original level, through a diagnosis and targeted interventions.

HOW CAN WE SUPPORT OUR CUSTOMERS IN THIS MATTER?

We wanted to simplify this complex and technical issue with the Eco-Treatment Pack. This service guarantees that the customer's vehicle will pass the increasingly stringent pollution aspect of MOTs/roadworthiness tests. If it doesn't pass, the cost of the service will be refunded in full. We have also introduced a new service in 30 Norauto centres, focusing on engine descaling, an approach that customers find it easy to understand.

At the same time, we are working with Mobivia's Public Affairs teams to raise government awareness of these techniques. The aim of this approach is to better support our customers in their efforts to depollute their vehicles, while guaranteeing more sustainable mobility that complies with regulatory requirements.

SUPPORTING THE ELECTRIFICATION MOVEMENT FOR LESS POLLUTING VEHICLES ON OUR ROADS

Mobivia has set its sights on becoming a major player in the transition to EVs, a necessary step towards decarbonising the vehicle fleet and achieving the objectives of contributing to carbon neutrality between now and 2050. In anticipation of the ban on the sale of new combustion-powered vehicles in 2035, the market stepped up its transformation in 2023, supported by incentives such as grants for the purchase of electric vehicles and dissuasive measures such as the gradual ban on old cars in urban low-emission zones (LEZs).

Faced with these changes in standards and habits, Mobivia's brands, backed by their historic expertise and undisputed knowledge and skills, are working

alongside drivers in order respond to their concerns and provide the right advice, the right product and the right service, at the right price. The teams develop and offer responsible own-brand products, such as cables and chargers, to meet new customer needs. In our centres, our sales teams have been trained in the specific features of EVs, and our workshop staff provide increasingly complex services linked to electronics, connectivity and the electrification of vehicles on the road.

For professionals, our B2B teams provide customised support for fleets of electric vehicles (BEV) and plug-in hybrids (PHEV). Norauto International is developing a comprehensive and tailored offer, including a personalised and scalable charging solution at its sites. A technical hotline offers continuous support 7 days a week, and mobile professionals benefit from our services wherever our brands are located in Europe.



Supporting B2B customers in the energy transition of their fleets is of the utmost importance. They are the "early adopters" of the electric vehicle, as they anticipate legislation and develop their CSR policies. As the European leader in vehicle repair, the Mobivia network guides them with dedicated services and ensures the equipment, maintenance and repair of their EVs and HEVs. This year, several partners, including Maxus, have entrusted us with the maintenance and warranty management of their EV fleets.

SYLVAIN SELVES
Fleet Sales Director, Europe
Mobivia Fleet Solutions



ZOOM

HUBTECH, HELPING BRANDS IN THE TRANSITION TO ELECTRIC VEHICLES

CarStudio, Mobivia's autotech accelerator, plays an essential role in supporting our brands to deal with the increased electrification of vehicles on the road. Thanks to its research and development (R&D) unit, CarStudio is developing the expertise and tools needed for today's and tomorrow's businesses. In the field of electromobility, the R&D team is developing new services, as well as safety practices and conditions for working on high-voltage components and battery packs. It supports the Mobivia network, from developing the skills of its teams and obtaining the necessary authorisations, to building the supply chains needed to work on electric vehicles from all manufacturers.

Thanks to its Hubtech, CarStudio has also put together a dedicated hotline team of automotive electronics experts who provide remote support to electrical technicians for diagnostics, troubleshooting, electronic repairs and software updates. All this contributes to Mobivia's multi-brand expertise in electronic and electrical repair, and guarantees the quality of interventions throughout the network.



ZOOM

HELPING ELECTRIC MOBILITY STARTUPS EMERGE AND THRIVE

Via ID, Mobivia's investment fund and startup accelerator, has made electric mobility one of its priority themes for the past three years. Among the entries, four startups contribute to the decarbonisation of transport through electric mobility:

- **Beev**, a turnkey solution for renting electric vehicles and installing charging stations for businesses and individuals.
- **Trusk**, an urban delivery solution developing deliveries by river and electric vehicle, notably with IKEA.
- **Go Mecano**, a home car repair and maintenance service that has forged partnerships with new electric manufacturers such as Aaways, MG, Moke and Biro.
- **Nowos**, a French-Dutch startup repairing lithium batteries.

Through Moove Lab, an accelerator for autotech and mobility startups created with Mobilians at Station F, Via ID supports electric mobility startups in each year's intake. Among them, Nelson, a solution for electrifying vehicle fleets using data and real-time simulation, is now proposed by Mobivia's B2B teams in calls for tender.

With Moove Lab, the European Startup Prize for Mobility and the Mobility Club, Via ID's ecosystem division has structured a dense network of potential partners, facilitating synergies to develop and fuel the transition to electric power in our activities.

3 QUESTIONS FOR



STÉPHANE DERVILLE

Innovation Projects Director
Mobivia

WHY THE FOCUS ON ELECTRIC VEHICLES?

The shift towards all-electric is now underway, and will become the norm over the next two decades, so we're getting ready for it. Over its lifetime, an electric vehicle reduces its CO2 impact by up to 70% compared with its internal combustion equivalent. It's the best way to significantly reduce the footprint of vehicles in circulation on the roads, which alone account for 15% of carbon emissions. It also makes a major contribution to public health by reducing pollutant emissions (NOx and fine particles) and noise pollution. For Mobivia, supporting this transition to EVs is fully in line with our mission and our environmental concerns.

WHICH MARKET FOR MOBIVIA?

Mobivia has over 50 million driver customers to support in their electric transition. The number of electric vehicles in circulation (plug-in hybrids and 100% battery EVs) is still modest, representing 1%

of our workshop entries, but sales are accelerating and will reach a quarter of 2023 registrations. For the time being, therefore, it's essentially a market for the cables, chargers and charging points we offer in our network, but also for specific tyres and other dedicated equipment. We are adapting our maintenance packages to meet the requirements of electric motors, and are gradually equipping our workshops with the necessary tools. We were pioneers in the installation of electric charging stations in our car parks, following the example of Norauto France, which in 2023 will have installed over 100 ultra-fast charging stations (>150kW) to cover the whole of France.

WHAT ISSUES ARE YOU ADDRESSING NOW TO PREPARE FOR THE FUTURE?

The automotive industry is undergoing the most radical revolution in its history. For Mobivia, this represents a real challenge in terms of competitiveness and transformation, and an opportunity to be at the forefront of tomorrow's mobility needs. Batteries and associated systems account for 40% of the cost of an electric vehicle: maintaining their performance, preventing breakdown and ensuring multi-brand repairability will become crucial as the market matures. The recyclability of batteries will be critical to preserving resources and providing new sources of materials for industry. This comes with additional challenges in terms of knowledge and skills, and we are proud to have opened, in January 2023, our college for electrical mechanics now able to work on all the components of the new powertrains.

REDUCING THE IMPACT OF OUR ACTIVITIES ON NATURAL RESOURCES AND BIODIVERSITY



RISKS AND CHALLENGES FOR THE COMPANY

The companies in the Mobivia ecosystem all consume and depend on natural resources, and have a direct or indirect impact on biodiversity: materials inherent to the manufacture of marketed products, the construction of buildings, operation of sites, customer and employee travel, and so on. Faced with the growing artificialisation of land, contributing to the rapid and mass extinction of many species, regulations are being tightened accordingly, and are calling into question the development of new settlements in many regions. What's more, global warming, particularly in southern Europe, is resulting in heatwaves and hot spells, which are leading to water restrictions and the need to implement responsible, sustainable practices.

Ultimately, Mobiva has to adapt. When it comes to preserving our water resources, the challenge is to significantly reduce our consumption and invest in order to become more self-sufficient. Finally, with regard to biodiversity preservation, the aim is to gradually develop action plans tailored to the specific characteristics of each site and region, in order to anticipate future regulations and contribute to the preservation and restoration of biodiversity at each of our sites. The network is also committed to developing innovative solutions to reduce our consumption and cut the pollution generated by our activities.

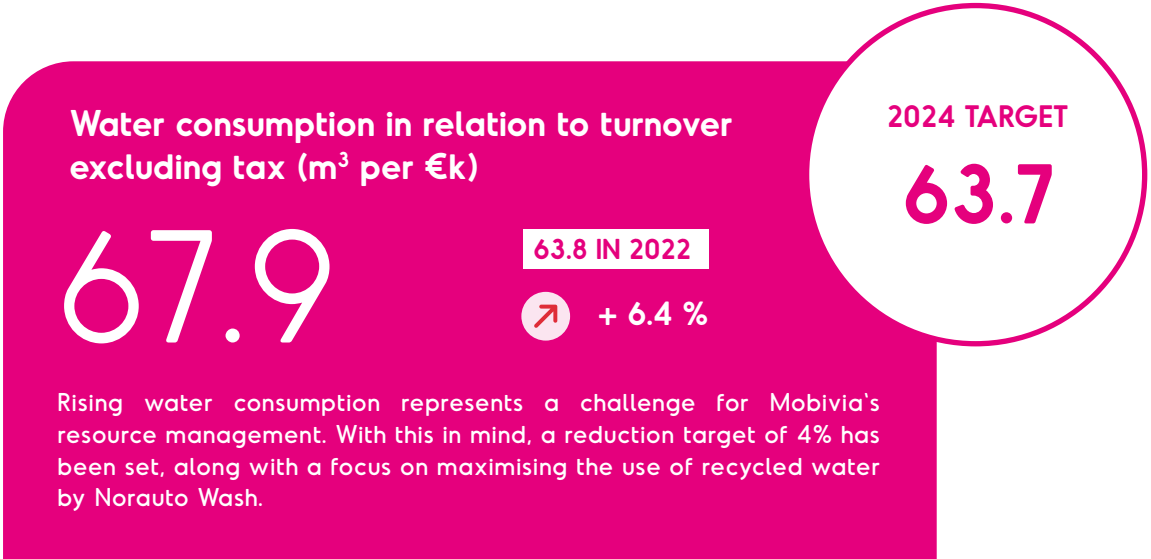
POLICY & COMMITMENT

Beyond the climate issue, Mobivia has placed the issue of "sustainable consumption and production" (SDG 12 as defined by the UN) at the heart of its sustainable development strategy. It is therefore a key factor for transforming its business models and achieving sustainable performance.

In 2023, we decided to make Biodiversity our fifth priority SDG (SDG 15- Life on Land- as defined by the UN) and to gradually develop a structured approach in this area (pilot project across a few sites to start with, biodiversity frescoes, integration of a biodiversity criterion in our turnover with positive impact benchmark).

KEY POINTS

- We contribute to the development of new, resource-efficient models
- We innovate to offer more responsible businesses
- We develop solutions to reduce water consumption and pollution
- We acculturate and train our teams in biodiversity issues
- We develop biodiversity restoration projects in pilot centres



Water consumption (in thousands of m³)

95,243

83,844 IN 2022

➗ + 13.6 %

Intensity of land artificialisation (m² consumed per €k of turnover excluding tax)

0.50

0.52 % IN 2022

➔ - 3.4 %

Space efficiency has improved over the past year. For every thousand euros of turnover generated, Mobivia now uses 0.5 square metres, with a 3% reduction in the surface area used to achieve the same profit. This increase in efficiency demonstrates Mobivia's efforts to maximise performance while optimising use of space.

RESOURCES

- PROJECT TEAMS
- SUSTAINABLE DEVELOPMENT TEAMS
- IWIP TEAMS
- BIODIVERSITY AWARENESS

BIODIVERSITY INCORPORATED INTO OUR OBJECTIVES AND PRIORITY ACTION PLANS IN 2023

The topic of biodiversity has emerged across our network under the impetus of Driver Services, which has incorporated it into its sustainable development objectives for 2023.

Norauto France is currently working on its roadmap with the aim of renaturing its centres, depaving surfaces and reusing rainwater

With this in mind, a biodiversity diagnostic was carried out with Ekodev in the Provence-Alpes-Côte d'Azur region to understand and assess the state of biodiversity on our sites. This diagnosis aims to assess the main pressures exerted by our centres; identify priority issues and courses of action; develop these actions and put in place a deployment plan.

An acculturation programme has also been launched to familiarise employees with this issue. A webinar in collaboration with Ekodev and the development of an e-learning module have also been set up.

These awareness-raising initiatives help to deepen our understanding of this subject and its implications for our network. They also give everyone the keys to taking action in their daily work.

« Incorporating biodiversity into our Sustainable Development strategy was essential, given the issues at stake and its connection with climate risk. We now need to take further action to integrate more biodiversity into our centres and protect resources such as water and soil. We are planning to test the implementation of an environmental performance diagnostic assessment in certain centres upstream, to establish the current situation and define the most appropriate action plan (biodiversity, water and soil). We also plan to integrate the Biotope Area Factor (BAF) for all our centres.

ANNE-DANIÈLE FORTUNATO
Sustainable Development Director
Norauto International



ZOOM

RAISING AWARENESS OF BIODIVERSITY ISSUES: OUR FIRST BIODIVERSITY FRESCOES

The Biodiversity Fresco workshop, offered to employees for the first time in 2023 and led by Iwip, is a fun way of raising awareness of the impact our lifestyles are having on living organisms, and the pressures this generates on biodiversity and our environment. This helps our employees to understand the links between these pressures and the direct impact on nature and the ecosystem in which we live.

Once these mechanisms are understood, participants can reflect and exchange ideas on what they can do, and what they should no longer do, to reduce our impact on biodiversity and build a desirable future, where humans and living things nourish and protect each other.

3 QUESTIONS FOR



JÉRÔME GAULIER
Sustainability & Impact Leader,
Mobivia

WHY HAS MOBIVIA DECIDED TO COMMIT TO PROTECTING BIODIVERSITY?

As is the case for many companies, the fight against global warming has become a central issue for Mobivia. But the carbon issue tends to overshadow an equally crucial battle: protecting biodiversity. The international context (IPBES reports, COP Biodiversity, etc.) has helped to shed light on this emerging issue. Mobivia, with its international activities, regional coverage and land holdings, couldn't possibly remain outside this struggle. Our first priority is therefore to contribute to SDG 13 on life on land.

WHAT DOES THIS MEAN?

The first series of actions concerns our physical sites. Norauto France has launched a diagnostic phase across its sites to measure the state of biodiversity using the Biotope Area Factor (BAF). We are also in the process of removing waterproofing and greening our car parks. We have also put in place an investment

programme to control land artificialisation. The second area for action concerns the natural resources consumed by our products. We've already achieved results in terms of packaging reduction, and we're stepping up our efforts in eco-design.

The international context has helped to shed light on the growing issue of biodiversity preservation. Mobivia, with its international activities, regional coverage and land holdings, couldn't possibly remain outside this struggle.

WHAT ARE YOUR FUTURE AMBITIONS FOR TAKING THIS APPROACH EVEN FURTHER?

We need to tackle noise and light pollution on our sites, having already reduced the latter by turning off signs at night. We need to further improve our eco-design approach by launching an initiative to reduce the use of plastic in our products. We now know the impact of plastic pollution not only on terrestrial fauna and flora, particularly wetlands and rivers, but also on the oceans, where particles from tyre abrasion are one of the main sources of pollution. By doing this, we'll be able to make a contribution to another of the SDGs on which our activity has a relatively unknown influence: the preservation of aquatic life.



NORAUTO WASH: MORE SUSTAINABLE WASHING

Many French people and motorists are still under the mistaken impression that not washing their car is environmentally friendly. The pollutants that accumulate on bodywork are washed away by rain into the soil and groundwater. It is therefore preferable to wash your vehicle regularly, but in conditions

that prevent water pollution. With this in mind, **Norauto Wash has been created to provide a solution to the pollution problems associated with car washing. To achieve this, the company has adopted a circular economy approach. Wastewater from washing operations is recovered, and thanks to a biological treatment process, 100% of this water is recycled for re-use. Norauto Wash offers a**

comprehensive approach. In order to reduce the impact on the environment, storage tanks have been installed to recover rainwater, enabling the company to achieve near-autonomous water consumption. What's more, all the products used are eco-responsible, the car parks are permeable, the surrounding areas are planted with vegetation, and solar panels have been installed to encourage the use of renewable energies.



At Norauto Wash, we're convinced that washing your car will remain a necessity, but one that should now be more respectful of the environment. We therefore encourage motorists to look after their vehicles by taking them for a sustainable wash, helping drivers to rethink their use of water in a sustainable way.

JEAN-YVES MENOU
Norauto Wash Project Director
Norauto International



At present, four Norauto Wash centres are already operational, five others are under development, and some thirty new openings are planned over the next two years. **These efforts are all the more important when you consider that only 3% of existing car washes allow for water recycling.**



DEVELOPING SOLUTIONS TO REDUCE WATER POLLUTION

Several Driver Services brands, including Norauto Portugal and Norauto France, are investing in the development of solutions to reduce the pollution of water used in workshops and cut their consumption of this resource.

Various approaches have been adopted as part of these initiatives. In Portugal, tests are underway to measure the effectiveness of machines producing ionised water for cleaning workshop floors, without the need for detergents. Norauto France has launched a call for tenders to find a more environmentally-friendly soap for use in its workshops, and is working with a researcher to develop new solutions for cleaning up water containing hydrocarbon residues.

ZOOM

DEVELOPING AN INTEGRATED CIRCULAR ECONOMY APPROACH BASED ON THE 4RS: REDUCE, REPAIR, REUSE, RECYCLE



RISKS AND CHALLENGES FOR THE COMPANY

Growing tensions on the raw materials market, coupled with the scarcity of resources, will increasingly weigh on our ability to source, produce and offer our customers parts and products at affordable prices. This phenomenon particularly affects the automotive industry. Furthermore, in the face of climate challenges, the gradual development of carbon taxes is likely to have a significant impact on the price of new products put on the market. Against this backdrop, there are also a growing number of increasingly stringent regulatory obligations in terms of recycling and reparability, and EPR (Extended Producer Responsibility) channels are expanding, with public authorities determined to use them as levers to accelerate the move towards more circular models. In France, this is illustrated by the AGEC law, which imposes an EPR system for oils from 2022 and for tyres from 2023.¹

Faced with the scarcity of resources, pressure on household purchasing power, and the urgency of climate change, MOBIVIA and its companies have a responsibility to accelerate the transformation of their business models and invest in more circular, less carbon-intensive models for the future, based on resource optimisation, repair, intensified use, re-use and reconditioning, and recycling.

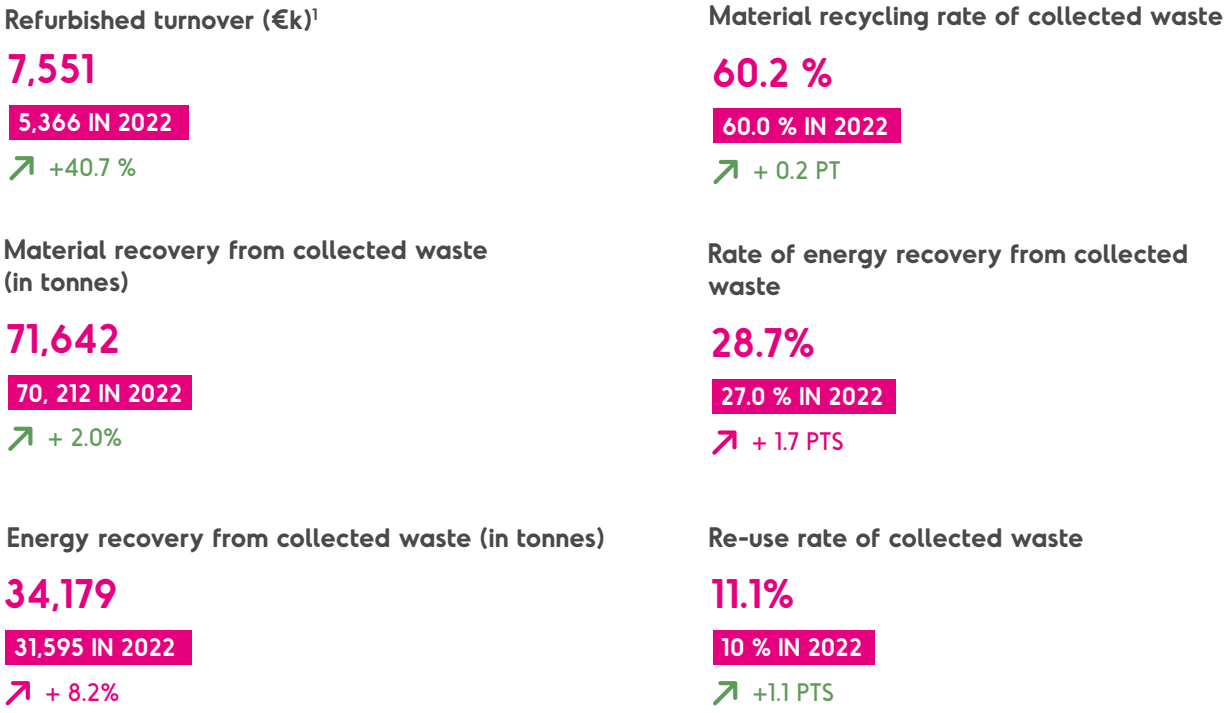
POLICY & COMMITMENT

For nearly 30 years, independently of any regulations, Mobivia has been working to set up recycling channels for every used product resulting from its service or distribution activities. Mobivia currently manages 24 operational channels for the collection, treatment and recovery of its waste.

In a situation of resource scarcity, waste from our activities could potentially be turned into a resource that contributes to the production of new products. That's why MOBIVIA is stepping up its commitment to the circular economy by developing an even more integrated and ambitious approach, based on eco-design and cooperation with manufacturers, on repair and optimised use, and on the recovery of waste products from its activities and businesses.

KEY POINTS ▼

- We are reducing the environmental impact of products at end-of-life through the deployment of eco-design and the training of all our product teams. (Reduce)
- To reduce the amount of waste generated by our activities, we are working on extending the life of our products, making them repairable and providing spare parts. (Repair)
- We are developing models based on intensified use. (Rental)
- We are investing in industrial activities focused on re-use: tyre reconditioning, battery regeneration. (Reuse)
- We are continuing to create new recycling channels by focusing on the European "hierarchy" of treatment methods: reuse, recycling, material recovery, energy recovery. (Recycle)
- We bring our commitment to the circular economy to life through our innovative centres and stores.



This year, our waste recovery performance was driven by both a fall in the landfill rate (particularly for non-hazardous industrial waste) and an increase in reuse, driven by our tyre remanufacturing business.

The material recovery rate is stable, while the energy recovery rate is rising in line with the decline in the landfill rate.

In addition to the 24 controlled collection channels, tests are underway to increase the type of waste collected in specialised channels, and projects are underway to increase re-use and closed-loop recycling.

- RESOURCES
- AWARENESS OF ECO-DESIGN
 - MY GO & IWIP TEAMS
 - CARTER CASH & NORAUTO FRANCE SUSTAINABILITY TEAMS
 - BLACKSTAR TEAMS

WORKING TO DEVELOP
ECO-DESIGNED PRODUCTS

Products marketed by Mobivia companies account for 65% of our carbon footprint. We have therefore taken new measures to speed up the eco-design process. Our aim is to implement a global eco-design approach to help teams make the right choices, while ensuring the relevance of actions taken and data communicated to customers.

Concrete actions in three areas

The work underway for the period 2023-2025 reinforces our network's position as a recognised player in the design and development of innovative, eco-designed products. To achieve this, our teams are taking concrete action in three major areas.

First area: the use of recycled and/or recyclable materials. For this, we have launched initiatives to familiarise our teams with the different materials used in our products, and are developing a materials library to facilitate access to environmentally-friendly materials.

Second area: the design of repairable and recyclable products right from the initial phases of functional analysis. To achieve this, we have been working closely with our various teams to develop a repairability/recyclability index, to ensure that our products are both repairable and recyclable.

Third area: we take into consideration the economic and social impact of our products by encouraging relocation projects and initiating design-to-cost initiatives. By combining these three areas of action, we aim to move our products towards a more sustainable and responsible approach, while meeting the needs of our customers.

Communities dedicated
to eco-design

With this in mind, Mobivia has strengthened collaboration between network teams by creating working groups and developing collective approaches. The aim is to make eco-design instinctive for our teams, so that they integrate these new reflexes into their way of working on our range. In February 2023, Mobivia launched

its eco-design community, bringing together all the network's players involved in this field. The main aim is to facilitate information sharing, create common objectives and synergies between initiatives.

Internal Carbon Pricing
and LCA at the heart of
our transformations

At the same time, the teams have been working on Internal Carbon Pricing (ICP) to translate climate change into financial terms. Our ambition, through the application of this concept, is to guide our decisions in order to reinforce our sustainable trajectory. As part of this approach, the teams were able to experiment with the Life Cycle Assessment (LCA) methodology, the aim of which is to provide an in-depth understanding of a product's emission factors. Our aim is to integrate this approach and make it routine in order to strengthen both the reliability of our carbon footprint evaluation and our eco-design approach. Work on these two approaches (ICP and LCA) has led our teams to invest more in data collection and analysis for products, underlining our commitment to more rigorous and informed eco-design.



ECO-DESIGNED CLEANING PRODUCTS BY MOBIVIA TEAMS

As part of its eco-design approach, MyGo has launched a range of cleaning products, manufactured in Europe, formulated with 99% natural ingredients and ECOCERT certified. Their manufacture and packaging are controlled according to strict ecological standards.

They are easily accessible, available for purchase in our stores as well as on our online platform, covering all the countries where Norauto operates.

Thanks to this initiative, MyGo offers customers an effective alternative to chemical cleaning products that are harmful to the environment. The aim is to expand this range with the arrival of seven new products on the market scheduled for 2024.

3 QUESTIONS FOR



ELODIE POUPPEVILLE

Development and Design
Engineer, Norauto International

WHAT SIGNIFICANT ADVANCES HAS MYGO MADE IN ECO-DESIGN THIS YEAR?

This year, MyGo has made significant progress in eco-design. This manifested itself in the creation of my role, the launch of the Internal Carbon Pricing project and community, which moved into its second phase with intensive work on data collection and life cycle analysis. We're also proud of the progress we've made in raising team awareness of eco-design practices!

WHAT ARE MYGO'S OBJECTIVES FOR 2024?

For the next financial year, MyGo is aiming to achieve a turnover with a positive impact of 13%. We will continue our efforts to deepen our understanding of the key environmental issues associated with our products, using more effective data analysis.

HOW DOES MYGO INTEND TO ACHIEVE THESE NEW GOALS?

We will be stepping up our efforts on life-cycle analysis. This reinforced approach will enable us to improve our data collection and analysis. It will also help us to identify the product families with the greatest impact, or with potential for ecodesign. At the same time, we are developing support tools to help our teams choose more responsible products. Another crucial aspect is to incorporate data and eco-design requirements into our invitations to tender.

OFFERING OUR CUSTOMERS QUALITY TYRES FROM THE CIRCULAR ECONOMY

In 2021, Black-Star, a specialist in reconditioned tyres, and Mobivia decided to take over Bridgestone's former industrial site in Béthune, and re-industrialise it. The goal was to maintain our expertise in France and promote a multi-life tyre with a lower carbon footprint than other tyres on the market.

The Léonard remanufactured tyre was presented at the Drive to Zero trade show in April 2023, marking the launch of its marketing in the Mobivia network. Offering the same performance as new tyres, Léonard tyres are more affordable and offer convincing durability features. **A product of the circular economy, they save 80% in materials compared with a new tyre, and emit up to 60% less CO² during manufacture.** The purchase of

four Léonard reconditioned tyres saves 140 kg of CO², the equivalent of 643 km driven by car.

Through this product, which is now included in our turnover with positive impact, **Black-Star and Iwip aim to build an integrated ecosystem to support the second life of tyres, responding to environmental, economic and social concerns.**



ZOOM

CONSOLIDATING AND DEVELOPING OUR RECYCLING CHANNELS

Since 1995, our commitment to developing recycling channels for used automotive repair products has been a constant at Mobivia. iWip embodies the determination of Mobivia and its brands to actively contribute to optimised waste recovery management, in line with the principles of the circular economy, including recycling.

During the 2022-2023 financial year, iWip developed a new voluntary recycling channel for car bulbs, in collaboration with Norauto. The key objectives (and KPIs) are ambitious: achieve an 85% recycling rate for light bulb materials, while reusing metal and glass. iWip remains a crucial pillar in our drive towards a sustainable circular economy, with 24 recycling channels now in place to further increase our positive impact on responsible waste management.





INNOVATING THROUGH SALES OUTLETS PAVING THE WAY IN THE CIRCULAR ECONOMY

Since its creation, Carter-Cash has been committed to promoting products from the circular economy. **The launch of a test concept in the Lambres-Lez-Douai store was an important milestone in the development of this commitment, introducing new products and services that ensure better value for money while helping to reduce CO2 emissions and save resources.**

To make this vision a reality, **tool rental services** have been introduced and **refill stations** have been set up for oils, cleaning products and engine fluids, enabling customers to leave with the exact quantity needed and reduce their packaging.

The store also offers a **selection of used items**, and has pioneered a range of **regenerated oils** for end customers.

As part of an integrated approach, the store provides a **recycling point for automotive waste**, helping to create a circular economy cycle.

Finally, to guarantee a coherent and committed approach, it has been decided to withdraw certain products - deemed superfluous - from sale, and concentrating our offer on what is really necessary, useful and sustainable.



Through the Lambres-Lez-Douai store, we wanted to offer Carter Cash customers solutions that will help them remain mobile in positive conditions despite the inflationary context. Our aim is to offer them products and services that are not only good for their car, but good for the planet and good for their wallet, too.

WILLIAM TERNYNCK
Sustainable Development Director,
Carter Cash



RETHINKING THE AUTO CENTRE THROUGH A PILOT NORAUTO CENTRE IN TOULON

To reinforce its operational sustainable development strategy, in 2023 **Norauto France decided to set up a test centre focused on sustainable development, with a clear commitment to developing its local roots.** It chose the Toulon La Garde centre in the Grand Sud region, whose climate strategy is in line with its objectives and values. What's more, the team was highly motivated.

This comprehensive approach integrates the 3Ps through numerous field projects carried out by the centre's employees. The team have been participating in local synergies, addressing environmental and social issues, and are also involved in regional initiatives, notably with Toulon's Maison de la Mobilité.

Now labelled a "responsible retailer", the Toulon La Garde centre has set itself apart by offering **new, more responsible services** and by offering customers a unique experience in line with our **"Automobiliste et Responsable" (Responsible Driver) corporate programme**. Products from the circular economy are recycled, including **regenerated batteries and Léonard tyres**.

The 2022-2023 financial year marked a significant step-up in the **deployment of services linked to the circular economy, such as refills and rental**. The centre has also achieved the best performance in these areas.



Our aim, through the Toulon La Garde centre, is to offer our customers new solutions and encourage them to move towards sustainable consumption patterns. This centre's objective is to establish a comprehensive contribution approach centred on the 3Ps: Planet, People, Profit

ESTEBAN LEON
Sustainable Development and Positive Impact
Officer, Norauto France



GOVERNANCE

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MOVE FACTORY, A "THIRD PLACE" FOR CREATING CONNECTIONS

2022-2023 NEWS

Located in Villeneuve-d'Ascq, in the heart of the European metropolis of Lille, in a new building with the highest environmental standards, **Move FACTORY has been bringing together Mobivia's ecosystem of companies since September 2022, in co-working and collaboration spaces redesigned to accelerate their transformation.**

Move FACTORY is a place to live and work, fuelled by our founding values: entrepreneurship, sharing, sustainable performance and empathy. It is home to: co-working spaces, training areas, mechanics workshops, laboratories, a studio, a business centre, and more.

Move FACTORY is also an open



Together, we're paving the way for new ways of moving forward by positioning move FACTORY as a responsible place for connection, transformation, experimentation and learning.

MARINE DUBOIS
Move Factory Leader



space offering third-party companies the opportunity to move their teams to flexible, tailor-made turnkey spaces, allowing them to reconnect with each other and with other

stakeholders, thanks to a multi-partner dynamic led by a dedicated team. Everyday, **more than 1,300 residents from over 20 companies** share this space.



TAKING PART IN LOCAL INITIATIVES TO PROMOTE SUSTAINABLE, INNOVATIVE MOBILITY

This year, move FACTORY co-initiated its very first collective event, Mobil'in, dedicated to tomorrow's urban mobility in the Hauts-de-France region, in collaboration with the EuraTechnologies and Transalley competitive clusters and the startup Trackap. These three days of interactions and meetings, organised during the European Sustainable Mobility Week, were designed to highlight local projects that will shape future mobility, and to encourage exchanges between companies, startups and local institutional players. Move FACTORY was a chance for participants to engage in rich and constructive dialogue between European experts and institutional players in order to understand the issues and parameters defined by Low Emission Zones (LEZ). The programme also included testimonials and feedback from experts and companies involved in accelerating home-work mobility, thereby contributing to the decarbonisation of employee commutes.

ZOOM

KEY FIGURES



18,000m²

work and technical spaces



600m²

of photovoltaic panels



1400m²

terraces on upper floors, some of which are planted with vegetation



300m²

garden



2

MOBIVIA mechanical workshops



1

MOBIVIA R&D workshop



2

MOBIVIA laboratories



500

car parking spaces - charging points

3 QUESTIONS FOR



MARINE DUBOIS
Move Factory Leader

HOW DOES THE MOVE FACTORY POSITION ITSELF AS A MEETING PLACE FOR THE ENTIRE MOBIVIA ECOSYSTEM?

Created by MOBIVIA, move FACTORY is a place where, for the very first time, all its brands are brought together under one roof. More than just a location, it's a "great place to meet", where you can make new contacts and connections to accelerate the success of all your projects.

Move Factory is the result of a project that began in 2018, which from its launch included a programme to "drive change" in our managerial practices to encourage openness and connection.

At the same time, there has been a drive to improve the employee experience for staff of the Mobivia ecosystem. This translates into an approach involving cross-functional communities, to strengthen connections between business experts from different brands and amplify their actions.

WHICH RESIDENTS DOES THE MOVE FACTORY WELCOME TO ITS CO-WORKING FACILITY? WHAT LINKS HAVE BEEN ESTABLISHED BETWEEN RESIDENTS AND MOBIVIA?

Move FACTORY offers 214 co-working desks, welcoming entrepreneurs and small and medium-sized businesses who share our values, and our conviction that the future of our transformation lies in creating connections between people. Our first residents were people involved in mobility issues, and more recently, people involved in the technological transformation of organisations. Links are forged through the interactions that the site provides, as well as through the programming of events open to all residents.

HOW DOES MOVE FACTORY SUPPORT ITS RESIDENTS IN CHANGING THEIR COMMUTE TO WORK?

One of the major benefits of the site is its location, very close to public transport, especially the metro and bus.

During the project phase, an approach was put in place to support modal shift, with the training of mobility representatives, the creation of a dedicated website, and the introduction of travel sheets. Today, these resources are available to all our residents to support their teams.

Since our arrival, all the brands in the MOBIVIA ecosystem have switched to the Sustainable Mobility Package, which wasn't the case before, so it's fair to say that the site and its dynamic approach have helped them take the plunge!



A FOCUS ON CYBERSECURITY

2022-2023 NEWS

On 18 May, ATU was the target of a cyber attack that brought a significant part of the company's information systems to a standstill. With the support of external experts, technical and business teams on both sides of the Rhine worked tirelessly to ensure that there were no data leaks, to avoid any risk of propagation to other Mobivia sites, and finally to restore the systems and enable ATU to maintain the operation of its

auto centres in order to continue welcoming its customers, initially in degraded mode.

This crisis prompted us to draw up a feedback report that highlighted areas for improvement, both technical and operational, and contributed to the strengthening of cybersecurity measures across the entire Mobivia ecosystem, while accelerating the transition to new, more effective tools.

The resilience and adaptability of all our employees, and their cooperation in the face of difficulties, strengthened the bonds between us all. This unprecedented mobilisation of our teams is testament not only to their commitment, but also to the essential human values of cohesion, solidarity and perseverance in the face of acute crises.

ESTABLISHING ROBUST, CROSS-FUNCTIONAL CYBERSECURITY GOVERNANCE

Our information systems are a key factor in our business activities and growth. They are at the heart of the many services we offer for our customers and employees.

In the face of ever-increasing cyber threats, we have a duty to protect the data and resources entrusted to us, and therefore to control the risks associated with our information systems.

In October 2022, Mobivia appointed a new Chief Information Security Officer (CISO) responsible

for defining the contours of cybersecurity governance for the network as a whole. Their mission is to manage this project in close collaboration with the business units and their teams.

This approach is also reflected in the recruitment of experts, in particular Security Officers who work within the Group's various operating companies. These professionals coordinate this activity, implement cybersecurity governance and strategy within their respective scopes, analyse risks, and define and maintain the resources needed to implement cybersecurity. Their role is also essential for raising awareness of cybersecurity issues among all employees.

At the same time, new governance principles, detailed in the Information Systems Security Policy (ISSP), have led to the creation of a network-wide team: the Mobivia CyberDefence Team. This team provides cybersecurity expertise, products and services to all companies in the network.

Finally, in order to manage cyber risk within the network as a whole, committees have been set up under the impetus of the CISO, who makes regular appearances before the governance bodies of operating companies.

3 QUESTIONS FOR

**AURÉLIE CHIVET**

Mobivia Chief Information Security Officer

**WHAT ARE THE NEXT STEPS IN THE DEPLOYMENT OF THE NEW CYBERSECURITY GOVERNANCE?**

We are currently finalising our new security policy, which will be published by the end of 2023 and will apply to the entire Mobivia ecosystem to establish a proactive and effective approach to tackle the constantly evolving risks. The arrival of Security Officers in our brands will also enable us to improve our security levels, define and manage major cyber risks, and raise awareness among our employees.

HOW HAS COLLABORATION WITH THE BRANDS CHANGED SINCE YOU TOOK UP YOUR ROLE?

In the space of just a year, a real transformation has taken place, initiated first and foremost by the recruitment and appointment of employees specifically responsible for cyber issues, and by the determination to implement proactive cyber risk management. This development has taken the form of a comprehensive approach, with cyber issues addressed by various committees, and the creation of synergies with the entire cyber community across the Mobivia network. This has also led to richer and more frequent interactions and sharing, helping to improve the coordination and management of cybersecurity at all levels of the ecosystem.

WHAT HAVE WE LEARNED FROM THE ATU CYBER ATTACK?

This period demonstrated our ability to respond to a major crisis. We drew our strength from the commitment, mobilisation and resilience of our teams. This experience has reinforced our commitment to cybersecurity, with particular emphasis on raising awareness among our teams. We are actively working to ensure that every company in our ecosystem is prepared and trained in crisis management, to improve our efficiency should it occur. At the same time, we have strengthened our cyber risk protection and detection systems.

**THE SECURITY OFFICER ROLE**

A Security Officer is an expert responsible for ensuring the protection of information and data systems against cyber threats. At Mobivia, their main role is to oversee cybersecurity governance and strategy at the business unit in which they work.

They assume responsibilities such as risk analysis and formulation of processing plans. They are also responsible for defining the human and technological resources required. As an advisor to operational teams, they put forward solutions tailored to specific needs, while playing an essential role in raising employee awareness.

At the same time, they manage cybersecurity incidents, communicate with the Chief Information Security Officer, and oversee business continuity plans.

ZOOM

PUTTING ETHICS AT THE HEART OF ALL OUR PRACTICES



RISKS AND CHALLENGES FOR THE COMPANY

Our activities ultimately rely on our relationships with our partners, suppliers, customers and employees. They have an impact in terms of social, societal and environmental responsibility that go beyond Mobivia: non-compliance with the regulations and fundamental rights on the part of one of our partners could represent a significant risk for our businesses.

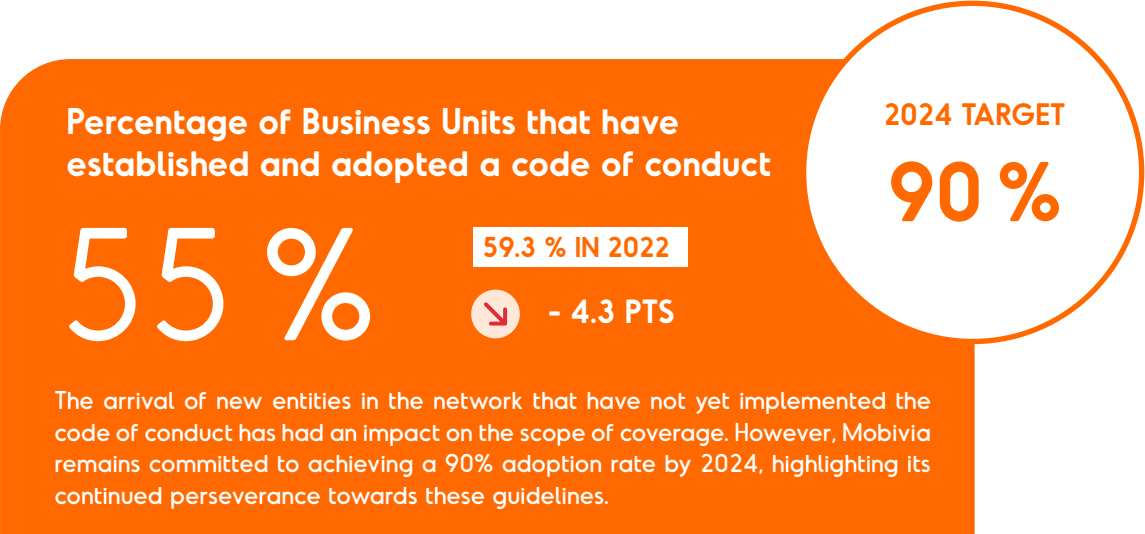
Ensuring adherence to the law in all areas of compliance, including fundamental rights, is essential for Mobivia because it involves legal risk as well as corporate image risks, with inevitable repercussions on our activities in the event of non-compliance.

POLICY & COMMITMENT

Our policy is based primarily on the French law regarding transparency, anti-corruption and the modernisation of economic life, which we ensure is respected through contractual agreements with our partners. It is based on respect for fundamental rights, ethics and loyalty.

KEY POINTS ▼

- We guarantee the application and effectiveness of our ethics charter.
- We apply uniform payment methods.
- We are continuing our efforts to combat harassment and sexist behaviour in the workplace.
- We provide our teams with ongoing training in anti-corruption.
- We deploy and consolidate robust methods to combat anti-competitive practices.



Number of legal actions concerning anti-competitive behaviour



The absence of any litigation for anti-competitive behaviour reflects our commitment to legitimate business practices that comply with current regulations. This testifies to Mobivia's rigorous compliance with the law and its desire to maintain high standards of competition in the market.

Average invoice payment time (in days)



In view of the requirements of the CSRD, attention to average invoice payment times is a key factor for ensuring responsible cash management.

RESOURCES

- COMPLIANCE ORGANISATION
- ETHICS CHARTER
- CODE OF CONDUCT
- SUPPLIER CONTRACTS
- LEGAL TEAM
- HR TEAM
- FINANCE TEAM

GUARANTEEING THE APPLICATION AND EFFECTIVENESS OF OUR ETHICS CHARTER

Mobivia's Ethics Charter is a fundamental pillar of our commitment to ethics and responsible conduct. Applied to all employees and stakeholders across all our businesses, this charter defines the ethical principles that guide our network and community. This charter has given rise to a Code of Conduct which applies to all employees of companies in the Mobivia ecosystem. **This code sets out in concrete terms the behaviour expected from our teams on a day-to-day basis, forming an essential ethical foundation for relations at work.** Employees receive it as part of their induction pack, in addition to their employment contract. The Code of Conduct is also regularly reiterated during compliance training sessions, ensuring a thorough understanding of its day-to-day implications. Currently, **a specific project is underway to redefine the procedures for delegating authority, and adapting them according to hierarchical level and function.** This initiative is designed to guarantee a high level of commitment and responsibility in line with the specific nature of the functions performed. The aim is also to reinforce the discipline and relevance of the delegation of authority within the company, by ensuring that the levels of responsibility are in line with the functions held and with Mobivia's ethical requirements, thus guaranteeing a fair and reassuring governance framework.

ESTABLISHING CONSISTENT PAYMENT PRACTICES AT MOBIVIA

Mobivia, which operates under the full consolidation method, implements uniform payment practices for all its subsidiaries, subject to European directives on payment terms. These directives define the payment terms granted to suppliers of goods.

In line with the European directive, **Mobivia has set a payment term of 45 days end of month on the 25th for all entities operating in eligible regions.** It is imperative that offers to purchase goods are the subject of a written agreement signed by both buyers and suppliers. **For companies operating in regions not eligible for the European directive, local regulations are automatically applied.**

In order to guarantee the necessary flexibility, an exemption to this procedure allows suppliers to be paid before 45 days end of month, provided that the outstanding amount does not exceed 5% of total accounts payable, and for invoices that do not involve a dispute.

Furthermore, **discounting is authorised for certain invoices not exceeding 10,000 euros per month and per supplier.** In exceptional circumstances, a discount may be granted if the net annual rate is greater than or equal to 10%, subject to approval by Mobivia's treasury department.

For overheads, payment dates are subject to the procedure only if they fall between the 25th and the last day of the month. In this specific case, the payment date must be the 25th of that month.

Mobivia also carries out a monthly payment campaign by type, including remittances such as SEPA transfers, foreign transfers and intra-group transfers. All campaigns, with the exception of salaries, are carried out in the bank by the 25th of each month, thus requiring early preparation and signature.

CONTINUING OUR EFFORTS TO COMBAT HARASSMENT AND SEXIST BEHAVIOUR IN THE WORKPLACE

Efforts to combat situations of harassment and sexist behaviour in the workplace are gaining momentum in all organisations, encouraged by the growing number of women speaking out since 2017. To facilitate the reporting of such behaviour, Norauto France introduced an internal procedure several years ago, in line with regulatory requirements, for reporting and dealing with cases of harassment.

This approach takes the form of providing contact details for representatives of HR and the Social and Economic Committee (CSE). These are displayed on prevention displays in all Norauto centres and can be used to report cases. Alternatively, employees can choose to speak to someone they trust, either their manager or a member of the HR team, who can then pass on the information to the trained officers. In addition, a new e-learning module dealing with various types of harassment and sexual harassment has been added to the company's training platform.

The aim of this measure is to step up prevention and awareness-raising on a global scale, in order to foster a collective awareness that reflects a clear change in both the professional world and the public arena.

By encouraging people to speak out, Norauto France aims to create a respectful, egalitarian working environment in which everyone, regardless of gender, can develop professionally without fear of harassment.



ENSURING ONGOING TRAINING ON CORRUPTION

Training courses dedicated to the prevention of bribery, corruption and conflicts of interest at Mobivia are of vital importance to our compliance and competition law approach. In accordance with current legislation, employees likely to be faced with situations involving corruption or conflicts of interest are required to take this training. A proactive approach has been adopted to identify the professions and groups of employees potentially exposed to risks, thus ensuring targeted awareness-raising.

Initial training sessions are meticulously delivered, followed by regular refresher courses. Mobivia is committed to creating a culture of ethics and compliance within the company. The aim is to create an environment where every employee in the eco-system fully understands and embraces the fundamental principles of preventing bribery and corruption, thus helping to reinforce our commitment to ethical and responsible business practices.

ZOOM

3 QUESTIONS FOR



ANNE LABAZUY
Business Law Division Manager, Mobivia

WHAT RESOURCES ARE IN PLACE TO COMBAT THESE SITUATIONS?

Mobivia has deployed a prevention policy by training and raising the awareness of its teams involved in developing partnerships. This awareness-raising initiative aims to give our teams the right reflexes to prevent anti-competitive practices in situations where we interact with our various partners, and therefore ensure that free competition is respected. When setting up these partnerships, we also take care to implement various procedures and measures (legal and economic analyses of the planned operations with our advisers, setting up black boxes or clean teams to ensure that information sharing complies with competition law, etc.).

WHAT CIRCUMSTANCES COULD EXPOSE MOBIVIA TO ANTI-COMPETITIVE PRACTICES?

Competition law applies to all activities in the Mobivia ecosystem. Mobivia and its BUs, like all companies, operate in a market where different players come together, and their interactions are subject to compliance with legal mechanisms guaranteeing free competition. Certain situations are particularly sensitive, such as the agreement of certain partnerships or company acquisitions. Mobivia is therefore particularly vigilant when negotiating contracts with its various partners. Raising our teams' awareness of competition law is also essential to prevent any anti-competitive practices and ensure a fair commercial environment that benefits both companies and consumers.

WHAT INITIATIVES IS MOBIVIA PLANNING TO STRENGTHEN ITS ANTI-COMPETITIVE POLICY IN FY 2023-2024?

For the 2023-2024 financial year, Mobivia is resolutely committed to strengthening and consolidating its competition law compliance policy, in a changing landscape that includes the emergence of new players, particularly in the field of electric vehicles. Measures will continue to be deployed, including increased monitoring of business practices, supported by awareness-raising and acculturation initiatives within the company. This work aims to reaffirm our commitment to preserving fair competition and protecting consumer interests.

STRIVING TO DEVELOP MORE SUSTAINABLE MOBILITY



RISKS AND CHALLENGES FOR THE COMPANY

The transition to more sustainable mobility is an incontrovertible obligation that requires a significant transformation of travel habits, with numerous implications for the services offered and individual practices. Drivers, the key players in this transformation, may encounter obstacles related to the accessibility of sustainable alternatives, their costs and familiarisation with new technologies. Awareness-raising, support and appropriate incentives will be key, to encourage widespread adoption of more sustainable and safer mobility solutions.

At the same time, changes in national and regional regulations, which have an impact on mobility practices, are speeding up the transition process and requiring rapid adaptation on the part of all mobility players.

POLICY & COMMITMENT

In order to support our customers in their transition and to ensure concrete application of our commitment to sustainable mobility for all, the entire Mobivia ecosystem is on board. Our aim is to offer solutions for drivers, public authorities and businesses alike, making the transition accessible, efficient and positive. This approach takes the form of innovative programmes, active support for startups committed to decarbonisation, and Mobivia's long-standing advocacy work. This approach aims to contribute to the development of concrete solutions for sustainable mobility challenges now and in the future.

KEY POINTS ▼

- We support startups developing sustainable mobility solutions
- We build lasting relationships with our BtoC and BtoC customers in response to their changing needs
- We develop loyalty schemes to encourage more responsible products and services.
- We are committed to maintaining mobility and providing access to safe, well-maintained vehicles for everyone, regardless of income, thanks to our solidarity-based services.
- We are continuing our advocacy actions to help drivers move towards more sustainable mobility.

Customer satisfaction (Net Promoter Score)

Norauto: 44.2
ATU: 60
Midas: 71

IN 2022:
NORAUTO: 41
ATU: 59
MIDAS: 71

↑
Norauto: +3.2 pts
ATU: + 1 pt
Midas: -

2024 TARGET
Norauto: 48.9
ATU: 65
Midas: 72.9

The three brands (ATU, Midas and Norauto) have deployed effective strategies by offering responsible product ranges and mobilising the expertise of their teams. The 2024 targets illustrate the company's commitment to offering customers a positive, high-quality experience.

Customer reviews of our private labels¹

4.3*
4.3* IN 2022
→

Expressing a favourable opinion, our customers gave "Norauto" private label products a rating of 4.3 stars out of 5. This evaluation highlights our customers' overall satisfaction and the quality of our private label offering.

¹ Norauto private label

Number of startups supported by Moove Lab

27
21 IN 2022
↗ + 28.6 %

Moove Lab supports a growing number of startups, highlighting its major role in the development of innovative mobility initiatives.

Expenses for membership of professional organisations (€k)

82
79 IN 2022
↗ + 4.1 %

Trade associations play a major role in our industry, protecting the interests of our professions. That's why Mobivia is committed not only through the membership of its brands, but also through the strong involvement of its managers. The increase between 2022 and 2023 is mainly due to higher contributions as a result of inflation.

Number of startups taking part in the European Startup Prize for Mobility

716
563 IN 2022
↗ + 27.2 %

The growing interest shown by startups in this initiative reflects their desire to develop innovative solutions to transform tomorrow's mobility.

Internal and external lobbying and advocacy expenditure (€k)

241
249 IN 2022
↘ - 3.2 %

Lobbying and advocacy are still major priorities for our businesses. In 2023, we maintained the same advocacy approach as in 2022, with a slight optimisation of budgets.

RESOURCES

- B2B, B2C CUSTOMER RELATIONS TEAM
- LEGISLATION WATCH
- SURVEY TEAM
- VIA ID TEAMS
- PUBLIC AFFAIRS AND SUSTAINABLE DEVELOPMENT TEAMS
- MANA ARA IMPACT REPORT

SUPPORTING STARTUPS
DEVELOPING SUSTAINABLE
MOBILITY SOLUTIONS

Since its creation, Via ID has been committed to supporting the emergence of new business models and the development of sustainable mobility solutions through its activities as an investor in and accelerator of startups. **Its vocation is to develop new activities and sustainable mobility services to support Mobivia's growth, diversification and transformation strategy.**

Two new startups joined the portfolio this year:

- **Go Mécano**, a French startup offering a home mechanic service, reducing the need to travel for vehicle maintenance
- **Taxi**, a German startup offering a self-service trailer rental solution

Leading a committed network:

In the ecosystem division, the year was marked by the 5th European Startup Prize for Mobility and the 5th anniversary of the Moove Lab. **The European Startup Prize for Mobility, an acceleration and investment programme co-founded with Karima Delli**, chair of the European Parliament's Transport Committee, aims to accelerate the emergence of future champions of sustainable mobility in Europe. A record number of applicants were received for the 2023 edition, with

over 700 entries. This significant increase on the previous year's event underlines the commitment of startups from nearly **40 European countries.** Among the applicants, **63% help to reduce the carbon footprint of transport and mobility, over 20% tackle air pollution, and 33% have at least one woman on the founding team**, far exceeding the overall European startup average of 10%. The 10 winners were honoured on 26 October 2023 at the European Parliament in Brussels in the presence of co-founders, sponsors and participating startups.

Via ID also celebrated the 5th anniversary of Moove Lab, created with Mobilians at Station F to boost the development of mobility startups. This programme offers personalised support over a six-month period. **Since its launch in 2017, more than 90 mobility and autotech startups have benefited from its help.** Some of these participants have been recognised in the prestigious Future 40, an annual ranking highlighting Station F's 40 most promising companies.

«

As an investor, 99% of our carbon impact comes from our holdings. Upstream, we have to select startups according to their contribution to our sustainable development objectives, then measure their impact and support them in their transition. To take our non-financial impact assessment even further, we have joined the Climate Dividends association. A Climate Dividend is a non-financial indicator corresponding to a company's positive climate impact that can be claimed by its shareholders according to its avoided CO2 emissions. Acting as a trusted third party, the association validates the startup's avoided emissions and redistributes them to its shareholders: it's a new form of evaluation that makes sense given our mobility objectives.

LÉA DÉGARDIN
Director of Impact, Communications and Public Affairs, Via ID



BUILDING LASTING RELATIONSHIPS WITH OUR CUSTOMERS IN RESPONSE TO THEIR CHANGING NEEDS

The improvement in customer satisfaction at Norauto France, measured by the Net Promoter Score, is the result of the collective efforts of all our teams. During the 2022-2023 financial year, marketing teams played a key role in setting up a **programme to support our centres**, aimed at better understanding and analysing the things that irritate customers, as well as implementing action plans to correct them.

In line with this approach, the customer experience team worked closely with employees at training sessions and regional meetings to raise awareness among managers and teams who are in close contact with customers. **Network synergies have improved our ability to respond effectively to customer needs.** Tools have also been developed to closely monitor performance, and a survey is sent

to customers after each visit. **This data provides crucial information for tailoring our services to our customers' needs and contributing effectively to the continuous improvement of their experience.**

To this end, **the sustainable development barometer** aims to improve customer satisfaction with sustainable products and services. **This system enables our teams to assess awareness of sustainable initiatives and identify customer needs and interests.** The results of the online questionnaire enable us to track changes in their concerns and expectations from one year to the next, so that we can offer them products and services that are tailored to their values and needs.



LES ÉCOMOBILISTES, NORAUTO FRANCE'S NEW LOYALTY SCHEME

In 2023, Norauto France launched the "Les Écomobilistes" loyalty scheme, designed to reconcile economic and environmental issues. This scheme enables customers to earn points for their purchases in a loyalty kitty. Our "Écomobilistes" can earn extra points thanks to special offers, including a selection of products and services in the "Responsible Driver" category. What's more, an Eco Contrôle diagnostic, designed to assess the engine's state of health, is offered to customers once a year.

The programme focuses on reducing carbon emissions, the circular economy, social initiatives and road safety. By offering an easy-to-use kitty, with exclusive offers and services, it encourages customers to drive more responsibly while saving money.

ENSURING CONTINUED MOBILITY AND ACCESS TO SAFE, WELL-MAINTAINED VEHICLES THROUGH SOLIDARITY-BASED SERVICES

Because mobility plays a key role in maintaining or returning to employment, Norauto created the **Mana Ara solidarity programme in 2018**. Its aim is to support people with a family income of less than €750 by **offering them free vehicle diagnostics and repairs at a lower cost than standard rates**. Mana Ara is fully in line with Norauto's purpose, **"Making sustainable mobility solutions accessible to every driver"**. Initiated by Sophie Menez, the programme is now run by Hugo Deletre, who is responsible for its continuity and development.

In addition to the rise in the number of beneficiaries, Mana Ara has had a particularly rewarding 2022-2023. This was demonstrated by the organisation of its **round table on inclusive mobility, aimed at co-constructing its future roadmap in collaboration with its stakeholders**. The programme also took part in the

Salon des Maires et des Collectivités Locales (Mayors' Expo), established a partnership with Pôle Emploi job centre, and strengthened its team by creating a position to monitor beneficiaries, while welcoming a person dedicated to the impact study carried out in collaboration with the Goodwill Management firm.



The year was marked by significant progress, both in terms of the number of people supported and the positive impact of Mana Ara. This progress has been made possible by the solidity of our partnerships, notably with Wimoov, ADMR and ADIE, which are essential to our commitment to inclusive mobility. The involvement of the 286 Norauto centres is also a real strength that testifies to the commitment of all employees to the programme!

HUGO DELETRE

Mana Ara programme coordinator
Norauto France



CONTINUING OUR
ADVOCACY WORK
TO HELP DRIVERS
MOVE TOWARDS MORE
SUSTAINABLE MOBILITY

As a major player in mobility in Europe, Mobivia has always played an active role in contributing to public debate through its advocacy. This approach aims to promote the network's convictions in favour of accessible and sustainable mobility, acting in the public interest. This is why Mobivia maintains regular links with national and European public authorities and all other stakeholders in the automotive and mobility services sector, including associations, institutions, manufacturers, and more.

In the 2022-2023 financial year, Mobivia stepped up its advocacy, focusing on the transition to electromobility, access to mobility, access to vehicle data and advocacy for a circular economy.



Mobivia has put forward four ideas for consideration by public authorities in its plea for the rational deployment of Low Emission Zones in France. These proposals are the result of an impact analysis carried out in France and in the European countries where we operate that have already introduced such zones. This work has made it possible to demonstrate that it is possible to reconcile citizens' mobility and the reduction of atmospheric pollution while considering economic imperatives, the depollution of combustion vehicles, the rise of EVs and the development of alternative transport

ALIX MAKEREEL
Public Affairs and Sustainable
Development Officer, Mobivia



In addition, the company's commitment to proposing solutions to public authorities has enabled us to highlight our business knowledge and expertise, notably by taking part in the debate on low-emission zones.

3 QUESTIONS FOR



BÉNÉDICTE BARBRY
Director of Public Affairs & Sustainable
Development, Mobivia

WHY IS MOBIVIA INVOLVED IN LOBBYING
INSTITUTIONS AND ELECTED OFFICIALS?

Mobility is at the heart of the economic, social and environmental challenges of the 21st century! As a major player in the automotive and mobility services sector for over 50 years, in contact with more than 50 million motorists worldwide, Mobivia is more than ever committed to representing the voice of its companies and its customers, by contributing to public debate on the issues it holds dear. So, beyond the Company's economic vocation, we truly believe that it is also our responsibility to share our analyses, reflections, proposals and solutions in order to inform and enlighten public authorities and legislators on our areas of expertise and experience. At Mobivia, our aim is to make an active contribution to public debate by presenting pragmatic options in the general interest, in response to the major technological, economic, environmental and social challenges facing mobility today.

WHAT ISSUES DOES THE NETWORK ADVOCATE?

The issues we advocate are all closely linked to Mobivia's historical DNA and its purpose today:

contributing to promoting sustainable, safe and accessible mobility for as many people as possible. Since the early 1990s, we've been closely involved in issues aimed at reducing the nuisances generated by cars (road safety, pollution), and have also long contributed to discussions on access to vehicle data, in order to protect drivers' freedom of choice. Today, the transition to electromobility and the redefinition of the role of the car in the different regions are central to our advocacy work, reflecting Mobivia's desire to contribute to a future of mobility that is accessible and carbon-free. Likewise, the development of increasingly connected mobility, the circular economy and vehicle reparability are all issues that motivate us in our work. Finally, our commitment to issues such as sustainable governance, taxonomy and non-financial performance underlines Mobivia's determination to promote demanding regulations, encouraging transparency and the implementation of concrete policies for social and environmental responsibility.

HOW DOES MOBIVIA CARRY OUT ITS ADVOCACY
WORK?

Mobivia's advocacy approach is transparent and collaborative. A dedicated in-house team works closely with the network to harness everyone's expertise in contributing to public debate on specific issues. Mobivia also works with a number of associations and federations involved in mobility issues, including Mobilians, Avere, the Eco-Entretien association, the Collectif Génération Responsable and the EC2027 collective. Each of our actions is carried out in complete transparency and scrupulously declared to the relevant authorities in accordance with current lobbying regulations, at both national and European level.

MANAGING OUR RISKS THROUGH TRANSPARENT GOVERNANCE THAT INCLUDES SUSTAINABILITY



RISKS AND CHALLENGES FOR THE COMPANY

Managing risk through transparent governance, with sustainability as a major concern, is one of the fundamentals of our organisation. Ensuring that our stakeholders, and in particular our suppliers, comply with ethical principles throughout the supply chain is essential to maintaining our duty of care. In a virtuous climate of confidence and trust, transparency must also be reciprocal, as our stakeholders must also feel sure that we adhere to these practices.

At the same time, incorporating sustainability issues into our decision-making is imperative to increase the resilience and adaptability of our companies in the face of change, thus fostering a more ethical and sustainable economic ecosystem. Transparency and sustainability therefore become essential methods for effective risk management and the promotion of sustainable growth.

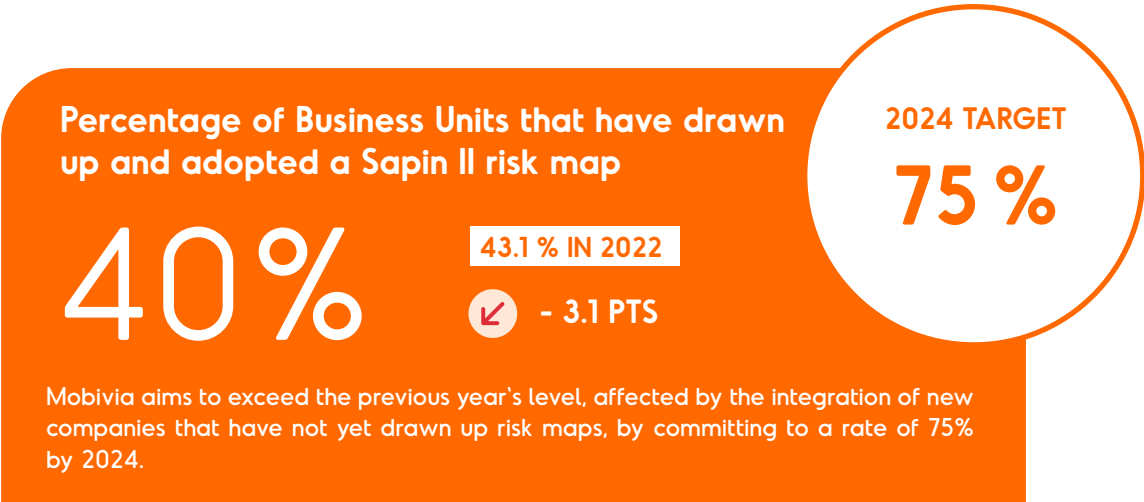
POLICY & COMMITMENT

As part of its commitment to sustainability, Mobivia has introduced a rigorous practice of regular audits of both its suppliers and its products. This approach aims to ensure impeccable quality and compliance with environmental standards, thereby reinforcing transparency and social responsibility. At the same time, our companies have pursued the labelling process, a key pillar of our environmental management policy, guaranteeing compliance with ethical and environmental standards.

Last but not least, we have a governance structure that takes sustainability into account and builds a shared vision for our network in which sustainability issues are at the heart of every decision.

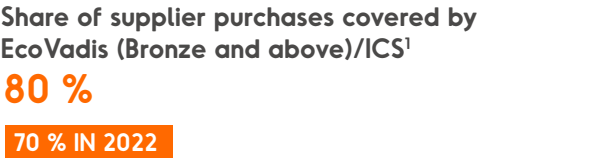
KEY POINTS ▼

- We guarantee the quality of our products through continuous monitoring and compliance with processes through regular audits
- We are pursuing our labelling and certification programmes (Ecovadis, Iso, Enseignes responsables, etc.)
- We are establishing transparent governance that integrates Sustainability & Impact issues



→

Mobivia has expressed an interest in assessing and promoting its sustainable development approach. Norauto France and Spain and Midas France have opted for the "Responsible Retailer" label from the Génération Responsable collective, based on the ISO 26000 standard. In addition, ISO 14001 certification has been chosen to assess the performance of the environmental management systems of some of our brands.



When it comes to sustainable procurement, Mobivia keeps a close eye on the proportion of purchases made from Ecovadis-labeled European suppliers with at least a Bronze medal, as well as from non-European suppliers qualified by the ICS audit. To ensure the effectiveness of these practices, our teams have encouraged suppliers to obtain an Ecovadis assessment or to comply with an ICS audit. These actions are aimed at guaranteeing high standards and ensuring greater compliance with social and environmental responsibility criteria.

¹ Mobivia Group Trade & Services scope excluding ATU



These different types of meetings promote organisational transparency by demonstrating Mobivia's strong commitment to human and environmental issues at a strategic level. They embody the 3P approach, instilling our corporate responsibility around the fundamental pillars of Profit, People and Planet. This enables us to take these dimensions into account and respond to deep-seated aspirations to drive our business ecosystem towards more sustainable performance.



Mobivia's quality department is committed to inspecting large import orders through regular audits, demonstrating its efforts to ensure that products comply with European and national standards.

RESOURCES

- SUPPLIER CONTRACTS
- MGTS TEAM
- SUSTAINABLE DEVELOPMENT TEAMS

GUARANTEEING THE QUALITY OF OUR PRODUCTS THROUGH CONTINUOUS QUALITY CONTROL

MGTS, Mobivia's central procurement hub, is actively involved in strengthening the Social and Environmental Responsibility (CSR) audits of its suppliers. This approach extends to all regions of the world where MGTS suppliers operate, particularly in Asia and Europe. It is constantly improving, and aims to ensure effective, ongoing monitoring to guarantee compliance with the commitments and ethical charter signed by our suppliers, as well as product quality. As a member of the ICS (Initiative for Compliance and Sustainability) association,

MGTS relies in particular on regular audits to ensure that its partners comply with environmental and social criteria, as well as regional and local regulations.

MGTS's work incorporates continuous quality control, with regular audits to guarantee product conformity and quality even after the product has been put on the market. Launched a year ago, the continuous improvement programme mainly targets "trust killers", products whose features or performance may disappoint, thus compromising the customer experience. By analysing sales statistics and online reviews, the products identified are tested by qualified external laboratories. Depending on the results, improvement work is undertaken with suppliers. The product may also be withdrawn from sale.

Appointment of a continuous improvement and testing manager:

To lead this project, a continuous improvement and testing manager has joined the MGTS teams. In this role, they will also participate in tests set up for the receipt of products since the end of 2022, which involves checking suppliers' test reports and inspecting products before they are put on the market. By consolidating continuous audits and quality controls, MGTS aims to ensure supply chain sustainability, supporting our core values of ethics, transparency and respect for environmental and social criteria. This not only strengthens our relationships with suppliers, but also enables them to improve, while ensuring customer confidence in the quality and durability of the products we offer.



PURSuing OUR CERTIFICATION PROCESS

Mobivia's approach to certification - or labelling - at its brands continues to gather ground, based in particular on the widely recognised EcoVadis label. This dynamic, initiated by all companies in the network, makes it possible both to objectivise and guarantee the reality of CSR actions taken by our companies, and to place them in a continuous improvement process, the aim being to make progress each year in terms of scoring. By aligning ourselves with our own supplier requirements, we set high standards for our entire ecosystem.

This year, Norauto and Midas France also renewed their "Responsible Retailer" label, based on ISO 26000. At the same time, Norauto France and Spain are ISO 14001 certified, demonstrating the quality of their environmental management. Similarly, Estado, an ATU subsidiary in Germany which recycles all its automotive waste, is ISO 50001 and 9001 certified, respectively attesting to its methodical energy management and quality management.

These initiatives are testament to our constant determination to progress, to guarantee globally recognised standards and to reinforce our commitments.

ZOOM

ESTABLISHING TRANSPARENT GOVERNANCE THAT INTEGRATES SUSTAINABILITY & IMPACT ISSUES

Organisation and governance of sustainable development

Mobivia has made sure that access to sustainable mobility for all is at the very heart of its purpose, the development of its activities, and the transformation of its companies and business models.

This mobilisation of Mobivia and all of its companies, towards the same Purpose and on track to a sustainable future, needs to be coordinated and managed at all levels of the company, from the board of directors to the end customer, including all the leaders and employees of companies in the Mobivia network. This is the role of the leaders in charge of sustainable development, and of the strategic and thematic committees that have been gradually set up over the past 3 years.

A Sustainable Trajectory Committee appointed by the Board of Directors and chaired by Fabien Derville, Chairman of Mobivia

Founded in June 2017 as the "Ethics & CSR Committee", then reconfigured between December 2019 and December 2021 into the "Sustainable Development Committee", the committee established by the Board of Directors tasked with challenging Mobivia's sustainable development strategy was relaunched in late 2022 with a new structure and new members,

shareholders and external experts. It is assigned the missions of:

- Ensuring that the actions and projects of the companies within the Mobivia ecosystem are part of a sustainability strategy in the business model and a transformation strategy to make Mobivia an ecosystem of companies with positive impact, leading to the creation of overall value (economic, social, societal and environmental);
- Ensuring that Mobivia's sustainable roadmap provides the foundation for the projects in each Mobivia company, fulfilling Mobivia's purpose.

Over the 2022/23 financial year, the Sustainable Trajectory Committee met four times, and worked on issues such as the structuring of a dashboard based on the 3Ps (People/Planet/Profit), Mobivia's strategy in the face of the development of LEZs, the mobilisation and training of employees within the Mobivia ecosystem, and Mobivia's carbon trajectory.

Coordination of a "Sustainability & Impact" steering committee since July 2022, made up of leaders from each business line and each accelerator, plus sustainable development leaders (corporate & business activities).

This committee offers our leaders a change to "work together on leading the acceleration of our sustainability and impact roadmap". In 2022/23 it met quarterly. It supervises and guides the work of the working groups from the six operational transformation projects defined to serve our strategic pillars. Each of these projects (carbon cost, products/solutions, customer experience, assets, energy and stakes, human capital and modal shift) gives rise to a limited number of projects chosen for their socio-environmental impact, their cross-functionality and their potential to transform our business models.

A Corporate Sustainability & Impact team to structure, coordinate and lead the Sustainability & Impact approach, and provide expertise within the Mobivia ecosystem. In 2022/23, the Corporate team, comprising a Planet leader, a public affairs and sustainable development director, a non-financial reporting manager and a carbon manager, has been reinforced with the arrival of a young recruit to drive the Group's public affairs and sustainable development communications approach. Two young interns have also joined the team to work on carbon and communication issues.

Sustainable Development Leaders for each activity to structure each activity's sustainable development strategy, and to steer the deployment and implementation of roadmaps. In each of our businesses, the teams working on sustainability and impact issues were reinforced in 2022/23

Sustainable Development leaders or officers in each BU and each cross-functional department (referred to as "accelerators" or "boosters": Product/service offering, customer experience, digital, supply, BtoB, human development) to steer the operational roll-out of roadmaps as closely as possible with each BU and each department.

Internal and external thematic experts working on specific projects for the Group (e.g. communication, eco-design, circular economy, carbon, biodiversity, etc.)

An NFPR steering committee dedicated to managing the annual production of the Non-Financial Performance Report. In 2022/23, the NFPR Committee met every two months.

A Low Carbon Trajectory steering committee, set up in 2021, to lead, challenge and steer the Low Carbon trajectory of our activities.

A "Turnover with Positive Impact" steering committee, established in 2021 to structure the Turnover with Positive Impact framework, has focused its work in 2022/23 on validating the impact analyses of products eligible for positive-impact turnover over the year.

A community of Sustainable Development Ambassadors within the Mobivia ecosystem, operating on a voluntary basis, open to any employees wishing to join the community

Synergies dedicated to sustainable development and the company's commitment to encouraging inter-BU and inter-activity exchanges, as illustrated by the collective of committed leaders, which meets every six weeks at Driver Services, as well as monthly gatherings of sustainable development leaders, and the annual seminar which this year once again enabled all 60 leaders and experts in the Sustainable Development community to come together for two days of inspiration, sharing, connection and perspective on the theme of the circular economy and resource preservation.

OUR STAKEHOLDERS

ACTS & FACTS

- Acts and Facts is a movement founded within the Mulliez company ecosystem that acts as a catalyst for ecological transition. It's driven by the employees, managers and shareholders of the companies.



ADEME

- ADEME, the French Agency for Ecological Transition, is a public industrial and commercial establishment that was founded in 1991. Mobivia regularly works with the ADEME teams, contributing to countless work projects (on the REP, innovation projects for the SESAME project in 2022).



AVERE

- Mobivia joined AVERE, an association of electromobility stakeholders, over 12 years ago and has been a member of the board of trustees for the past 10 years.



COLLECTIF GÉNÉRATION RESPONSABLE

- The aim of the Collectif Génération Responsable is to help improve the environmental and social quality of retailers and networks, with a focus on sustainability. Mobivia joined in 2018 with a view to rolling out the "Responsible Retailer" Label across its brands. Norauto France has held "Responsible Retailer" certification since 2018 and Midas France since 2022.



C3D

- For almost 15 years now, Mobivia has been a member of the Collège des Directeurs Développement Durable, an association that brings together committed sustainable development managers.



LE CONSEIL NATIONAL DE L'ÉCONOMIE CIRCULAIRE

- The *Conseil National de l'Économie Circulaire* [French National Circular Economy Council] is the consulting body for the field of waste. It ensures regular dialogue and close interaction between the main stakeholders in the circular economy's fields of action in shaping government policy.



COMME LES AUTRES

- The charitable organisation *Comme les Autres* offers social support through sport and thrill-seeking for individuals living with disability following an accident. Since 2011, it has significantly contributed to improving the lives of those it supports. The charity is a partner of the Norauto Foundation, which works to improve mobility for the individuals that it supports.



CRESUS

- CRÉSUS is a "federation of associations" acknowledged as a public-interest organisation for its role in supporting individuals who are in financial difficulty and preventing over-indebtedness. The *Fédération CRESUS* is now made up of 30 independent associations that are committed to tackling and preventing excessive debt.



EC2027

- EC2027 is a non-partisan collective that was launched in March 2021 with the aim of putting circular economy at the focus of political decision-makers' concerns. It brings together more than 250 civil society experts, from the academic sphere, businesses, the public sector and the association sector. Mobivia joined the collective in early 2022 and has been a Board Member since September 2022.



ECO ENTRETIEN

- The Éco-Entretien organisation, co-founded, which promotes the development of eco-servicing within the automotive industry. It is now chaired by Francis Bartholomé, Chairman of Mobilians. Mobivia is Vice-Chair.



ÉCO-MAIRES

- Mobivia developed a partnership with Éco-Maires, an association that brings together elected representatives to work on Sustainable Development issues for the past 15 years, to support actions to promote high value-added environmental and societal projects in the regions.



ECOVADIS

- Created in 2007, EcoVadis is a CSR evaluation platform and constitutes an international network, with more than 100,000 companies evaluated so far. Its mission is to provide reliable sustainability evaluations that are recognised on a national level, enabling all companies to reduce risks, make improvements, and boost their positive impact on our society and on our planet.



FRANCE DIGITALE

- France Digitale, an association representing over 1,500 entrepreneurs and investors from the French digital sector, which Mobivia joined 5 years ago.



FNH

- The Fondation pour la Nature et pour l'Homme, with which Mobivia cooperates on projects for more sustainable and responsible mobility.



FRANCE MOBILITÉ

- France Mobilités, an open platform bringing together all mobility stakeholders to improve everyday mobility and encourage innovation for more sustainable and responsible transport. Mobivia is a member of the Strategic Council.



FUB

- FUB (*Fédération des Usagers de la Bicyclette*), an organisation created in 1980 that works to promote cycling in the regions, and to provide solutions to cyclists' concerns, with which Mobivia cooperates on a regular basis.



OUR STAKEHOLDERS

CVTCM

- Club des Villes et Territoires Cyclables, a network of regional authorities committed to developing the daily use of bikes and sustainable mobility. Mobivia has been an associate-member for 5 years now.



MOBILIANS

- Mobilians, formerly the CNPA, Conseil National des Professions de l'Automobile, within which Mobivia co-founded the multi-brand Automotive After-Sales Service department in 2015, now co-chaired by Mobivia. Driven by the challenges presented by sustainable development, Bénédicte Barbry, Director of Public Affairs and Sustainable Development at Mobivia, also now chairs Mobilians' Sustainable Development Commission.



GARAGES ÉCOLES

- Created by Motul and Norauto through their foundations, in collaboration with the Fédération Nationale de Écoles de Production, Garages Écoles (Learning Garages) aims to develop production colleges that specialise in the automotive and mobility sectors.



NET ZERO INITIATIVES

- Created by Carbone 4 in 2018 in collaboration with around twenty pioneering companies and a panel of French and international experts, the Net Zero Initiative (NZI) project works to define ambitious climate action for companies wishing to commit to net zero across the planet.



GLOBAL COMPACT

- The Global Compact is a UN initiative launched in 2000 to encourage companies worldwide to adopt a socially responsible attitude by committing to integrating and promoting a number of principles relating to human rights, international labour standards, the environment and the fight against corruption. Mobivia has been a signatory member since 2007.



NEO ECO

- Néo-Eco was created to develop the circular economy which provides this promise that, if we live reasonably and manage our resources intelligently, we'll minimise our impact on the planet with sacrificing either our comfort or our pleasure. Its mission is to offer a new life to all used materials.



ORSE

- The *Observatoire de la Responsabilité sociétale des Entreprises* (Observatory of Corporate Social Responsibility), of which Mobivia has been a member for over ten years.



PÔLE EMPLOI

- Pôle Emploi* is a French public administration establishment, overseeing employment in France. Created on 20 December 2008, it's the result of a merger between the French National Agency for Employment (Agence nationale pour l'emploi) and the *Association pour l'emploi dans l'industrie et le commerce*.



PRÉVENTION ROUTIÈRE

- La Prévention Routière, a major road safety organisation, with which Mobivia and Fondation Norauto have been cooperating for many years.



RÉSEAU ALLIANCE

- Réseau Alliances, a network created in 1993 bringing together committed economic players in Hauts-de-France to promote a more responsible economy. Mobivia has been a member since its creation.



SPORT DANS LA VILLE

- Sport dans la ville* (Sport in the City) is France's leading association for integration through sport. Through sport, it promotes the social and professional integration of more than 8,500 young people, supported by their programmes. The charity is a partner of the Norauto Foundation, which works to improve mobility for the young people that it supports.



ULCO

- Operating in the four coastal cities in the Hauts-de-France region (Boulogne, Calais, Dunkirk, Saint-Omer), the *Université du Littoral Côte d'Opale* has approximately 10,000 students. It has almost 530 teaching staff/researchers, distributed across 14 research units, as well as around 500 employees. It develops research teams working on three research focuses: Sea & Coastline, Technological & Environmental Changes, Integrated Regions & Populations.



URF

- The URF, *Union Routière de France*, an organisation promoting road-based mobility in 2015. Mobivia joined the union in 2015.

WIMOOV

- Wimoov, a leading organisation in the field of inclusive mobility, with which Mobivia cooperates to develop regional experiments to make mobility more accessible for vulnerable populations.

PRESENTATION OF RESULTS

SUMMARY TABLE

CHALLENGES	KPIS
Developing the attractiveness of our companies and building employee loyalty	Staff turnover among permanent employees
	Work-study trainees hired on a permanent contract
	Share of capital owned by our employee shareholders
	Share of beneficiaries who subscribed to Mobival
Increasing the employability of our employees	Number of training days per employee
	Number of state-recognised diplomas awarded to our employees
	Number of employees trained in electronics
	Percentage of employees who have received a development plan or had an annual performance review
Guaranteeing the health, safety and well-being of our employees	Rates of work accidents with stoppage time
	Number of work accidents with stoppage time
	Lost time injury frequency rate
Strengthening diversity and inclusion across our companies	Percentage of women on management committees
	Percentage of women in the network
	Percentage of women centre directors
	Gender pay gap
	Rate of employees with disabilities
	Total fines, penalties and compensation for damages resulting from breaches of equal opportunity rights (€k)
Reducing our carbon footprint and contributing to climate adaptation	Total gross CO2 emissions (tonnes.eq.CO2)
	Scope 1: Emissions in tonnes.eq.CO2
	Scope 2: Emissions in tonnes.eq.CO2
	Scope 3: Emissions in tonnes.eq.CO2
	Gross CO2 emissions avoided (tonnes of CO2 avoided)
	Carbon intensity of the business model (kg eq.CO2 per €k turnover excluding tax)
	Carbon intensity of value creation (kg eq.CO2 per €k net margin)
	Share of turnover with positive impact
	Turnover (excluding tax) with positive impact, (€k)
	Electricity consumption (KWh)
	Gas consumption (Kwh)
	Share of green electricity in our consumption (with guarantee of origin)
	Energy intensity of the business model (Kwh of gas and electricity per €k turnover excluding tax)

ACTUAL 2022	ACTUAL 2023	CHANGE	AMBITION 2024	SCOPE
27.0%	30.1%	+ 3.1 pts	28%	Mobivia
34.3%	39.5%	+ 5.2 pts		Mobivia
4.4%	3.7%	- 0.6 pt		Mobivia
38.2%	34.9%	- 3.3 pts		Mobivia
1.4	1.5	+ 0.1 day	2 days	Mobivia
669	787	+ 17.6%		Mobivia
1,379	1,399	+ 1.5%		Mobivia
47.1%	63.9%	+ 16.8 pts		Mobivia
5.2%	4.9%	- 0.4 pts	4.7%	Mobivia
1,203	1,141	- 5.2 %		Mobivia
33.1	27.6	- 5.6 pts		Mobivia
12.9%	18.6%	+ 5.7 pts	20%	Mobivia
16.4%	16.9%	+ 0.5 pt		Mobivia
6.2%	7.5%	+ 1.3 pts		Mobivia
39/40	39/40	-		Norauto France
2.7%	4.0%	+ 1.2 pts		Mobivia
0	0	-		Mobivia
1,160,280	1,114,930	-3.9%	- 7%	Mobivia
30,575	26,935	- 11.9%		Mobivia
36,362	33,346	- 8.3%		Mobivia
1,083,344	1,042,620	- 3.8%		Mobivia
102,232	67,739	- 33.7%		Mobivia
390	357	- 8.6%		Mobivia
949	896	- 5.6%		Mobivia
10.1%	10.5%	+ 0.4 pt		Mobivia
315,152	353,908	+ 12.3%		Mobivia
110,324,857	99,380,337	- 9.9%		Mobivia
91,850,567	74,092,013	- 19.3%		Mobivia
57.0%	64.0%	+ 7 pts		Mobivia
72	58	- 14.6		Mobivia

CHALLENGES	KPIS
Reducing pollution in all its forms and promoting low-emission, low-carbon vehicles	Percentage of centres with an environmental management system
	Percentage of inland transport in modal shift
	Tonnes of plastic saved in private label packaging since 2018/2019
	Pollution incident settlement costs (€k)
	Provisions for pollution incidents (€k)
Reducing the impact of our activities on natural resources and biodiversity	Water consumption in relation to turnover excluding tax (m3 per €k)
	Total water consumption (thousands of m3)
	Land artificialisation intensity (m2 artificialised per €k of turnover excluding tax)
Developing an integrated circular economy approach based on the 4Rs: Reduce, Repair, Reuse, Recycle	Share of refurbished turnover
	Refurbished turnover in high emission families (€k)
	Material recycling rate of collected waste
	Material recovery from collected waste (in tonnes)
	Energy recycling rate of collected waste
	Energy recovery from collected waste (in tonnes)
	Re-use rate of collected waste
Putting ethics at the heart of all our practices	Percentage of business units that have drawn up and adopted a code of conduct
	Number of legal actions concerning anti-competitive behaviour
	Average invoice payment time (in days)
Working to promote more sustainable mobility	Customer satisfaction (Net Promoter Score)
	Customer reviews of our private labels
	Number of startups taking part in the European Startup Prize for Mobility
	Number of startups supported by Moove Lab
	Internal and external lobbying and advocacy expenditure (€k)
	Expenses for membership of professional organisations (€k)
Managing our risks through transparent governance that includes sustainability	Percentage of Business Units that have drawn up and adopted a Sapin II risk map
	Number of board meetings
	Number of "Co-lead" meetings
	Board of directors and co-lead participation
	Percentage of large import orders inspected by the quality department
	Number of Human Resources Committee meetings
	Number of sustainable trajectory committees
	Percentage of supplier purchases covered by Ecovadis (Bronze and above)/ICS*
	Percentage of BUs with ISO or responsible business labels

ACTUAL 2022	ACTUAL 2023	CHANGE	AMBITION 2024	SCOPE
80%	79%	- 1 pt	80%	Mobivia
28%	75%	+ 47 pts		MGTS - Mobivia
140	154	+ 14 t		Mobivia
0	40	+ 40 €k		Mobivia
1,200	1,300	+ 8%		Mobivia
63.8	67.9	+ 6.4%	63.7	Norauto France, Portugal, Spain, Belgium, Carter-cash Spain, Italy & Synchrodiffusion
83,844	95,243	+ 13.6%		Norauto France, Portugal, Spain, Belgium, Carter-cash Spain, Italy & Synchrodiffusion
0.52	0.50	- 3.4%		Mobivia
0.7%	0.9%	+ 0.2 pt	2%	Mobivia excluding ATU/ Midas
5,366	7,551	+ 40.7%		Mobivia excluding ATU/ Midas
60.0%	60.2%	+ 0.2 pt		Mobivia
70,212	71,642	+ 2.0%		Mobivia
27.0%	28.7%	+ 1.7 pts		Mobivia
31,595	34,179	+ 8.2%		Mobivia
10%	11.1%	+1.1 pts		Mobivia
59.3%	55.0%	- 4.3 pts	90%	Mobivia
0	0	-		Mobivia
48	49	+ 1 day		Mobivia
Norauto: 41 ATU: 59 Midas: 71	Norauto: 44.2 ATU: 60 Midas: 71	Norauto: +3.2 pts ATU: + 1 pt Midas: -	Norauto: 48.9 ATU: 65 Midas: 72.9	Driver Services
4.3*	4.3*	-		Norauto
563	716	+ 27.2%		Mobivia
21	27	+ 28.6%		Mobivia
249	241	- 3%		Mobivia Corporate Services
79	82	+ 4%		Mobivia
43.1%	40.0%	- 3.1 pts	75%	Mobivia
7	7	-		Mobivia
4	7	+ 3		Mobivia
97.6%	97.6%	-		Mobivia
100%	100%	-		Mobivia
5	5	-		Mobivia
2	4	+ 2		Mobivia
70%	80%	+ 10 pts		Mobivia excluding ATU
36.4%	36.4%	-		Mobivia

OTI REPORT



Report from the chartered accountant, designated independent third party for the verification of the consolidated non-financial of non-financial performance

(Financial year ending 30 September 2023)

At the general meeting of Mobivia S.A.

2A, boulevard Van Gogh
59650 Villeneuve d'Ascq

Mobivia S.A.

Report from the chartered accountant, designated independent third party for the verification of the consolidated report of non-financial performance

(Financial year ending 30 September 2023)

In our capacity as chartered accountant of Mobivia S.A. (hereinafter "the entity"), designated independent third-party organisation (third party), accredited by Cofrac (Cofrac Inspection Accreditation, no.3-1862, scope available at www.cofrac.fr), the work we have carried out aims to formulate a reasoned opinion expressing a conclusion of limited assurance on the historical data (observed or extrapolated) used in the consolidated non-financial performance report, prepared in line with the entity's procedures (hereinafter referred to as the "Guidelines"), for financial year ending 30 September 2023 (hereinafter respectively the "Information" and the "Report"), presented in the Group's management report pursuant to the provisions of Articles L.225- 102-1, R.225-105 and R.225-105-1 of the French Commercial Code.

Conclusion

Based on the procedures that we have implemented, as described in the "Nature and scope of the work" section, and the information and data we have collected, we have not identified any significant anomalies likely to call into question the fact that the consolidated non-financial performance report complies with the applicable regulatory provisions and that the Information, taken as a whole, is presented fairly, in accordance with the Guidelines.

Preparation of the non-financial performance report

The lack of a widely accepted and commonly used framework or established practices on which to base the assessment and measurement of Information permits the use of different, but acceptable, measurement techniques that may affect comparability between entities and time frames.

Consequently, the information must be read and understood with reference to the Reporting Criteria, the main elements of which are available on request from the entity's head office.

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Chartered accountancy firm registered with the order of Paris - Ile de France. Statutory audit firm, member of the Compagnie régionale de Versailles et du Centre. Simplified joint stock company with capital of €2,510,460. Registered Office: 63, rue de Villiers 92200 Neuilly-sur-Seine. RCS Nanterre 672 006 483. VAT no. FR 76 672 006 483. Siret 672 006 483 00362. Code APE 6920Z. Offices: Bordeaux, Grenoble, Lille, Lyon, Marseille, Metz, Nantes, Neuilly-Sur-Seine, Nice, Poitiers, Rennes, Rouen, Strasbourg, Toulouse.

Limits inherent to the preparation of information

The Information may be subject to uncertainty inherent to the level of scientific or economic knowledge and to the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation and presented in the Report.

Responsibility of the entity

It is the responsibility of management to:

- select or establish appropriate criteria for the preparation the Information;
- draw up a Report in compliance with legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied with regard to these risks and the results of these policies, including key performance indicators;
- prepare the Report by applying the entity's Guidelines as mentioned above; as well as putting in place the internal control it deems necessary to ensure that the Information does not contain any significant anomalies, whether they be a result of fraud or error.

The Report was drawn up by the Board of Directors.

Responsibility of the chartered accountant designated as an independent third-party

It is our responsibility, based on our work, to formulate a reasoned opinion expressing a conclusion of limited assurance on:

- the Report's compliance with the provisions of Article R. 225-105 of the French Commercial Code;
- the accuracy of the information provided (observed or extrapolated) provided in application of 3° of I and II of Article R.225-105 of the French Commercial Code, namely the results of policies in place, including key performance indicators, and the actions relating to the main risks.

Because it is our responsibility to form an independent conclusion on the Information as prepared by Management, we are not authorised to be involved in the preparation of said Information, as this could compromise our independence.

It is not for us to comment on:

- the entity's compliance with other applicable legal and regulatory provisions (particularly with regard to the vigilance plan and the fight against corruption and tax evasion);
- the compliance of products and services with the applicable regulations.

Applicable professional standards

The work described below was carried out in accordance with the provisions of Articles A.225-1 *et seq.* of the French Commercial Code, the professional standards of the Conseil National de l'Ordre des Experts-Comptables applicable in France and the technical opinion of the Compagnie Nationale des Commissaires aux Comptes *Intervention du Commissaire aux Comptes - Intervention de l'OTI - Déclaration de performance extra-financière, tenant lieu de programme de vérification* as well as international standard ISAE 3000 (revised) - *Assurance engagements other than audits or reviews of historical financial information*.

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the Code of Ethics for Chartered Accountants. In addition, we have put in place a quality control system that includes documented policies and procedures to ensure compliance with ethical rules and professional standards relating to this assignment.

Means and resources

Our work required the skills and expertise of five people, and took place between September 2023 and December 2023 for a total assignment duration of five weeks.

To help us to carry out our work, we contacted specialists in the fields of sustainable development and social responsibility. We conducted 15 interviews with the people responsible for preparing the Report, representing the following departments in particular: Operations, Offers, Supply Chain, Management Control and Finance, Communications, Internal Audit, CSR, Legal, Procurement and Human Resources.

Nature and scope of work

We planned and performed our work taking into account the risk of material misstatement of the Information.

We believe that the procedures we have carried out, while exercising our professional judgement, is sufficient for us to formulate a conclusion of limited assurance:

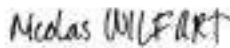
- we are aware of the operations of all the entities included in the consolidation scope, and of the main risks related to this activity;
- we have assessed the appropriateness of the Guidelines in terms of their relevance, completeness, reliability, neutrality and comprehensibility, taking into account, where appropriate, best practices in the industry;
- we have verified that the Report covers each category of information provided for in III of Article L. 225-102-1 in social and environmental matters, and includes, where appropriate, an explanation of the reasons justifying the absence of any information required by the 2nd paragraph of III of Article L. 225-102-1 of the French Commercial Code;
- we have verified that the Report presents the information required under II of Article R.225-105 where relevant to the principal risks;

- we have verified that the Report presents the business model and a description of the main risks related to the business of all the entities included in the scope of consolidation, including, where relevant and proportionate, the risks created by its business relationships, products and services, as well as its policies, actions and results, including key performance indicators related to the main risks involved;
- we consulted documentary sources and conducted interviews to:
 - assess the process used for selecting and validating the main risks, as well as the consistency of the results and key performance indicators selected, with regard to the main risks and policies presented, and
 - corroborate the qualitative information (actions and results) that we considered the most important, presented in the appendices. For all risks, our work was carried out at the level of the consolidating entity.
- we have verified that the Report covers the consolidated scope, i.e. all the entities included in the scope of consolidation in accordance with Article L.233-16, within the limits specified in the Report;
- we are aware of the internal control and risk management procedures put in place by the entity and have assessed the collection process set up to ensure the completeness and accuracy of the Information;
- for the key performance indicators and other quantitative results that we considered to be most important, presented in the appendices, we have implemented:
 - analytical procedures to verify the correct consolidation of the data collected and the consistency of their variations/changes;
 - detailed tests through surveys or other means of selection, which involve checking the correct application of the definitions and procedures, and reconciling the data with supporting documents. This work was carried out at Mobivia S.A. headquarters and covers 95% of the consolidated data for the key performance indicators and results selected for these tests;
- we assessed the overall consistency of the Report in relation to our knowledge of all entities included in the consolidation scope;

The procedures implemented as part of a limited assurance assignment are less extensive than those required for a reasonable assurance assignment, carried out according to the professional standards of the Conseil National de l'Ordre des Experts-Comptables applicable in France; a higher level of assurance would require more extensive audit work.

Completed in Neuilly-sur-Seine, 21 December 2023

PricewaterhouseCoopers Audit



Nicolas Wilfart
Partner



Aurélie Castellino-Cornetto
Sustainability Reporting Partner

Appendix: List of information we considered most important

Key performance indicators and other quantitative results:

- Staff turnover among permanent employees;
- Number of training days per employee per year;
- Rates of work accidents with stoppage time;
- Percentage of women on management committees;
- Percentage of business units that have drawn up and adopted a code of conduct;
- Customer satisfaction (Net Promoter Score);
- Percentage of Business Units that have drawn up and adopted a Sapin II risk map;
- Percentage of centres with an environmental management system;
- Water consumption in relation to turnover excluding tax (m3 per €k);
- Share of refurbished turnover (Percentage of turnover excluding tax across the three families with the highest emissions: tyres, batteries and oils.);
- Refurbished turnover in high emission families (€k);
- Total water consumption (thousands of m3);
- Share of turnover with positive impact;
- Percentage of supplier purchases covered by Ecovadis (Bronze and above) / ICS;
- Number of startups taking part in the European Startup Prize for Mobility;
- Percentage of women centre directors;
- Lost time injury frequency rate;
- Number of state-recognised diplomas awarded to our employees;
- Work-study trainees hired on a permanent contract.

Qualitative information (actions and results):

- Existence of the "Value and Meaning" seminar;
- The Mecamaster competition;
- Creation of the position of Safety Manager at carter cash;
- Recruitment of an ergonomist at Norauto;
- Internal communications on sustainable development;
- Elearning on biodiversity;
- Elearning on types of harassment;
- Recruitment of a testing and continuous improvement manager at MGTS;
- Launch of the "ecomobilistes" programme;
- Launch of the eco-design community;
- Opening of the electrical mechanics college in January 2023;
- 6th disability agreement signed;
- Existence of the "Tel Elec" community.

GLOSSARY

3P	People, Profit, Planet
B2B	Business to business
BEV	Battery Electric Vehicles (100% electric)
BU	Business Unit
COP	Conference of the Parties
CSE	Social and Economic Committee
CSR	Corporate social responsibility
CSRD	Corporate Sustainability Reporting Directive
EPR	Extended producer responsibility
GHG	Greenhouse gas
GHG PROTOCOL	Greenhouse Gas Protocol
ICP	Information Systems Security Policy
ICS	Initiative for Compliance and Sustainability
ISO	International Organisation for Standardisation
ISSP	Internal carbon pricing
iWip	Integrate Waste in Product (Mobivia BU in charge of waste management and recycling channels)
LCA	Life Cycle Assessment
LEZ	Low-emission zones

M.tCO2eq	Millions of CO2 equivalent tonnes
M2S	Mobivia Supply Solution (the Mobivia BU in charge of logistics)
MGTS	Mobivia Group Trade & Services (Mobivia BU in charge of procurement)
MyGo	My Global Offer (Mobivia team in charge of the offering)
NFPR	Non-Financial Performance Report
NPS	Net Promoter Score
NZI	Net Zero Initiative
PHEV	Plug-in hybrid vehicles
PL	Private label
R&D	Research & Development
SD	Sustainable Development
SDG	Sustainable Development Goal
TEC ELEC	Electronics Technician
WCUD	World Cleanup Day



THANKS

WE WOULD LIKE TO THANK EVERYONE WHO CONTRIBUTED TO THE DRAFTING OF THIS NON-FINANCIAL PERFORMANCE REPORT:

- > All the employees in all activities and business units who have helped to collect and pass on quantitative and qualitative information, indicators and initiatives led in 2022/2023 for the benefit of the sustainable development roadmaps.
- > All internal and external stakeholders who agreed to make a statement to shed light on the presentation of the actions developed for 2022/2023.
- > All the leaders who agreed to be interviewed to enrich this NFPR with different insights representing the entire Mobivia ecosystem.
- > Members of the 2022/2023 NFPR steering committee.
The editorial team: Bénédicte Barbry, Souad Ghigha, Alix Makereel
- > The Non-Financial Reporting Manager: Souad Ghigha
- > The Editorialist agency

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