

An underwater photograph of a coral reef, showing various types of coral and fish in clear blue water. The scene is captured from a slightly elevated perspective, looking down at the reef.

2023-2024 CSR REPORT

NOVEMBER 2025

Innovation and responsibility
at the heart of our commitment.

THE TASK IS IMMENSE AND TIME IS
RUNNING OUT. IF HUMAN GENIUS
EXISTS, IT IS HERE AND NOW THAT IT
MUST MANIFEST ITSELF.

AURÉLIEN BARRAU – THE GREATEST CHALLENGE IN THE HISTORY OF HUMANITY

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The Groupe Ora has committed to a profound transformation, progressively integrating sustainability at the heart of its business model and practices.

This approach leads us to continually question our environmental impact, evolve our design methods, optimize resource use, structure our waste management, and strengthen our actions to preserve the living world.

Today, we are evolving toward a more agile and collaborative ecosystem, one in which sobriety, innovation, and the principles of the circular economy guide our choices and trade-offs.

But this evolution is not limited to improving what already exists: it invites us to more broadly question the models, uses, and narratives that shape our businesses and those of our clients.

As a consulting, design, and manufacturing group, we fully embrace this role of trailblazer, which compels us to explore, experiment, and open new paths.

From the earliest stages of design, we integrate an eco-socially responsible approach that spans the entire life cycle of our productions: from design to manufacturing, from transport to use, through to anticipating recycling and the potential second lives of materials.

We support our clients in this transformation, designing retail and design experiences that are both immersive and impactful, and systematically seeking solutions to improve their social impact while reducing their environmental footprint.



Thibaut de Malèzieux
CEO, Groupe Ora

**“TO EXPLORE,
EXPERIMENT, AND
OPEN NEW PATHS;
THIS IS THE
TRAILBLAZER'S
ROLE WE
EMBRACE.”**

CSR AT THE HEART OF OUR ORGANIZATION

For nearly 10 years, our Groupe Ora has been undergoing a transformation, progressively addressing its climate impact, its materials, the eco-design of its products, its waste management, the preservation and regeneration of the living world, and the integration of complementary expertise and strategies to drive, spread, and encourage change.

Today, we are a genuine cross-sector, collaborative ecosystem that embeds purpose and eco-socially responsible design from the earliest stages of a project — and, above all, ensures oversight across its entire life cycle.

This systemic and holistic capacity for integration — from concept to sourcing, through production, transport, and use, to end of life — is the guarantee of our responsible approach. It is our greatest strength. Through it, we are moving beyond a product-centric vision to lay the foundations of a new, project-centric model.

**TOGETHER, LET'S CULTIVATE A POSITIVE FOOTPRINT BY PLACING
SUSTAINABILITY AT THE SERVICE OF CREATIVITY.**

GENERAL INFORMATION — OUR COMMITMENT TO A SUSTAINABLE FUTURE

REPORTING SCOPE

This document is the non-financial report of Groupe Ora, prepared in accordance with the recommendations of the European Commission under the Voluntary Standard for SME Sustainability Reporting (VSME).

The structure and content of this report comply with Option B of Annex 1 of the regulation, covering both the Basic Module and the Comprehensive Module.

Scope of Application

This report is prepared on a consolidated basis and covers all activities of Groupe Ora and its subsidiaries for the years 2023 and 2024. All data and indicators recommended by the VSME standard are included without omission, for all companies acquired prior to 31/12/2024.

Reporting Purpose

This report aims to inform all stakeholders of our non-financial performance in a clear and transparent manner. It highlights Groupe Ora's ongoing commitments and initiatives in the field of sustainability, while ensuring alignment with the Sustainable Development Goals, including precise indicators on our carbon footprint, resource management, social impact, and responsible governance.

WE SUPPORT



As part of our ongoing commitment to the United Nations Global Compact and its Ten Principles, this report describes our efforts to support and uphold universally accepted principles in the areas of human rights, international labour standards, the environment, and the fight against corruption.

You can consult our Communication on Progress and other activities and commitments on our participant profile on the United Nations Global Compact website [here](#).

LEGAL AND FINANCIAL INFORMATION

Ora SAS

50-54 rue Calmette and Guérin 78500 SARTROUVILLE

Share capital: €53,850

NACE Code: 7022Z

Financial Results 2024

Group revenue: €82.9M

Balance sheet total: €88.7M

Shareholding Structure

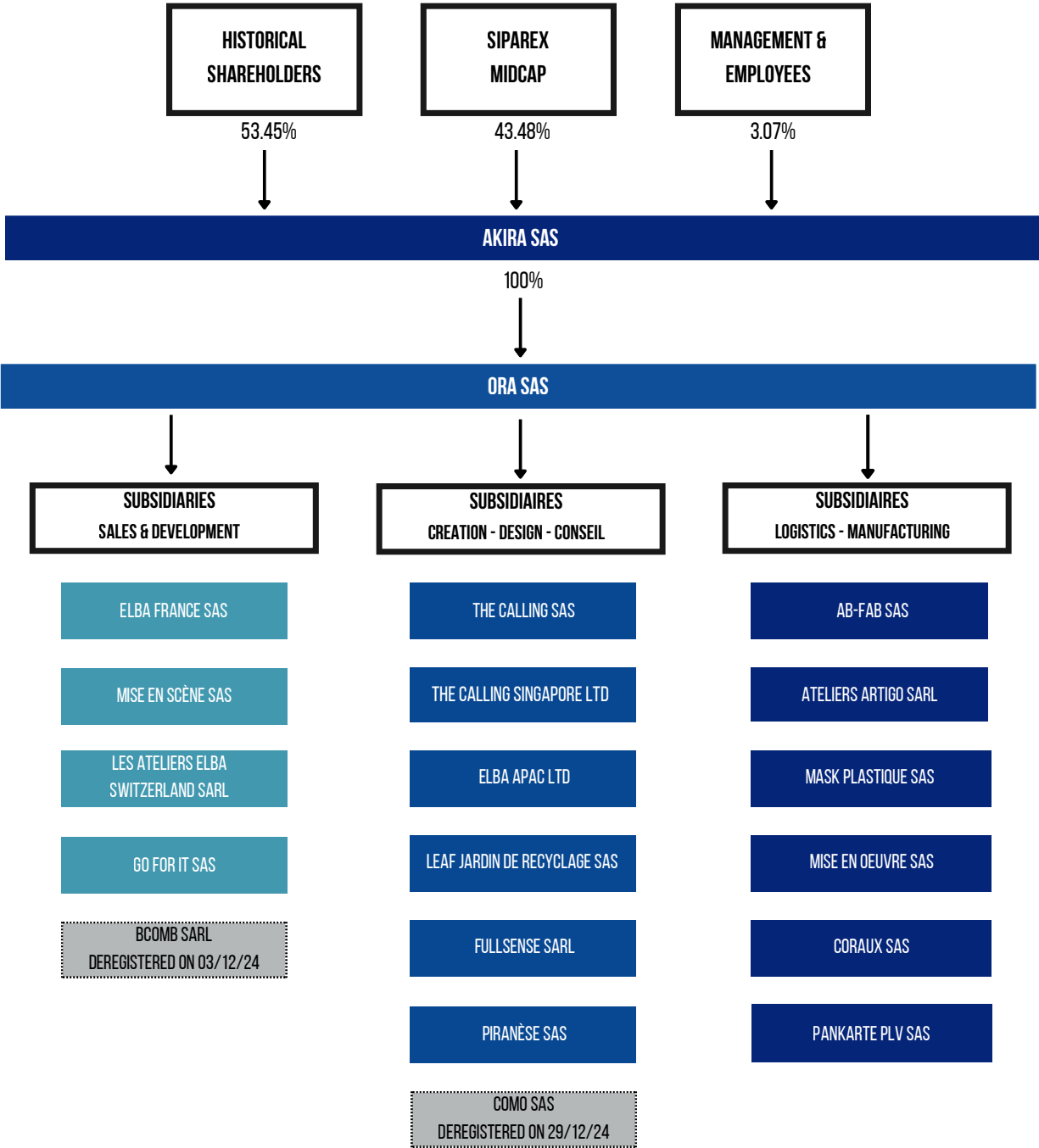
Groupe Ora's current shareholding structure (formerly Groupe Elba) is based on a combination of long-standing and new investors.

- Thibaut of Malézieux, the founder, is a shareholder clé and retains a share significant of the capital.
- Adaxtra Capital and Bpifrance are long-standing partners that have renewed their commitment by reinvesting in this new phase of development.
- Siparex Midcap 4 joined the capital in 2024 as part of a structuring transaction aimed at supporting the group's growth, particularly internationally.
- The management team holds a little over 3% of the capital under a management package put in place in 2024.

This capital structure is designed to support an ambitious strategy of organic and external growth, with a medium-term revenue target above €100M.

GROUPE ORA

CORPORATE STRUCTURE AS OF 31/12/2024





STRATEGY, BUSINESS MODEL AND SUSTAINABILITY



Activities and Expertise

Range of Products and Services

Groupe Ora designs, produces, and deploys brand activation solutions, spanning consulting and design, custom production, operational deployment, and 3D visualization and digital innovation solutions.



High-Value Markets

Premium Brands, Retail and Experiences

Groupe Ora operates primarily in B2B markets, working with brands and retailers in the retail, luxury, fashion, wines & spirits, and lifestyle sectors, in France and internationally.



An Ecosystem of Trust

Premium Brands, Retail and Experiences

Groupe Ora operates primarily in B2B markets, working with brands and retailers in the retail, luxury, fashion, wines & spirits, and lifestyle sectors, in France and internationally.



Responsible Growth

Sustainable Strategy and Commitments

Groupe Ora's strategy integrates sustainability considerations through eco-design, resource and logistics optimization, digital project management, and the consideration of social and environmental impacts.

Driving the Transformation of Our Governance Model

Groupe Ora is committed to offering its clients, brands, and advertisers products and services of high quality that are safe and environmentally responsible. Our identity and our reputation are built on strong values and ethical principles. Our values are Passion, Innovation, an Entrepreneurial Spirit, Openness of Mind, the Pursuit of Excellence, and a Sense of Responsibility.

1

RIGOR

We place rigor at the heart of our practices, ensuring the quality of our work. This rigor is also reflected in our commitment to continuous progress, particularly on environmental, social, and ethical fronts.

2

BOLDNESS

We cultivate boldness to evolve our businesses, challenge standards, and explore new approaches. It allows us to innovate, experiment, and design more responsible solutions.

3

COMMITMENT

We build our actions for the long term, with a concrete commitment to our employees, partners, and clients. This commitment translates into genuine accountability, a continuous improvement approach, and a determination to act collectively in the face of social and environmental challenges.

Engaging in Dialogue and Moving Forward Together

Within Groupe Ora, we are convinced that dialogue and co-construction with our stakeholders are essential levers for building sustainable and responsible performance. Our approach is based on active listening, transparent communication, and a determination to progress collectively, involving all parties concerned by our activities. Groupe Ora maintains a regular and structured dialogue with all of its stakeholders:



We continuously identify and analyze their expectations to better understand:

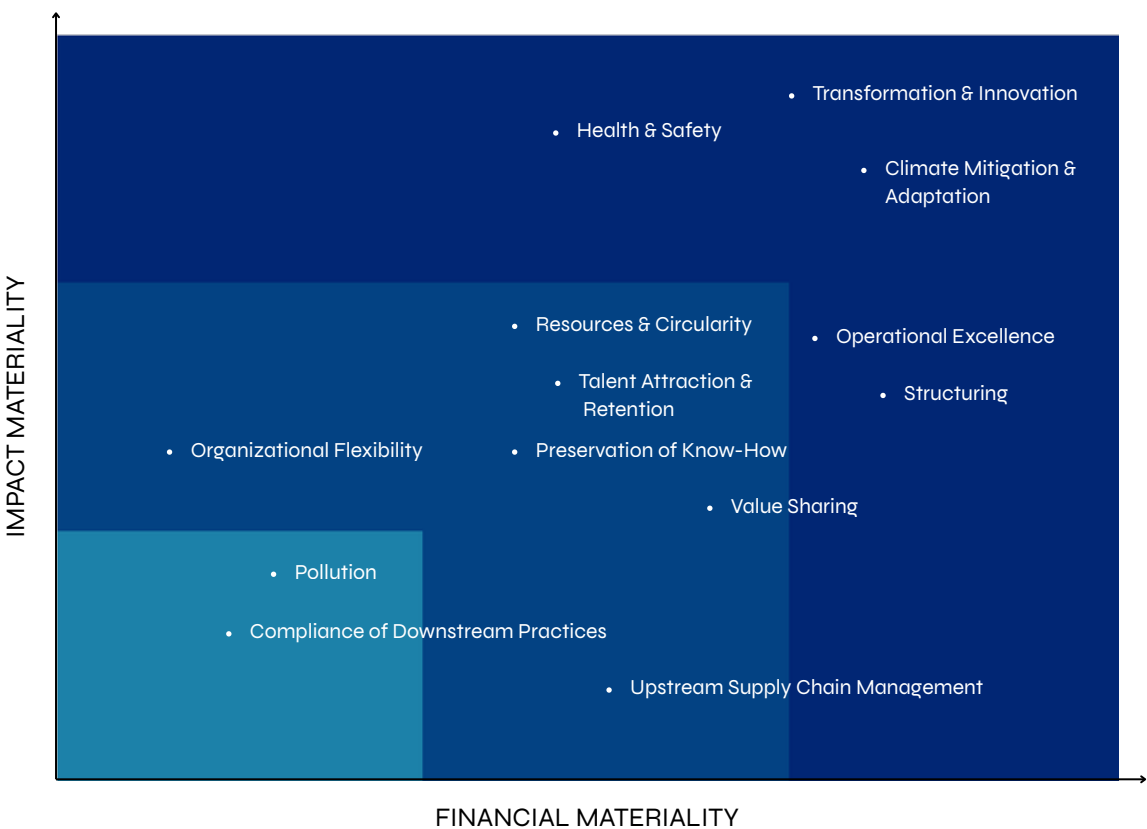
- the economic,
- social, societal,
- environmental challenges we must address.

Formal engagement initiatives (satisfaction surveys, interviews, collaborative workshops, monitoring committees) are held throughout the year to strengthen this ongoing momentum of listening and continuous improvement.

Our Double Materiality Matrix

The impact materiality and financial materiality analysis represented a very important milestone for us. This process, initially undertaken as part of the CSRD directive, was carried through to completion — even though the Group no longer meets the criteria required under this regulation — in order to capture all of its benefits for the organization.

It fits perfectly within the Group's strategic roadmap, ensuring that we prioritize the most significant issues. It also gives us the opportunity to reassess and realign all of Groupe Ora's policies, taking into account both short-term (2030) and long-term (up to 2050) challenges. This process thus helps guide the Group's actions and priorities toward sustainable and responsible performance.





PRACTICES, POLICIES AND FUTURE INITIATIVES

For nearly 10 years, Groupe Ora has been engaged in a progressive and concrete transformation, thoroughly questioning its climate impact, rethinking the use of materials, integrating eco-design, structuring waste management, and acting for the preservation and regeneration of the living world. Over the years, we have expanded our expertise and methods in order to support, spread, and accelerate change within our organization.

In this momentum, Groupe Ora is pursuing an ambitious transition toward a more sustainable economy, supported by a structured environmental policy and quantified targets. Our commitments notably focus on reducing greenhouse gas emissions, the responsible use of resources, promoting eco-design, and reducing and recovering waste. The precise targets and associated indicators are detailed in the "Targets and Objectives" chapter of this report.

Our social and responsible procurement policies are also structured around inclusion, diversity, gender equality, the prevention of discrimination, as well as the evaluation and auditing of our suppliers, with the systematic integration of social and environmental clauses into our contracts.

Looking ahead, our initiatives are organized around:

- Digitalization and innovation (life cycle analysis, circular solutions, innovative materials)
- Integrating CSRD requirements into our governance
- Strengthening ongoing training and employee awareness
- Developing regional and community partnerships
- Deploying investments in energy efficiency
- Pursuing certification and labeling initiatives (ISO 14001, FSC®, PEFC, Imprim'Vert)
- Transparent and regular communication on our CSR progress

All of these actions and commitments are monitored through precise indicators, regular audits, and an annual publication of our results, ensuring the transparency and credibility of our sustainable development approach.

10 Years of CSR — environment

2015	First Group GHG assessment (Scope 1, 2 & 3)
2018	Photovoltaic installation (Sartrouville 2)
2019	ELBA - EcoPopai Certification PANKARTE - FSC® Certification Implementation of the GHG assessment and ClimateCalc tool
2020	Electric bikes made available to employees
2021	GROUPE ELBA - FSC® Certification PANKARTE - Imprim'Vert Certification ABFAB - Imprim'Vert Certification First Climate Fresk workshop
2022	GROUPE ELBA - ISO 14001 Certification Launch of the ECOLUTIV range
2023	First participation in CDP Launch of Green Morning sessions
2024	ORA - PEFC Certification Development of the ORA Scoring tool

10 Years of CSR — Social

2018	Terrace development across all our sites
2019	Best Place to Work survey
2021	Weekly osteopathy sessions offered to employees
2022	Rest room (Sartrouville 2) Founding Sponsor of the 1st "Train for Women's Equality"
2024	ARTIGO — EPV Certification

10 Years of CSR — governance

2019

First CSR assessment
Creation of Leaf
PANKARTE - EcoVadis Silver

2020

GROUPE ELBA - Joined the Global Compact
GROUPE ELBA - EcoVadis Silver

2021

Creation of the Res'Art association
Implementation of an ethics and responsible procurement policy

2022

GROUPE ELBA - EcoVadis Gold
PANKARTE - EcoVadis Gold

2023

AB-FAB - EcoVadis Platinum
GROUPE ELBA - CyberVadis 665/1000

2024

To mark its 18th anniversary, Groupe Elba became Ora
Siparex Midcap 4 joined the capital
Joined the Coq Vert community

Contribution to the Sustainable Development Goals

As a signatory of the United Nations Global Compact since 2020, Ora is committed to upholding its ten fundamental principles, embedding them within its strategy, and contributing — through its actions, policies, and daily operations — to the Sustainable Development Goals (SDGs).



Among the 17 SDGs, we prioritize the goals identified as material to our business:

- SDG 3 (Good Health and Well-Being): through our proactive approach to occupational risk prevention, supplementary health coverage, and employee medical monitoring.
- SDG 8 (Decent Work and Economic Growth): through a progressive social and pay policy, value sharing, and an inclusive HR policy.
- SDG 9 (Industry, Innovation and Infrastructure): through the continuous improvement of our tools and organization, R&D, and operational excellence.
- SDG 12 (Responsible Consumption and Production): through eco-design, waste management, and the traceability of FSC®- or PEFC-certified raw materials.
- SDG 13 (Climate Action): through the measurement and reduction of our GHG emissions, energy efficiency, and adaptation to climate change.
- SDG 15 (Life on Land): through an ambitious forestry policy aimed at zero deforestation, ecosystem preservation, and pollution prevention.

A Committed Governance

Our letter of commitment, signed by Mr. Thibaut de Malézieux, CEO of Groupe Ora, reflects our determination to embed this approach at the highest level of the organization. We are also committed to communicating with all our stakeholders with full transparency and in good faith, through the annual publication of our CSR report. This report serves as our Communication on Progress (COP) and describes the efforts made to implement the ten principles of the Global Compact and thereby contribute to the Sustainable Development Goals.



Environmental Policy

At Ora, we recognize that the long-term health of our business is directly linked to the health of the planet and its inhabitants. We are continuously seeking solutions that reduce our ecological footprint and that can serve as examples to others. Among our ongoing improvement efforts, we are committed to:

- Placing environmental preservation at the center of our governance processes and strategy, notably by establishing management systems and responsibilities suited to our organization.
- Measuring the environmental impacts of all our subsidiaries, whether related to their direct activities or their value chain.
- Reducing our environmental footprint by every means available to us, notably by:
 - Contributing to climate change mitigation by reducing our GHG emissions;
 - Assessing our physical risks and adapting our activities to climate change;
 - Using natural resources efficiently to reduce pressure on ecosystems and biodiversity;
 - Promoting the principles of eco-design and circularity among our stakeholders, and rethinking our business models, products, and services;
 - Raising awareness among our employees and partners about environmental preservation;
 - Engaging our suppliers and contractors in a continuous improvement approach;
 - Limiting pollution risks in our direct activities through the appropriate management of our inputs and waste;
 - Participating in ecosystem compensation or restoration initiatives.

- Ensuring compliance with our obligations, whether regulatory or related to stakeholder expectations.
- Continuously improving our environmental performance by defining relevant objectives, indicators, and action plans, and by regularly monitoring them.
- Communicating regularly and transparently with our stakeholders on the results of our environmental policy.

This environmental policy applies to all subsidiaries of Groupe Ora and to the entirety of their activities. It is communicated to our stakeholders through every available means and is further detailed through thematic action plans setting medium- and long-term objectives.

As part of its commitment to strengthening ecosystem protection, Ora integrated a dedicated forestry policy component into its environmental policy in 2024. This approach reflects a firm commitment to promoting responsible management of forest resources and ensuring the long-term sustainability of forests.

The Group's forestry policy is built around clear principles, strong commitments, and concrete actions. As a major consumer of forest-derived raw materials, Groupe Ora as a whole recognizes the need to preserve these natural environments, which are essential to biodiversity, climate and water cycle regulation, and which also represent economic, cultural, and, in some cases, religious value that the company is committed to respecting and preserving.

The Group is therefore committed to achieving zero deforestation and zero degradation, drawing on various recognized reference frameworks, including FSC® and PEFC certifications, as well as the requirements of the European Union Deforestation Regulation (EUDR).

Lastly, Ora relies on its Environmental Management System to identify, measure, and reduce its significant impacts, through action plans and quantified objectives tailored to each process. We have defined SMART objectives — Specific, Measurable, Achievable, Realistic, and Time-bound — to ensure effective monitoring of our progress.

MANAGING AND DEPLOYING OUR ENVIRONMENTAL POLICY



Social & Ethical Policy

To move toward sustainable development while remaining competitive, it is essential to place people at the heart of our activity and our concerns. Whether ensuring a fulfilling and respectful career path for our employees or promoting ethical practices among the various stakeholders who touch our direct and indirect environment, Groupe Ora is committed to mobilizing all available means to scrupulously respect and enforce human rights. Ora is committed in particular to:

ABOUT CHILD LABOR

- Not employing children outside the provisions set out by French law, under which work is permitted from age 16 (or from age 14 for light work during school holidays, subject to authorization from the labour inspectorate). These provisions help prevent the worst forms of child labor;
- Not employing children under the age of 18 for hazardous or physically demanding work, except as part of training conducted under approved national laws and regulations.

ABOUT FORCED AND COMPULSORY LABOR AND HUMAN TRAFFICKING

- Eliminating all forms of forced and compulsory labor by treating work as a voluntary act based on mutual consent, free from the threat of penalty;
- Prohibiting forced or compulsory labor, including, but not limited to, the following characteristics:
 - Physical and sexual violence;
 - Bonded labor;
 - Withholding of wages, charging of recruitment fees, and/or requiring a deposit to begin working;
 - Restriction of mobility or movement;
 - Confiscation of passports and identity documents;
 - Threats of denunciation to the authorities.
- Combating all forms of human trafficking by promoting respect for fundamental rights, raising awareness among our stakeholders, and strengthening our actions to prevent, detect, and eradicate all forms of exploitation.

ABOUT EMPLOYMENT AND OCCUPATIONAL DISCRIMINATION

- Ensuring that employment and occupational practices are free from discrimination.

ABOUT FREEDOM OF ASSOCIATION AND THE RIGHT TO COLLECTIVE BARGAINING

- Respecting freedom of association and the right to collective bargaining as guaranteed by French law;
- Allowing workers the freedom to establish or join organizations of their own choosing;
- Respecting the full freedom of workers' organizations to draft their own rules and constitutions;
- Respecting workers' right to engage in lawful activities related to forming, joining, or supporting a workers' organization — or to refrain from doing so — without discrimination or sanction for exercising these rights;
- Negotiating in good faith with legally established workers' organizations and/or their duly selected representatives, and making best efforts to reach a collective bargaining agreement;
- Applying the collective bargaining agreement where applicable.

REGARDING ACCIDENT PREVENTION

- Working to provide our employees with a pleasant, healthy, and safe working environment, notably by:
 - Promoting a proactive safety culture at all levels of the organization;
 - Regularly identifying and assessing risks to implement effective preventive measures;
 - Continuously training and raising employee awareness of good safety practices;
 - Encouraging the reporting of dangerous situations and near-misses without fear of repercussions;
 - Integrating accident prevention into all operational processes and strategic decisions;
 - Lastly, fulfilling all our regulatory obligations regarding employee health and safety.

Our commitments are not limited to our own activities: they extend across our entire value chain. We pay particular attention to ethical conduct on the part of our suppliers and partners. With this in mind, we give priority to contractors based in France and Europe, allowing us to consider more than 95% of our purchases as low risk.



For partners located outside the European Union, we rely on data provided by Transparency International. We apply a specific vetting policy for suppliers based in countries with a Corruption Perceptions Index below 50. This approach ensures that, even outside our preferred geographic area, our ethical and responsibility standards are upheld. Accordingly, the selection of these suppliers relies on recognized third-party frameworks, in order to minimize as far as possible the potential risks associated with these partnerships.

In practice, only suppliers achieving satisfactory results in EcoVadis assessments or SMETA audits are retained. These assessment frameworks help ensure that our partners meet the social, environmental, and ethical responsibility requirements we consider essential across our entire value chain.

Our commitments are put into practice through the systematic distribution of codes of ethical conduct, both to our employees and to our suppliers. Internally, these requirements are backed by precise written procedures covering, in particular, health and safety, training, business travel and gifts, as well as whistleblowing mechanisms.



Responsible Procurement Policy

Groupe Ora's responsible procurement policy is built on structured governance, incorporating financial, ethical, and CSR safeguards from the supplier selection stage onward. It aims to balance economic performance, transparency, and environmental responsibility, while supporting local development.

Our procurement commitments are based on the following five key principles:

- Prioritizing the eco-sourcing of recyclable, sustainable, and, where possible, recycled raw materials;
- Prioritizing local sourcing and a supplier relationship built on mutual respect and trust;
- Collaborating with suppliers committed to CSR;
- Ensuring the traceability of all raw materials and the transparency of our supply chain;
- Contributing to the preservation of biodiversity and forests through FSC® and PEFC certifications.

This chapter presents the governance principles, the supplier evaluation and selection mechanisms, as well as the mapping of partners' geographic proximity, providing a concrete illustration of the Group's responsible approach.

The Group Procurement Department oversees the entire framework using a responsible procurement monitoring dashboard. A Responsible Procurement Procedure governs each stage of the process, from sourcing to contracting, and serves as a guide for buyers. The Procurement department coordinates operations and remains the main point of contact for managing supplier relationships.

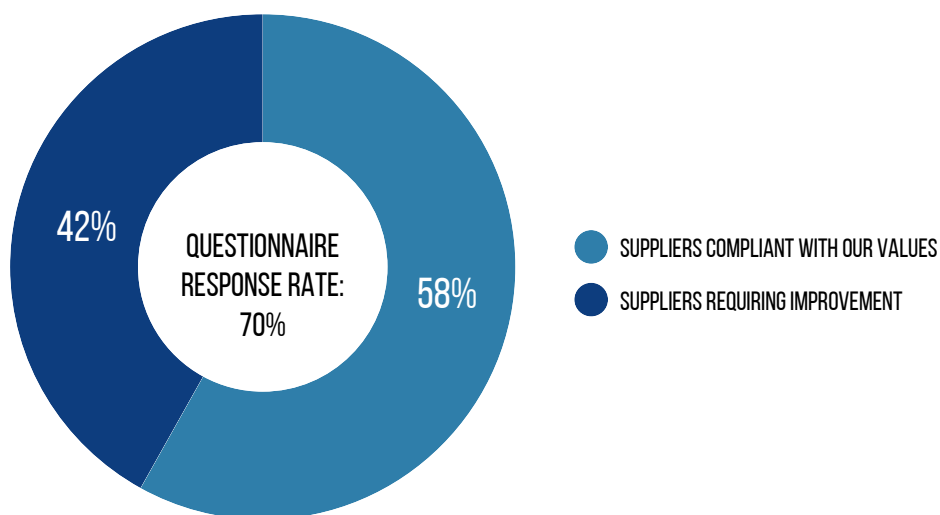
Over the past five years, all of the Group's buyers have completed a dedicated responsible procurement training session. This training strengthened their understanding of the key issues related to their role, with particular focus on ethics, the fight against corruption, respect for human rights, and environmental preservation throughout the value chain.

This awareness program is part of a structured approach inspired by the principles of the ISO 20400 standard, which defines best practices in responsible procurement. As a result, every buyer has the knowledge needed to integrate these issues into their daily work, contributing to the implementation of the Group's responsible procurement policy.

CSR criteria are therefore systematically integrated into supplier selection and evaluation processes. This evaluation is based on a digital questionnaire, available in two versions:

- A simplified, optional version, used for smaller suppliers;
- A comprehensive, mandatory version, applied to purchases exceeding €80,000.

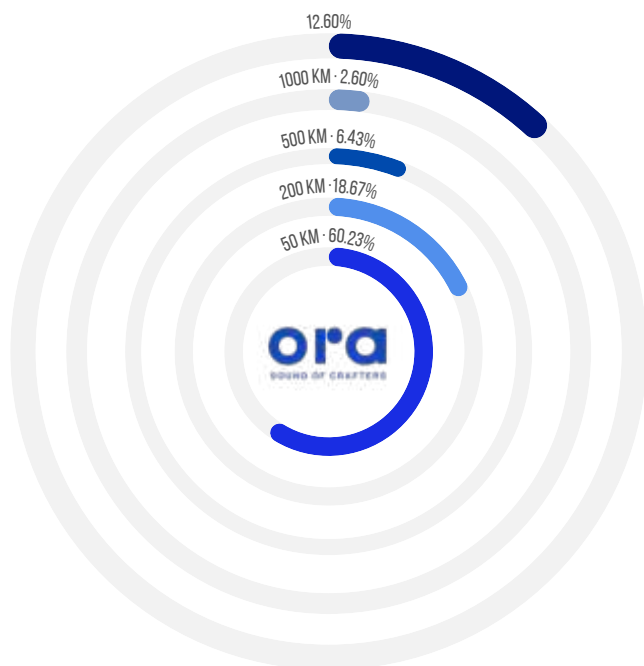
SUPPLIER CSR ASSESSMENT



Every supplier account opening is subject to a review of financial health, revenue dependency ratio (below 33%), and CSR commitment, formalized through the signing of the code of conduct and the ethical commitment agreement.

THE GROUP ALSO ENSURES ITS PARTNERS' COMPLIANCE WITH SEVERAL RECOGNIZED FRAMEWORKS, INCLUDING FSC®, IMPRIM'VERT, ISO 14001, AND ECOVADIS, GUARANTEEING ADHERENCE TO SOCIAL AND ENVIRONMENTAL BEST PRACTICES.

SUPPLIER PANEL RATIONALIZATION



In a drive for efficiency and quality, Ora is pursuing a strategic objective to rationalize its supplier panel.

This approach aims to strengthen loyalty, improve the quality of exchanges, and ensure better performance monitoring.

The procurement mapping concretely illustrates this policy of local anchoring. In 2024, across the Group as a whole, more than 60% of the amounts spent were with suppliers located within 50 km.

Nearly 80% of purchases are made within a 200 km radius, and 88% within 1,000 km, confirming the priority given to local sourcing. However, 12% of purchases are still made beyond 1,000 km — often online — where the quantities involved or the specificity of the goods make sourcing from a local supplier very difficult. Nonetheless, the daily sourcing efforts of our buyers allow us to target 85% of purchases made within 200 km within the next two to three years.

This distribution reflects the Group's determination to reduce its CO₂ emissions and support local economic development.

Lastly, Groupe Ora is a signatory of the Charter for Responsible Supplier Relations and Procurement, reaffirming its commitment to establishing balanced, sustainable, and transparent relationships with its economic partners.

Data Protection Policy

Faced with the significant rise in cybersecurity threats and the growing sophistication of cyberattacks, Ora has decided to implement a response tailored to these challenges. With this in mind, the Group introduced an Information Systems Security Policy (ISSP) in 2024, applicable to all of its companies, resources, and IT service providers.

This policy is designed to ensure data protection, prevent cyberattacks, safeguard the company's reputation, guarantee compliance with applicable regulations, and strengthen the resilience of the Group's operations. It is deployed alongside the business continuity plan, providing a framework to minimize threats as well as potential impacts on the confidentiality, integrity, and availability of data and systems.

The main objective of this ISSP is to define minimum security standards for each entity within the Group and to establish an appropriate response to threats, in order to protect the data of clients, partners, employees, and all stakeholders. The key pillars of our policy are:

IT FUNCTION ORGANIZATION

Clear structuring of responsibilities and duties related to information systems security within the Group.

KEY PROCEDURES

Implementation of essential procedures such as resource mapping, risk and incident management, and the business continuity plan.

ACCESS MANAGEMENT

Oversight of the management of tangible and intangible assets to ensure better protection of resources.

EMPLOYEE TRAINING

Regular awareness-raising and training for teams on IT security and best practices.

TECHNICAL SPECIFICATIONS

Definition of technical requirements covering network architecture, backup and protection systems, identification and encryption policy, as well as the management of physical access to critical resources.

REGULATORY COMPLIANCE

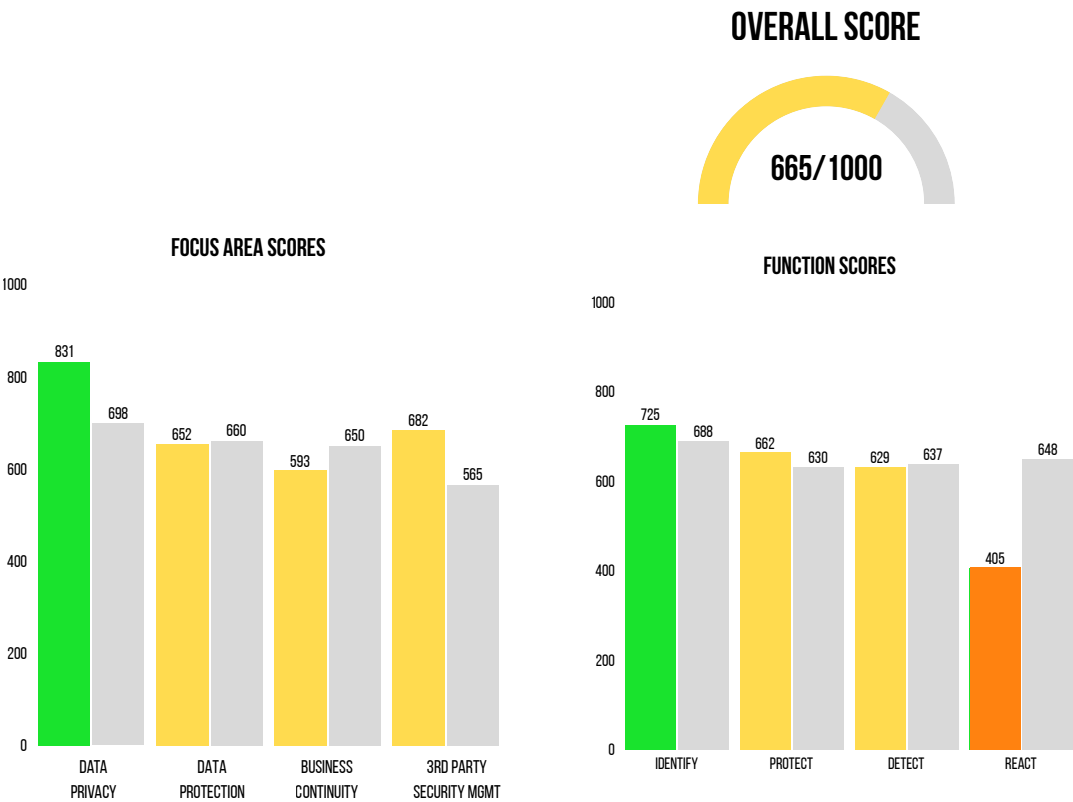
Compliance with GDPR requirements and other applicable data protection regulations.



To ensure the continuous improvement of the security measures in place, regular IT audits are conducted within the Group. These include the CyberVadis assessment carried out in 2023, which evaluated the organization's security level.

The result achieved — a solid score of 665 out of 1000 — reflects a genuine commitment to cybersecurity. However, this overall assessment masks certain disparities between the Group's various companies. Aware of these gaps, we have developed and deployed a targeted action plan to harmonize practices and raise the level of security across all entities.

CYBERSECURITY MATURITY ASSESSMENT — GROUPE ORA



RESPONSIBLE INTEGRATION OF ARTIFICIAL INTELLIGENCE

Regarding Artificial Intelligence, whose recent emergence in our daily lives is profoundly transforming our professions — and particularly those related to design — we have chosen to adopt a pragmatic and responsible approach to support this transformation under the best possible conditions, mindful that AI represents both an opportunity and a threat.

Under the direction of the Innovation Director, an adaptation process has been implemented. This process is designed to govern the integration of AI within the Group and to ensure its use is thoughtful and respectful of our values. Particular attention is given to supporting proper usage, with the aim of preventing the emergence of uncontrolled practices such as "shadow AI" — by analogy with "shadow IT" — and thereby avoiding any drift, particularly with regard to data security and intellectual property.

We are also committed to developing internal tools that use AI responsibly and thoughtfully. Their design and use strictly respect intellectual property and the originality of creative work, two values that are fundamental to Ora.

Lastly, training employees on these new tools is a central pillar of our approach. We ensure that all teams are made aware of and trained in the use of AI, in order to guarantee effective and ethical adoption of these emerging technologies and to preserve the added value that our employees represent.

EVERYONE TO THE DOJO!

In 2023, Ora signed a partnership with Kamaé, a gamified cybersecurity awareness platform. This tool, made available to the Group's 200 users, offers short, interactive modules and challenges that foster team dynamics and make learning good IT security practices more engaging.

Through this tool, Ora encourages the adoption of responsible and secure behaviors, while fostering a spirit of collaboration and team cohesion around the key challenges of cybersecurity.



Certification Approach

The certification process undertaken by Groupe Ora is based on a structured, ambitious, and multidimensional strategy. It is built around several key frameworks, meeting both industry requirements and the Group's sustainability challenges.

These certifications and labels are directly managed by the Group's Sustainability & CSR department, which ensures their consistency and integration into the overall sustainability policy. This centralized oversight helps structure all initiatives undertaken, fostering the harmonization of practices across the Group's various entities.

Beyond a simple guarantee of compliance, certifications represent for Ora a genuine lever for continuous improvement. They support organizational transformation and drive team engagement around shared objectives, thereby helping to strengthen collective mobilization in favor of the Group's overall, sustainable performance.

ISO 14001 CERTIFICATION

To ensure control over its significant environmental aspects, Groupe Ora has implemented, since 2022, a multi-site Environmental Management System certified to ISO 14001:2015. This system covers all operational, management, and support processes across all of the Group's companies, ensuring a comprehensive and structured approach to environmental management.



CERTIFICATION FSC®

To meet the expectations of our stakeholders, and in particular our clients, regarding the legality and origin of our forest-derived materials, Ora took the initiative early on to implement an FSC® Chain of Custody system. This process, launched in 2019 at the Pankarte PLV site — certified FSC® C144143 — was expanded in 2021 with the acquisition of a multi-site FSC® C166675 certification, covering all of the Group's other companies.

This action reflects Ora's commitment to ensuring traceability, legality, and transparency in the sourcing of its forest materials. It also allows us to offer our clients FSC®-certified products, contributing to the preservation of the world's forests.



PEFC CERTIFICATION

PEFC certification, initiated in 2024 and obtained in 2025 for our joinery units, reflects our commitment to diversifying our wood supply sources. Over the years, we have encountered difficulties related to the availability of certain products, which highlighted the need to broaden our panel of certified suppliers. Obtaining PEFC certification thus responds to the growing demand for certified forest products from our clients.



IMPRIM'VERT LABEL

Our three plants engaged in digital printing activities (AB-FAB, Mask, and Pankarte PLV) have held the Imprim'Vert label for many years. The Imprim'Vert brand aims to encourage printing companies to implement concrete actions that reduce their environmental impact. Applying the Imprim'Vert specifications to our operations reflects our commitment to consistency and complementarity with our ISO 14001-certified EMS, as well as with our QHSE policy.



LIVING HERITAGE COMPANY LABEL

Awarded in 2024 to our subsidiary Les Ateliers Artigo, the Living Heritage Company (EPV) status brings national and international recognition to the exceptional expertise of our employees. This demanding label recognizes mastery of rare techniques and innovation in the service of our clients, and contributes to showcasing France's economic heritage.



OTHER FRAMEWORKS

Fully integrated into our sustainability strategy, third-party audits and assessment systems are an integral part of our approach. These mechanisms help ensure the transparency and compliance of the Group's operations, while meeting the growing expectations of our stakeholders. Ora places great importance on welcoming, in a transparent and open manner, requests from its partners and clients. As part of this, the Group's plants are regularly subject to audits carried out by their clients. Several times a year, these external checks confirm the seriousness of the environmental, social, and ethical approach implemented across all sites.

In addition, Ora actively participates in various CSR assessment exercises, including EcoVadis, the Carbon Disclosure Project, the UN Global Compact's Communication on Progress, and the France Invest questionnaire. These assessments are part of a continuous improvement process and help position the Group relative to market standards and expectations regarding corporate social responsibility.

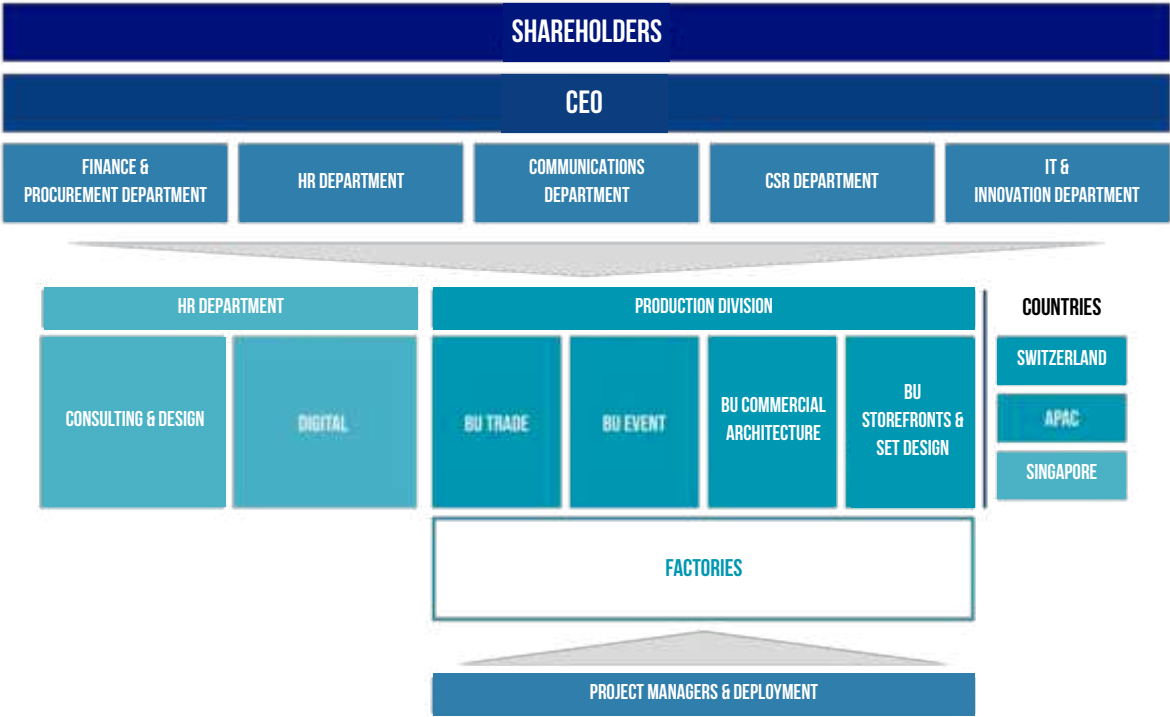
Lastly, Ora is involved in sector and business initiatives such as the Shop! France, Coq Vert, and French Fab communities, thereby strengthening its collective commitment and involvement in promoting a more responsible and innovative industry.



GOVERNANCE IN SERVICE OF CHANGE

STRATEGIC GOVERNANCE OF THE GROUP

- Within Groupe Ora, CSR is a cross-functional priority, overseen by a centralized Sustainability Department reporting directly to the Board of Directors and the Executive Committee. This department rigorously coordinates the collection, consolidation, and analysis of non-financial data from the Group's various subsidiaries, and produces indicator reports aligned with recognized standards such as VSME and GRI, strengthening the relevance and quality of our reporting.
- It also develops the Group's environmental and social policies, oversees certifications and ESG compliance, and coordinates action plans deployed across all of the Group's entities. Every department within Groupe Ora is thus actively involved in this approach — procurement, plants, commercial business units, general services, accounting, and human resources in particular — with a large number of employees engaged, each within their own area of expertise.



Management engagement at every level thus contributes to the reliability of the data collected and raises awareness among all teams of environmental and social issues. This way of operating also ensures that CSR initiatives are fully integrated into the Group's overall strategy. Thanks to this cross-functional, centralized organization, Ora benefits from a complete and precise view of its environmental and societal impact. This approach supports informed decision-making, helps optimize costs and resources, and mobilizes all employees around shared objectives for a lasting impact.

The CSR department and Groupe Ora's management also rely on a multidisciplinary committee, made up of members from the Group's various departments. This committee, established as part of the CSRD directive, is tasked with mapping stakeholders, listing sustainability issues, and defining and prioritizing impacts, risks, and opportunities across the value chain, with a view to developing our double materiality matrix. To carry out this process, Ora was supported in 2024 and 2025 by the specialized consultancy Meaneo.

DIVERSITY OF THE GOVERNANCE BODY

Indicator	Unit	2023	2024	Variation
Women on the governance body	Number	1	1	0%
Men on the governance body	Number	4	6	50%
Gender balance ratio on the governance body	%	25%	17%	-33%



ANTI-CORRUPTION POLICY

For more than ten years, Groupe Ora and its subsidiaries have operated within a strictly compliant framework, with no convictions related to corruption, bribery, or breaches of business ethics. This is a clear code of conduct that reflects our commitment to professional relationships built on transparency, integrity, and trust.

To ensure the integrity of practices within the company, specific training on corruption and ethics issues is included in the onboarding program for new employees. This educational initiative aims to raise awareness among all employees of corruption risks and to promote a culture of integrity across the Group.

As part of this policy, a confidential ethics whistleblowing procedure has been established, allowing any employee to safely and discreetly report any suspicious or questionable behavior. This measure is complemented by anti-corruption clauses systematically included in supplier contracts, further strengthening risk prevention across the supply chain. For transactions considered sensitive, a specific approval procedure is applied, ensuring an additional level of control over these operations.



REVENUE FROM CERTAIN SECTORS AND EXCLUSIONS

Groupe Ora chooses to align its scope of activity with its values and commitments.

None of its entities are excluded from the "Paris Agreement" reference indices, and the Group does not operate in any sector incompatible with its vision of corporate social responsibility.

Such as:

- Controversial weapons;
- Tobacco;
- Fossil fuels;
- Chemicals and agrochemicals.

This clear framework reflects a deliberate commitment to ensuring that its activities follow a responsible path, consistent with the principles of business ethics.

**PROTECTING OUR
ENVIRONMENT,
ACTING
RESPONSIBLY**



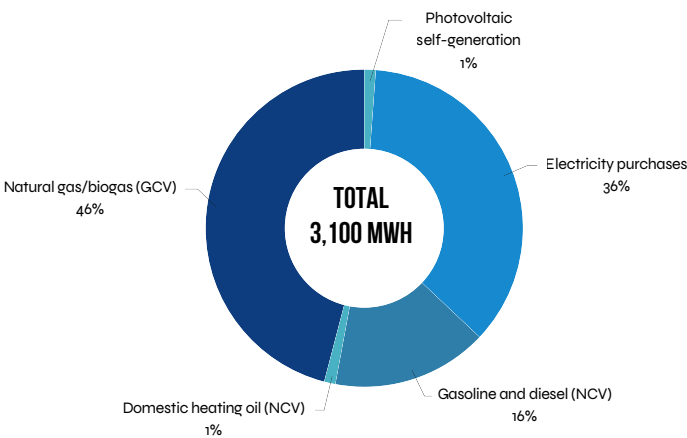
ENERGY AND GHG EMISSIONS

ENERGY MIX

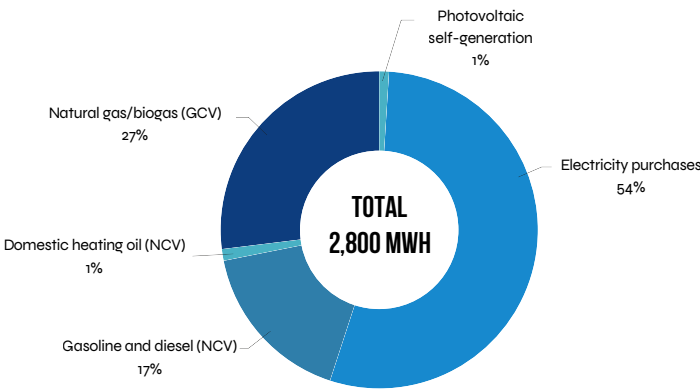
Groupe Ora's industrial activities consume a large amount of energy. Our energy mix includes a significant share of grid electricity, and is therefore very low-carbon. However, heating in some of our buildings, our painting activities, and our vehicle fleet are sources of fossil fuel consumption (natural gas, domestic heating oil, gasoline, and diesel).

As part of its decarbonization strategy, Ora is committed to the progressive electrification of all its energy uses, in order to fully eliminate reliance on fossil fuels. This approach targets a complete phase-out of fossil fuels by 2030 for buildings and industrial processes, and by 2050 for the transport of people and goods.

2023 ENERGY CONSUMPTION BREAKDOWN



2024 ENERGY CONSUMPTION BREAKDOWN

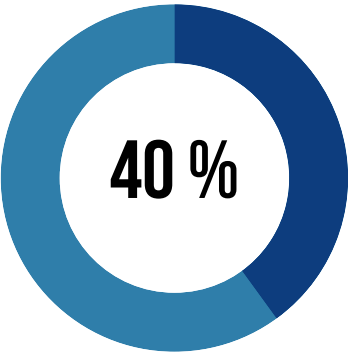


ELECTRICITY CONSUMPTION

Indicator	Description	Unit	2023	2024	Variation
Total energy consumption	All sources	MWh	3100	2800	-10%
Total renewable energy consumption	Electricity (guarantees of origin)	MWh	738	1071	45%
	Photovoltaic self-generation	MWh	40	35	-13%
	Biogas (GCV)	MWh	14	21	50%
Total non-renewable energy consumption	Electricity (grid)	MWh	379	435	15%
	Natural gas (GCV)	MWh	1406	726	-48%
	Domestic heating oil (NCV)	MWh	27	26	-26%
	Gasoline and diesel (NCV)	MWh	496	492	-1%

Since 2019, at each contract renewal, we prioritize, wherever possible, electricity offers backed by renewable origin guarantees. To date, three of our five sites in France use electricity sourced entirely from renewable sources.

In addition, our energy mix is enhanced by the 55 kWp photovoltaic installation at our Sartrouville 2 site.



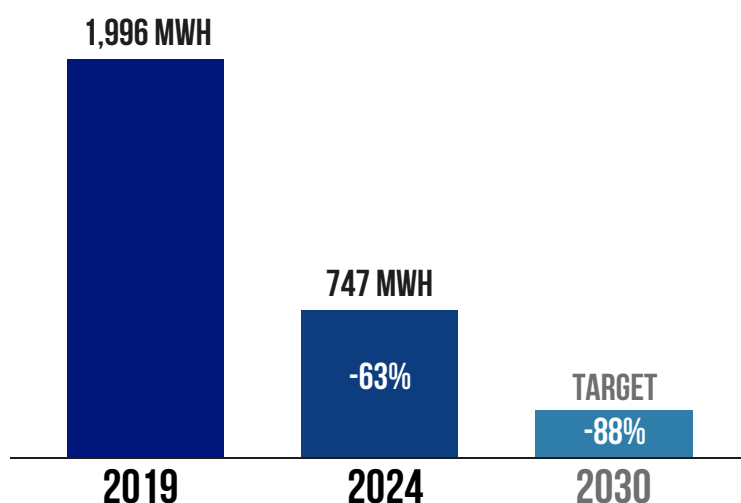
SHARE OF RENEWABLES IN THE 2024 ELECTRICITY MIX

Fossil Fuel Consumption

As part of our decarbonization strategy, we are progressively electrifying our industrial processes and vehicle fleet. In 2023, a significant investment of €568K enabled the replacement of the gas heating system at our two main Sartrouville sites.

This energy conversion resulted in reduced gas consumption in favor of electricity, avoiding the emission of 136 tCO₂eq. The increase in electricity demand was offset by the high thermal performance of the newly installed heat pumps.

REDUCTION IN NATURAL GAS CONSUMPTION SINCE 2019



The electrification of our vehicle fleet began in 2015, with the purchase of our first fully electric and plug-in hybrid models. Electrified vehicles now account for the majority of vehicles in service (excluding trucks), with the ambition of reaching 100% electric by 2035. To facilitate this transition and support our teams throughout the process, Ora has decided to progressively equip its sites with electric charging stations and points. This initiative aims to enable as many employees as possible to charge their vehicles at their workplace, particularly when home charging is not an option.



COMPANY CAR AND UTILITY VEHICLE FLEET AS OF 31/12/2024

Energy					
Body Type	Electric	Plug-in Hybrid (PHEV)	Non-Plug-in Hybrid (HEV)	Gasoline	Diesel
Passenger vehicle	5	23	6	8	4
Utility vehicle	0	1	0	0	15
TOTAL	5	24	6	8	19



ORA PROMOTES SOFT AND ACTIVE MOBILITY!

Since 2020, a total of 25 company bikes have been made available to teams. This initiative not only helps reduce carbon emissions related to our employees' commuting, but also contributes to their well-being and health.

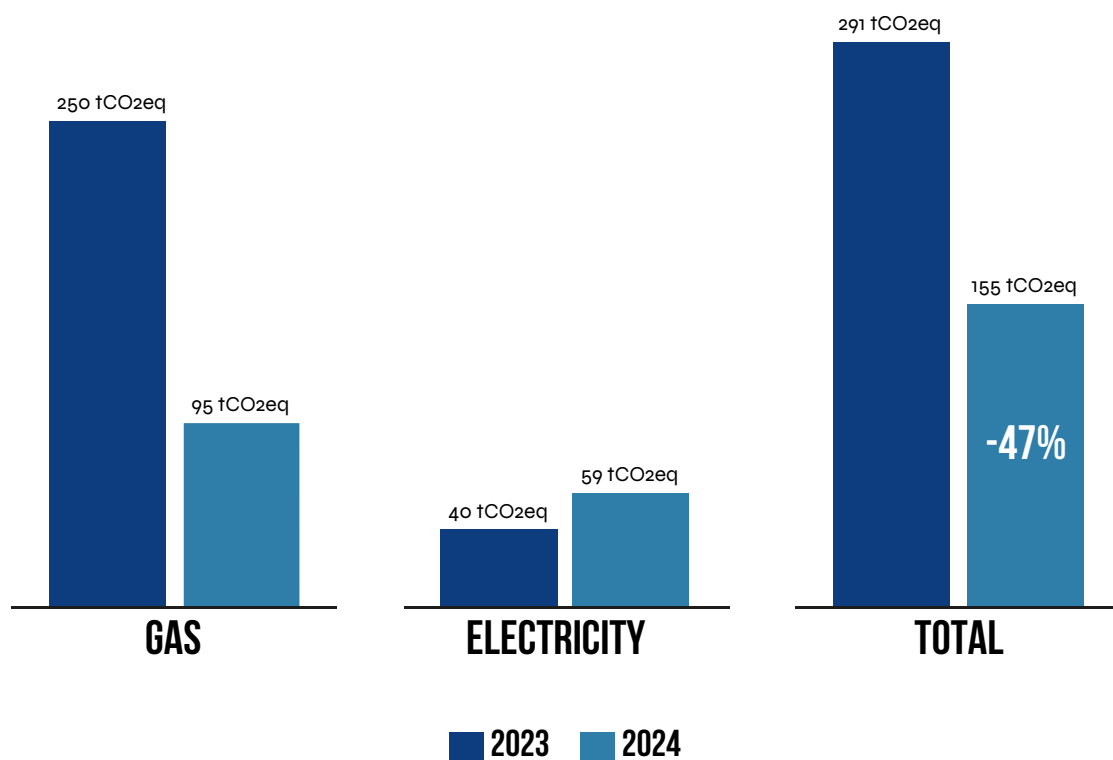
This initiative was expanded in 2023 with the installation of a bike shelter. In total, our soft mobility initiatives have mobilized nearly €30K over 5 years.



Improving Energy Efficiency

The first initiative undertaken in 2023 involved the installation of heat pumps at the Sartrouville sites. This technology enables a significant improvement in thermal performance while reducing dependence on fossil fuels. Thanks to their efficiency, heat pumps offer a sustainable alternative to traditional heating, favoring the use of electricity, sourced mainly from renewable origins.

CHANGE IN SCOPE 1 & 2 GHG EMISSIONS — SARTROUVILLE SITES



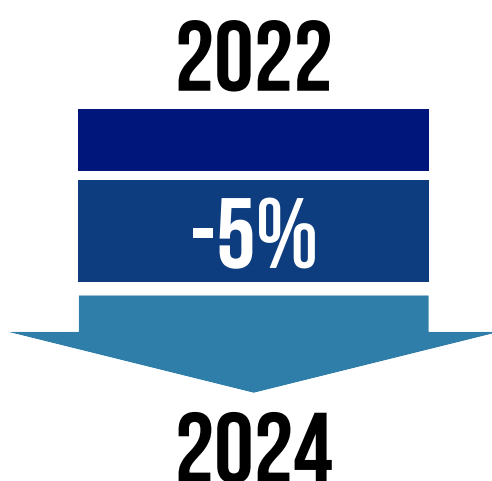
IMPACT OF HEAT PUMPS ON GHG EMISSIONS AT OUR 2 SARTROUVILLE PLANTS

As part of our efforts to reduce electricity consumption, LED lighting systems and occupancy sensors have also been installed. The use of LED lighting ensures better energy efficiency and a longer equipment lifespan, while occupancy sensors allow lighting to be adjusted based on space usage, thereby limiting unnecessary waste.

The beginning of 2024 was also marked by the launch of a new, highly automated digital production line, combining digital printing and cutting.

This state-of-the-art new industrial tool, the result of a €1.5 million investment made in partnership with our shareholder, Bpifrance, is coupled with an online customer ordering platform. This organization, unique in the market, aims to strengthen operational efficiency.

Beyond continuously improving service quality and responsiveness for clients, this evolution in production and management processes actively contributes to our energy sobriety objectives. In particular, it significantly limits transport between the Group's various sites and those of subcontractors, thereby helping to reduce overall energy consumption.



REDUCTION IN FINAL ENERGY CONSUMPTION IN 2024 COMPARED TO 2022



GHG Emissions

CARBON ASSESSMENT

A pioneer in its environmental approach, Ora distinguished itself by conducting its first GHG assessment covering Scopes 1, 2, and 3 as early as 2014. This commitment to anticipating climate challenges was reinforced from 2019 onward through a partnership with the firm ECOGRAF, to continue and deepen this effort on an annual basis.

The organizational boundary applied is based on operational and financial control. Accordingly, all activities directly controlled by Ora are included in the carbon assessment, in line with reporting standards. The activities covered include:

- Consulting and project design, excluding event-related activities;
- Design and production of fittings and installations;
- Associated logistics and transport;
- As well as point-of-sale animation.

This measurement relies on the ClimateCalc software and methodology, a recognized European tool specifically designed to calculate the carbon footprint of companies in the graphic arts sector. It is based on rigorous international methodologies such as the GHG Protocol and ISO 14064 and 16759 standards, incorporating reliable data on materials, energy, and transport.

Thanks to an independent annual audit, ClimateCalc ensures the traceability and reliability of results, thereby strengthening the transparency of our environmental approach. Its use allows us to report certified carbon data, comparable at the European level, and to guide our actions toward continuous improvement.

Due to the Group's strong external growth over the past three years, notably through the acquisition of The Calling (formerly Paris Calling), Piranèse, and Pankarte PLV, we carried out significant work in 2025 to calculate the historical emissions of these sites. The 2024 edition of the assessment is therefore distinguished by an expanded scope of analysis, in order to better align with GHG Protocol recommendations, providing a more complete and representative view of the Group's actual carbon footprint.

This analysis now allows us to present a unified and consistent carbon assessment and trajectory over the 2019–2024 period, providing a clear view of progress toward our targets.

Our carbon assessment takes into account Scope 1, Scope 2, and Scope 3 emissions, notably including the following Scope 3 categories:

- Purchased goods and services;
- Capital goods;
- Energy-related activities (not included in Scopes 1 and 2);
- Upstream transportation and distribution;
- Business travel;
- Employee commuting;
- Downstream transportation.

Certain activities have nonetheless been excluded from the scope, for reasons of materiality or data availability:

SCOPE 1 AND 2

- Emissions from agencies based abroad (2 to 3 people), deemed not significant;
- No Scope 2 reporting under the "market-based" approach, in order to focus efforts on data reliability.

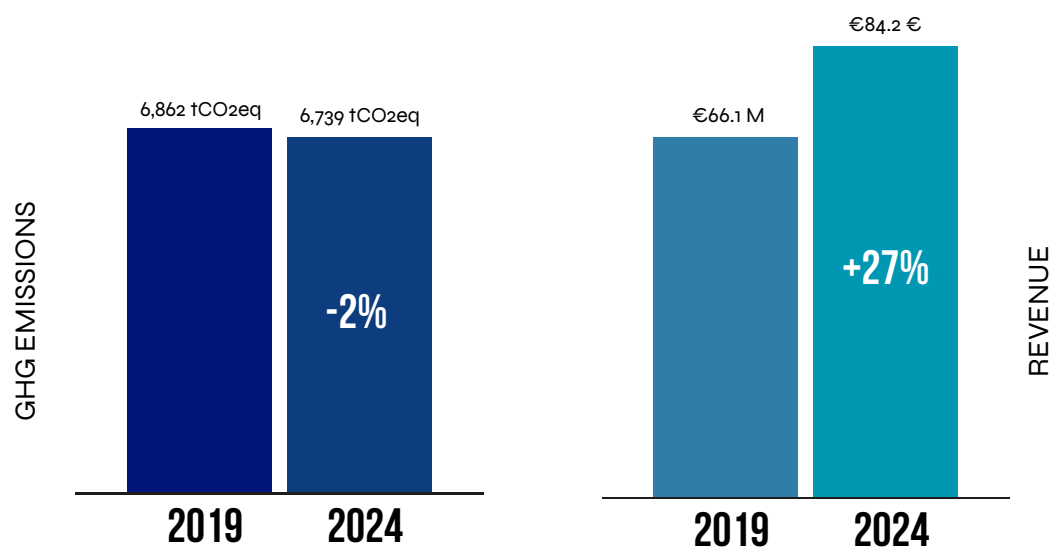
SCOPE 3

- Category 5: waste generated in operations, excluded in accordance with Intergraf recommendations and due to the lack of a reliable allocation system;
- Category 8: upstream leased assets, otherwise included under transport or Scope 1;
- Categories 10 and 12: processing and end-of-life treatment of sold products, not included due to a lack of reliable data and because the products do not require further processing;
- Categories 13 and 14: downstream leased assets and franchises, not applicable to Groupe Ora;
- Category 15: investments, excluded due to the complexity of accounting for them.

TOTAL GHG EMISSIONS

Indicator	Scope	Unit	2023	2024	Variation
Direct emissions	Scope 1	tCO ₂ eq	484	363	-25%
Indirect energy-related emissions	Scope 2 (Market based)	tCO ₂ eq	NC	NC	-
	Scope 2 (Location based)	tCO ₂ eq	95	133	40%
Indirect value chain emissions	Scope 3	tCO ₂ eq	5104	6243	22%
	Of which upstream Scope 3	tCO ₂ eq	4720	5924	26%
	Of which downstream Scope 3	tCO ₂ eq	384	309	-20%
Emission intensity	Scope 1, 2 & 3	tCO ₂ eq/M€	77.2	81.3	5%

CHANGE IN GHG EMISSIONS AND REVENUE COMPARED TO THE BASE YEAR



Targets and Objectives

Ora set greenhouse gas reduction targets based on intensity rather than absolute value. This approach was adopted as early as 2019, due to the Group's strong historical external growth and the lack of methodological tools capable of translating this dynamic into a coherent carbon trajectory.

The target set was a 30% reduction in emissions intensity — that is, emissions volume relative to the company's activity — across Scopes 1, 2, and 3 by 2025, compared with the 2019 base year.

The methodology used until now, however, had a major limitation: the base year did not yet include emissions related to acquisitions, which made it impossible to establish reliable projections over the following five years. However, as we now reach the end of the analysis period and this data has since been consolidated, it is possible to present the corresponding figures.

The new methodology applied in 2024 to recalculate the Group's historical emissions improves both data quality and the scope of emissions covered. It now allows results to be measured in absolute value, based on a more robust and representative trajectory, in line with GHG Protocol principles. This development, consistent with reporting standards, made it possible to convert the initial intensity-based target into an absolute-value target: a 7% reduction in emissions across the three scopes in 2025 compared with 2019.

TARGETS AND OBJECTIVES

Indicator	Scope	Unit	2019*	2024	2025 Target	Variation 2019-2024
Reduction of emissions in absolute value compared to the base year*	Scope 1	tCO ₂ eq	531	363	-7%	-32%
	Scope 2 (Location based)	tCO ₂ eq	144	133	-7%	-8%
	Scope 3	tCO ₂ eq	6.186	6.243	-7%	1%
Reduction of emissions intensity compared to the base year*	Scope 1	tCO ₂ eq/€M	2.2	1.6	-30%	-46%
	Scope 2 (Location based)	tCO ₂ eq/€M	384	309	-30%	-27%
	Scope 3	tCO ₂ eq/€M	93.6	74.2	-30%	-21%
Revenue	Total of subsidiaries at constant scope	€M	66.1	84.2	33%	27%

*Base year

The Group's emissions trajectory from 2019 to 2024 highlights notable progress toward reducing our carbon footprint, particularly on Scope 1, thanks to the significant investments made over the past two years in electrifying our vehicle fleet and decarbonizing the heating of our buildings.

Despite this progress, a slight increase in Scope 3, reaching 6,243 tCO₂eq (+1%), limits Groupe Ora's ability to fully achieve its emissions reduction target by 2025. This trend highlights the importance of a deep transformation of business models in order to achieve a meaningful downward trajectory.

Ora intends to continue its efforts to reduce emissions, in particular by further engaging its suppliers in this process and encouraging them to decarbonize their own activities and products. However, given the high carbon intensity of the materials we work with and the lack of direct control over projects, it appears difficult to foresee a substantial decrease in Scope 3 emissions without a significant shift in client demands. Nevertheless, we anticipate a gradual reduction in these emissions as a result of French and European regulatory developments, particularly regarding recycling and traceability of raw material origins, which should help lower the carbon intensity of the supply chain.

Our next carbon assessment will be an opportunity to realign our reduction targets and build a 2025–2030 transition plan that is both ambitious, realistic, and tailored to the specific nature of our made-to-order production activity. With a methodology even more closely aligned with the relevant reference standards, this assessment will also improve the comparability of our results and strengthen the transparency of our decarbonization trajectory.



Ora places particular importance on transparency regarding its sources of emissions and the evolution of its carbon trajectory. Since 2023, the Group has accordingly reported to the CDP (Carbon Disclosure Project). This voluntary initiative allows us to share data relating to our carbon assessment and the actions taken to reduce our emissions in a clear and structured way. It reflects Ora's commitment to rigorously monitoring its commitments and reporting on its progress, while meeting the growing expectations of stakeholders regarding environmental responsibility.

Offsetting Initiatives

Since 2021, Ora has undertaken concrete actions to offset 50% of its CO₂ emissions by purchasing carbon credits from various specialized organizations, such as Reforest'Action. In 2024, the Group took a further step by acquiring a plot of land from Société Forestière. This property, covering 8.7 hectares and located in Normandy, is intended to sequester 2,865 tonnes of CO₂eq over 30 years. The project holds the "Bas-Carbone" (Low-Carbon) label issued by the regional environmental authority of Normandy, and involves planting nearly 12,600 trees of diverse species adapted to climate change (sessile oak, hybrid larch, red oak, Atlas cedar, sycamore maple, chestnut, Douglas fir, Corsican pine, loblolly pine, and maritime pine). This project extends an existing forest area and contributes to preserving local biodiversity and creating wildlife habitats, while actively helping to mitigate climate change.

It is important to note that these offsetting actions are not intended to cancel out our emissions. The carbon credits acquired are therefore not deducted from our carbon assessment. Ora's priority remains the decarbonization of its direct activities. However, aware that this process takes time, the Group considers it essential to mitigate the extent of its climate impact by supporting reforestation and restoration initiatives taking place in mainland France.

Lastly, Ora provides its employees with the Ecosia* search engine, pre-installed on their work devices. As a result, every internet search contributes to the reforestation of the planet.

CARBON OFFSETTING

Year	2021	2022	2023	2024
Credits	938	1.824	1.895	2.865
Intermediary	Reforest'Action	Reforest'Action	Reforest'Action	Société forestière
Geographic area	Brazil, Peru	Brazil	Cambodia	France

*ECOSIA IS AN ECO-FRIENDLY SEARCH ENGINE THAT FUNDS TREE PLANTING USING ADVERTISING REVENUE GENERATED FROM USERS' SEARCHES.

CLIMATE RISKS

Groupe Ora's physical risk analysis, conducted by the firm Meaneo, was carried out during 2024 and 2025 against a backdrop of increasing climate hazards and tightening regulatory requirements around environmental responsibility. This study aims to identify and assess the Group's main vulnerabilities to extreme climate events, such as heatwaves, flooding, and supply chain disruptions, in order to anticipate their potential impact on operations and develop effective adaptation strategies.



Study Methodology

This analysis is based on a detailed mapping of the critical processes and sites of the Group's companies and its main suppliers and subcontractors, cross-referenced with the IPCC's SSP 8.5 scenario climate projections for 2030 and 2050.

To refine this assessment, the Altitude tool, developed by AXA Climate, was used. This tool made it possible to precisely measure the exposure and vulnerability of the Group's assets and its supply chain. The analysis takes into account both the specific characteristics of each site and the level of criticality of the various industrial processes involved, providing a comprehensive view of potential vulnerabilities to climate hazards.



Identified Climate Risks

The analysis highlighted several major threats likely to affect the Group's activities:

- Heatwaves: These extreme climate events can disrupt the continuity of industrial operations, increasing the risk of interruptions and putting existing infrastructure under strain.
- Flooding: Flood risk has been identified as critical for the Group's strategic sites, with potential consequences for facilities and production processes.
- Supply chain disruptions: Extreme climate events can affect the robustness of the value chain, particularly when suppliers are located in especially vulnerable areas.

The sensitivity of each process was assessed separately. This approach allows us to evaluate risk as precisely as possible and to quantify the potential financial impacts that could affect our operations.

5 ORA-OWNED SITES — 2050 — SSP 8.5

Exposure	Vulnerability	Process
Flooding (coastal, fluvial, pluvial, etc.)	Very high vulnerability	• Office-based design/creation • Raw material storage • Workshop working conditions • Manufacturing process • Equipment operation • Building integrity • Varies by process • Varies by process/site
Landslide/subsidence	High vulnerability	
Heatwave	Medium vulnerability	

ORA's industrial activities are vulnerable to extreme events that can cause significant damage to stock, employees, equipment & buildings, and therefore lead to disruptions.

TOP 16 SUPPLIERS — 2050 — SSP 8.5

Exposure	Vulnerability	Sites
Flooding (coastal, fluvial, pluvial, etc.)	Very high vulnerability	100% of sites
Heatwaves	High vulnerability	90% of sites
Wildfire	Medium vulnerability	100% of sites
Landslide/subsidence	High vulnerability	100% of sites
Water stress	Medium vulnerability	20% of sites (cardboard suppliers)

Suppliers are mainly vulnerable to flooding, heatwaves, wildfires, and landslides. Note that for suppliers, the vulnerability analysis was based on general information about their activities (except for Gondardennes and Lacaux Frères, for which we had specific information).

THE RESULTS OF THIS ANALYSIS MADE IT POSSIBLE TO DEFINE ADAPTATION PRIORITIES AND DEVELOP TAILORED ACTION PLANS TO STRENGTHEN GROUPE ORA'S RESILIENCE TO PHYSICAL RISKS RELATED TO CLIMATE CHANGE.



Adaptation Actions

Today, all of our plants already benefit from comprehensive air conditioning. This measure will help ensure the continuity of industrial operations, even during extreme heatwaves, thereby limiting potential disruptions caused by adverse weather conditions.

Among the various vulnerabilities identified, the critical areas for adaptation are:

- Anticipating flood risk: We are incorporating into our approach the need to plan for and anticipate flood risk, in order to limit the impact of these events on our facilities and production processes.
- Improving the thermal performance of buildings: Optimizing insulation and the thermal performance of buildings is a priority to strengthen their resilience to temperature changes, reduce energy consumption, and ensure good working conditions.
- Managing procurement from vulnerable suppliers: We pay particular attention to the share of purchases made from suppliers identified as highly vulnerable, in order to limit the risk of supply disruptions and strengthen the robustness of our value chain.

Looking ahead, we aim to explore the implementation of nature-based and low-tech solutions to strengthen our adaptation efforts: these include deimpermeabilizing soils, planting trees, and installing green roofs and façades.

INFRASTRUCTURE EXPENDITURE AND OPERATIONAL COSTS

Indicator	Description	Unit	2023	2024
CAPEX	Investments in the energy performance of facilities	k€	773.9	0.0
	Investments in the energy performance of production equipment	k€	0.0	1,008.0
	TOTAL CAPEX	k€	773.9	1,008.0
OPEX	Purchases of renewable energy origin guarantees	k€	1.5	1.5
	Leased assets contributing to adaptation	k€	9.2	9.7
	Biodiversity preservation and sponsorship actions	k€	1.6	13.6
	Carbon offsetting	k€	21.7	86.0
	Waste treatment costs	k€	112.9	133.4
	Cost of environmental certifications and assessments	k€	18.8	25.8
	Maintenance expenses for energy production equipment	k€	3.3	14.5
	Consulting and support expenses	k€	34.3	56.7
	R&D and LCA software development expenses	k€	12.5	5.7
	LCA/ESG software licenses	k€	1.0	7.4
	ESG/EHS team payroll costs	k€	112.2	174.8
	TOTAL OPEX	k€	329.0	529.0



AIR, WATER AND SOIL POLLUTION

According to our double materiality analysis, pollution represents a minor risk to our business. None of Groupe Ora's subsidiaries carries out an activity subject to a legal obligation to disclose information on pollutants released into water, air, or soil. Nevertheless, we remain particularly vigilant on this issue, in order to prevent any potential impact and ensure compliance with regulatory and environmental requirements.

Our industrial activity is characterized by the absence of effluents or discharges into public sewage systems. To date, no entity within Groupe Ora has been responsible for accidental water or soil pollution. This track record can notably be attributed to the use of modern digital printing equipment, which offers a high level of safety and significantly reduces the risk of environmental incidents.

We also carry out regular checks of the extraction systems installed in our joinery and plastics processing plants. Air quality in the workshops is measured frequently to ensure that dust levels remain strictly below exposure limit values, so that our employees can work in a healthy and pleasant environment.

Despite these precautions, certain activities — such as sculpting, painting, and printing — require the use of hazardous substances and generate waste that is also classified as hazardous. To limit the associated risks, we have implemented secure storage methods, and all of our waste is systematically handed over to licensed service providers.

All of these measures have been the subject of a thorough environmental impact analysis. They are integrated into our ISO 14001-certified Environmental Management System (EMS) and further reinforced by the Imprim'Vert label obtained for our three printing sites. Particular vigilance is maintained regarding chemical and fire risks, in order to ensure the safety of people and the preservation of the environment. We provide specific training for all staff exposed to chemical risk and implement appropriate mitigation measures.

Due to the processing of large volumes of raw materials, some of our sites are subject to regulations governing Classified Installations for Environmental Protection (ICPE). This reporting obligation is part of our environmental compliance approach and aims to ensure that our activities meet legal requirements for managing environment-related risks.

Accordingly, we pay particular attention to the management of materials processed at these sites, in order to minimize environmental impacts as much as possible and ensure the safety of people and surrounding environments.

These measures are fully integrated into our Environmental Management System and reflect our commitment to responsible industrial operations.

ENVIRONMENTAL MANAGEMENT SYSTEM

Indicator	Unit	2023	2024
Group companies certified to ISO 14001:2015*	Number	13	14
	%	87%	82%

*Excluding holding company

BIODIVERSITY

Direct Impacts

Groupe Ora's sites are mainly located in business parks within heavily urbanized municipalities and in environments long shaped by human activity, such as Sartrouville, Argenteuil, Boulogne-Billancourt, and the 8th arrondissement of Paris. In these locations, biodiversity-related issues are considered very minor due to the environment already being heavily altered by human activity.

Particular attention is nonetheless given to the Pankarte PLV site in Alsace, located in the immediate vicinity of a sensitive area: the Rhine alluvial forest, classified as a Natura 2000 site, which lies less than two kilometers away. As part of our Environmental Management System, we have identified specific risks for this site, notably a fire risk and a chemical risk associated with digital printing operations.

To manage these risks, a full set of mitigation measures has been implemented. This includes training staff on chemical and fire risks, regular equipment maintenance, and the site's Imprim'Vert certification, guaranteeing a high level of environmental standards.



In addition, green space management has been adapted to promote local biodiversity. Of the 2,000 m² of non-impermeabilized areas on the site, 1,000 m² have been subject since 2021 to differentiated management, with only two mowings per year to preserve fauna and flora.

Two hedgerows made up of native species have also been planted to enhance plant diversity and provide a suitable habitat for the surrounding biodiversity.

Indicator	Definition	Unit	2023	2024	Variation
Land use	Total impermeabilized surface area	m²	18.555	18.555	-
	Total green space area	m²	3.63	3.63	-
	Green space area under ecological management	m²	1.050	1.050	-
Sites with a biodiversity impact	Sites located in or near protected natural areas designated for environmental protection	Number	1	1	-



ORA CONTRIBUTES TO SUPPORTING BEE POPULATIONS

As part of its commitment to biodiversity, Ora actively contributes to restoring bee populations, a species essential to ecosystem balance. This commitment takes the form of sponsoring two beehives located in Haute-Savoie (74), in partnership with the association Confidence d'Abeilles, as well as installing a beehive at the Pankarte PLV site near Strasbourg. This second project, led by the association Apiterre, aims to renature the *Apis Mellifera* species in order to make it more resilient. Both initiatives are part of the Group's environmental management policy and contribute to preserving local wildlife, while raising employee awareness of the importance of biodiversity.



Indirect Impacts

Within Groupe Ora, some subsidiaries stand out for their significant consumption of forest-derived raw materials. This dependency has an indirect but significant impact on forest ecosystems. Aware of this reality, we have chosen for many years to prioritize sourcing certified cardboard and wood. For our Group, forestry certifications are an essential tool for controlling the origin of raw materials and ensuring they do not come from illegal logging.

Our commitment to sustainable forest management was strengthened in 2021 with the achievement of FSC® certification. Today, this responsible sourcing approach is fully effective for sheet or board cardboard, all of which is now certified.

We had initially set an ambitious target of 100% certified sourcing across all forest-derived materials by 2025. However, the trend observed in 2023 and 2024 means we will not reach this target. This is mainly due to the slow adoption of certification systems by joinery industry players (wholesalers, suppliers, subcontractors), as well as still limited demand for certified products from our clients. We are now aiming for a more realistic target of 100% by 2027.

To address this, we nonetheless launched a two-pronged approach in 2024: diversifying our wood sourcing through FSC®-certified wholesalers, and obtaining PEFC certification. This new certification, achieved in early 2025, now allows us to offer our clients FSC®- or PEFC-certified products that support the responsible management of the world's forests.

52% OF FOREST PRODUCTS SOURCED UNDER FSC® OR PEFC CERTIFICATION IN 2024

As part of our ongoing commitment to responsible sourcing and forestry certifications, Ora is firmly committed to complying with the European Union Deforestation Regulation (EUDR). This new and particularly strict regulatory framework aims to ensure full traceability and transparency for end clients across the entire value chain of forest-derived products.

To meet these requirements, we are working closely with all of our partners, including both our suppliers and certification bodies. This cooperation aims to ensure that, once the regulation comes into force on December 30, 2025, we will be able to provide our clients with all the information required under the Due Diligence obligation. In doing so, Ora is anticipating and preparing for the transition toward even more transparent and responsible management of its forest-derived product sourcing.

45% OF REVENUE DERIVED FROM FOREST PRODUCTS IN 2024



WATER

Water Management at Our Sites

Water is not used in production processes at our sites. All of our consumption is limited to strictly domestic use, mainly for employees' daily needs. All water withdrawals and discharges go through the public network. Our water consumption is therefore considered to be zero under the VSME framework.

Aware of the importance of responsible resource management, we have nonetheless implemented careful monitoring of this consumption. To this end, all of our restrooms are equipped with water-saving devices, helping to reduce our environmental impact. In addition, our terraces are fitted with rainwater harvesting systems. This collected water is used to water flower boxes and vegetable gardens, supporting local and responsible management of water resources.

It is also worth noting that none of our own sites is located in an area identified as being under high water stress.

Indicator	Source	Unit	2023	2024	Variation
Withdrawals	From public network	m³	1,954	1,845	-6%
	Outside public network	m³	0	0	-
Discharges	To public sewage network	m³	1,954	1,845	-6%
	Outside public sewage network	m³	0	0	-
Water consumption	Withdrawals - discharges	m³	0	0	-
	Volume of recycled water	m³	0	0	-
Withdrawal intensity	Per revenue	m³/€M	26.7	22.3	-16%
	Per employee (FTE)	m³/FTE	7.3	6.5	-11%
Sites located in a water-stressed area*	-	Number	0	0	-

*Based on the physical risk analysis conducted in 2025

Impact on Our Value Chain

The production of the raw materials we purchase, particularly cardboard, requires very significant water withdrawals. Aware of this major issue, we closely monitor water consumption reduction initiatives undertaken by our suppliers. To date, more than 75% of our cardboard purchases are made directly from ISO 14001-certified plants or plants with advanced water resource management practices.

In addition, a climate vulnerability analysis of our upstream value chain, conducted by Meaneo, identified a water stress risk for some of our suppliers. However, this analysis concludes that the risk is moderate, as these suppliers have already implemented effective mitigation measures to limit their exposure to this type of risk.





RESOURCE USE, CIRCULAR ECONOMY AND WASTE MANAGEMENT

Resource use and waste generation represent a major challenge for Ora, as they account for the most significant share of our environmental impact. This reality leads us to pay particular attention to how we consume raw materials and manage waste flows throughout our operations.

The output of Groupe Ora's companies — such as furniture, stands, storefronts, and point-of-sale displays — is exclusively custom-made and installed at points of sale. As such, it follows specific logics quite different from those that may apply to consumer goods.

The markets in which we operate present varied characteristics and challenges when it comes to resource use and environmental management. Indeed, there is a wide range of issues depending on the nature of the production involved, whether it concerns cardboard point-of-sale displays, characterized by a very short lifespan, or the manufacturing of premium commercial furniture, intended for long-term installation over several years. This diversity requires us to adapt our practices to the realities of each sector while maintaining our commitment to responsible and considered resource management.

Resource Flow Mapping

The Group's activity is characterized by two main types of production: on one hand, temporary productions, with a lifespan ranging from a few days to a few months; on the other hand, permanent productions, designed to last several years.

Ora has always stood out for its ability to meet the full range of its clients' requests, regardless of their complexity or originality. This ability to bring every idea to life stems from constantly renewed creativity and ongoing adaptability, particularly valued in the demanding world of luxury.

Thanks to this expertise, Ora is able to elevate its clients' products through exceptional creations. This excellence relies on the diversity of raw materials and components used within its plants, ranging from the most common to the rarest and most sophisticated. However, within this broad range of materials, certain flows remain particularly strategic and easily identifiable. These are primarily the materials and processed products used as inputs in our production processes: mainly cardboard, wood, plastic and its derivatives, as well as related products such as glues, paints, ink, and resins.

These materials are subject to specific monitoring. Indeed, tracking these materials goes beyond simply monitoring their use: it also involves rigorous traceability of the quantities purchased, which are systematically recorded by tonnage. This approach gives Ora a precise view of raw material and processing flows, making it easier to assess their environmental impact and optimize their management throughout the production cycle.

RAW MATERIAL FLOWS

Indicator	Definition	Unit	2023	2024	Variation
Cardboard/paper	Total	Tonne	993.0	973.2	-2%
	Of which, recycled and mixed fibers	%	67%	85%	27%
Wood		Tonne	231.0	370.7	60%
Metal		Tonne	249.3	364.0	46%
Plastic	Total	Tonne	122.1	180.4	48%
	Of which, recycled plastic	%	16%	15%	-6%
Chemical compounds		Tonne	99.3	51.3	-48%
Other		Tonne	12.3	27.5	124%

CERTIFIED MATERIALS

Indicator	Unit	2023	2024	Variation
Share of certified cardboard and wood purchased	%	54%	52%	-4%
Group companies certified FSC and/or PEFC*	Number	6	6	-

*Excluding holding company



The data presented above relates specifically to inputs, meaning the raw materials and processed products used within the Group's production processes. It is important to note that these inputs account for only 41% of the total value of goods purchased by the Group, thereby excluding services and outsourced operations.

In 2024, the total amount spent on goods purchases across all of the Group's production units reached €13.7 million. This includes direct production inputs, totaling €5.7 million, plus €8 million in finished products, mainly intended to be incorporated as accessories into finished works.

The nature of the finished products purchased varies considerably and reflects the diversity of the Group's output. These products include, among others, flowers, hardware, decorative accessories, furniture, and electronic equipment. This wide diversity makes it impossible to provide a precise estimate of the tonnage corresponding to these purchases.

In order to incorporate this significant volume of purchases into its carbon indicators, the Group's 2024 assessment provides an estimate of the associated emissions, based on monetary factors.

Ora also pays particular attention to the origin of its forest-derived products. As part of its responsible resource management policy, the company ensures the traceability and controlled origin of these materials. To this end, Ora relies on its FSC® and PEFC Chain of Custody systems.

Thanks to these certifications, every forest-derived input undergoes rigorous monitoring, ensuring compliance with the Group's environmental and ethical requirements. In 2024, a large share of our paper and cardboard purchases were already certified; and since 2025, we have been strengthening our sourcing of certified fit-out wood through our PEFC certification.

In full alignment with our forestry policy, our responsible procurement principles, and our due diligence framework, Groupe Ora's subsidiaries pay close attention to the origin of the forest products they use. As a result, no forest products are imported from countries outside the European Union. This vigilance is accompanied by a strong preference for direct sourcing from manufacturers themselves, thereby promoting transparency and traceability of materials.

The Group's preferred suppliers are located mainly in France, Germany, or Scandinavia. This geographic choice significantly limits the deforestation risk associated with our purchases, by relying on supply chains recognized for their responsible practices and compliance with European environmental requirements.

ORIGIN OF FOREST PRODUCTS

Material Type	Country	2023	2024
Wood	France	231.0 †	370.5 †
Cardboard/Paper	France	599.0 †	779.9 †
	Finland	100.0 †	96.2 †
	Germany	74.0 †	59.4 †
	Belgium	7.0 †	20.9 †
	Sweden	60.0 †	15.0 †

Eco-Design and Circularity Practices

Groupe Ora is committed to a comprehensive eco-design approach, placing the reduction of environmental impact at the heart of every stage in the life cycle of its creations.

To support this approach, Ora relies on high-performing environmental analysis tools that allow us to compare different design alternatives and options. These include recognized industry solutions such as ASKOR, ClimateCalc, and EcoDesignCloud, alongside internally developed tools such as Ora-Scoring and iOra. Upskilling teams is also supported through an internal training program dedicated to eco-design.

The widespread use of these tools is now systematic for all of the Group's Trade tenders, ensuring that environmental analysis is integrated from the very first stage of responding to client requests.

As a supplier, however, Ora must comply with the specifications imposed by its clients for production. This context highlights that improving the environmental impact of productions depends heavily on the quality and ambition of the requests received. Recognizing this lever, the Group has chosen to take a proactive and pioneering approach by embedding responsible foresight into its consulting offering.

Our objective is to explain, build up, inspire, and help all our clients envision themselves within a new brand system — one in which creation draws on what already exists, where activities no longer generate waste but instead foster regeneration and social connection.

In this spirit, Ora has developed its own materials library, a tool bringing together several hundred alternative, more environmentally friendly materials. This resource allows the Group's designers to explore new, innovative, and eco-friendly design directions, thereby contributing to the sustainable transformation of practices and the transition toward a circular economy.



To involve as many employees as possible in this approach, more than 200 of them took part in Climate Fresk workshops in 2022 and 2023, fostering a shared awareness of the impact of human activities on the climate.



In addition, eco-design objectives are integrated across the board within our Environmental Management System (EMS), ensuring that the eco-design approach permeates all of the Group's operations and thereby strengthening consistency and effectiveness in delivering on our environmental commitments.

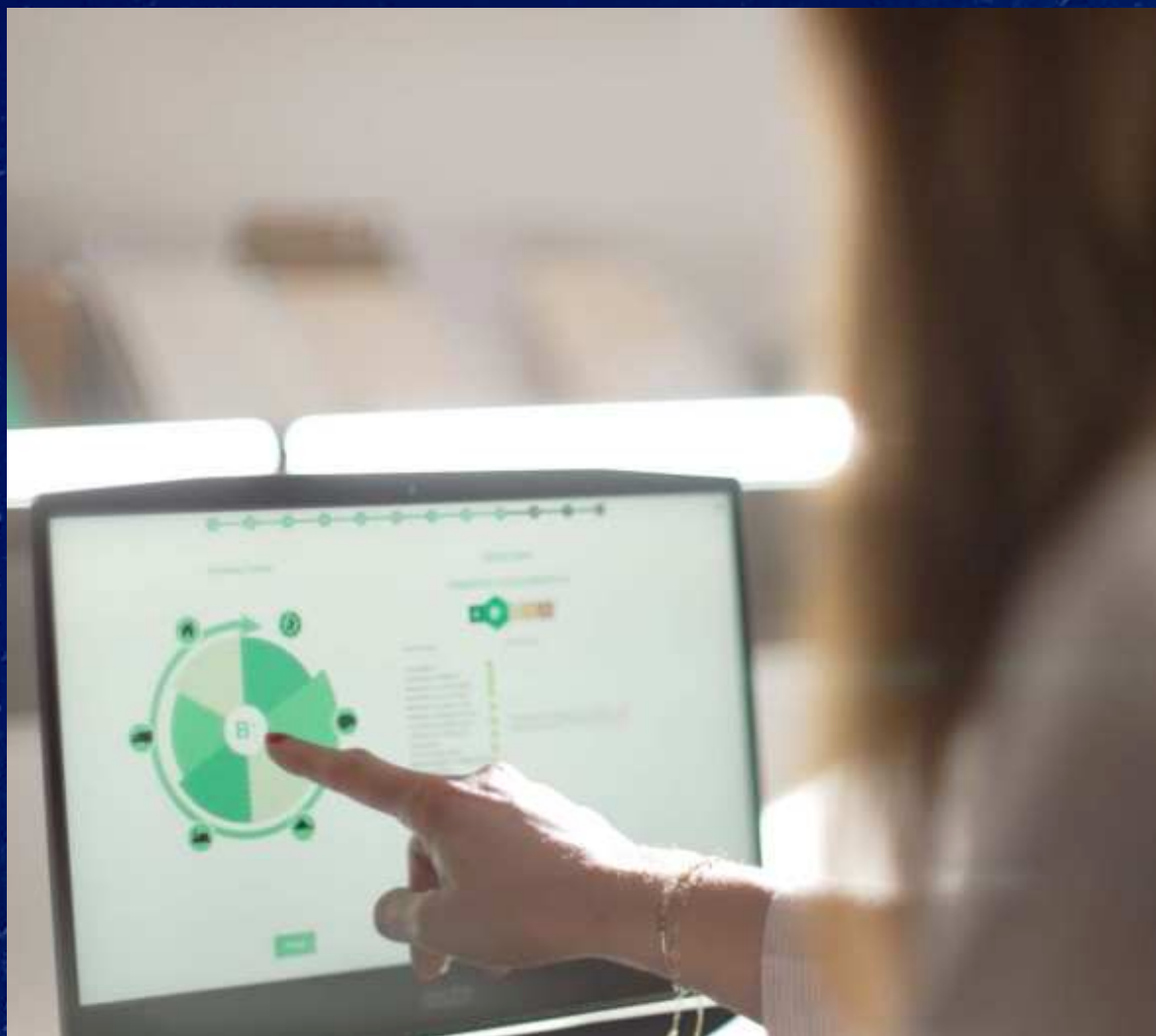


FOCUS ON ORA-SCORING ZOOM

Ora-Scoring is an environmental decision-support tool designed and developed in-house.

Rather than following a conventional quantitative approach, this tool offers a qualitative analysis of each project from an eco-design perspective. It is specifically intended for our consulting and design teams and helps them define the direction of a concept based on criteria such as: the origin of materials, consideration of the product life cycle, and social criteria.

Thanks to this methodology, decisions made during the design phase incorporate a strong environmental dimension, encouraging the adoption of responsible practices from the design stage and throughout development.



Impact Related to the Use of Our Products

According to our environmental impact analysis, the externalities associated with the use of our creations are exclusively related to the electricity consumption of certain installations incorporating electronic equipment, particularly lighting and digital displays. To address this issue, and although these creations do not represent the majority of our projects, we are committed to offering our clients high-performance, high-quality equipment that helps reduce energy consumption. We also encourage the use of programming devices to optimize the use of this equipment and limit its environmental impact.



Pre-Consumer Waste Management

The manufacturing activities of Groupe Ora's companies generate a significant amount of waste. All of our plants work from sheets or panels of raw materials, such as cardboard, wood, or plastics. Processing operations inevitably produce material offcuts, which, due to their number and shape, are most often impossible to reuse as-is in production.

Reducing offcuts is a particularly complex challenge. Indeed, made-to-order manufacturing limits our room for maneuver, as we remain dependent on client requirements. Despite these constraints, we are committed to continuously improving our operations, by adapting raw material formats, optimizing material nesting, and optimizing print runs. Nevertheless, an unavoidable average loss rate remains, ranging between 30% and 35%, which is considered standard in our industry.

Notable progress was made in early 2025 with the introduction of large-format digital printing at the Mask company's site in Sartrouville. This new press delivers very high print quality and offers greater flexibility than traditional offset printing processes. By comparison, offset printing requires a significant number of make-ready sheets, which are lost in the process. Digital printing therefore represents an opportunity for our clients to significantly reduce the impact associated with raw material consumption.

Our approach favors rigorous collection of these materials, which are then handed over to trusted, specialized service providers. Waste sorting takes place as close as possible to workstations, through the use of dedicated bins for each type of waste. We have established clear disposal channels to limit sorting errors and thereby facilitate recycling.

Sorted waste is then compacted before being handed over to our service providers. To date, more than 99% of pre-consumer cardboard and plastic waste is recycled. In addition, wood waste, mainly consisting of MDF and disposable pallets, is recovered for energy.

PLASTIC RECYCLING INITIATIVES

In 2022, Ora embarked on an innovative approach to managing its plastic waste by entering into a partnership with the Richardson group, a major player in the sector. The aim of this collaboration was to regenerate and transform our own waste into new recycled sheets, thereby creating a circular flow within the company.

This momentum was nonetheless interrupted in 2023, mainly due to the collapse of recycled plastic prices and the withdrawal of certain players from the plastics processing sector. In response, Ora decided to temporarily store its plastic scrap, in order to avoid incineration while awaiting a new partnership better suited to its recovery objectives.

During this transition period, active research was carried out to identify new outlets for these materials. This innovation effort led to a significant milestone in 2024: some of our plastic waste was recycled into 3D printing filament, providing a concrete internal reuse solution.

Also in 2024, the resumption of collection rotations with the Richardson partner, who identified new outlets, made it possible to route plastic waste directly to plastics processing. This process handled nearly 24 tonnes of waste, representing 80% of the company's total plastic waste produced over the period.



The sculpting, joinery, and printing activities within Groupe Ora also generate hazardous waste. This waste requires increased vigilance due to its harmful or flammable nature.

All identified types of hazardous industrial waste (HIW) are subject to specific storage and monitoring protocols. They are placed directly into dedicated, secure containers provided by our various specialized service providers. This system ensures compliant and rigorous management of this waste, thereby reducing the risks associated with its handling and storage. This approach aims to prevent any potential pollution and to guarantee the protection of the environment as well as the safety of people present at our production sites.

TONNAGE OF WASTE GENERATED

Indicator	Source	Unit	2023	2024	Variation
Quantity of waste generated	Non-hazardous waste	Tonne	805.5	893.6	11%
	Hazardous waste	Tonne	6.1	9.8	48%
Share directed to recycling or reuse	All waste	%	34%	35%	4%

SOLVENT RECYCLING AT MISE EN ŒUVRE

Our painting operations require the use of large quantities of cleaning solvents (for spray guns). Mise en Œuvre has therefore equipped itself with a used solvent regeneration station.

The distillation process used allows solvents to be regenerated in a closed loop, with no losses or emissions into the environment. The paint residue is recovered as dry matter, ready to be handed over to our hazardous waste treatment partner.

This solution has allowed us to cut the amount of new solvents used in half.



Post-Consumer Waste

Managing post-consumer waste is a major challenge for our Group. When installing furniture at client sites, we commit to taking back existing furniture, whether or not it was manufactured by us. This recovered furniture is brought back to our sites and added to our waste containers. It is important to note, however, that we have very little control over this aspect, as the volumes and nature of the recovered furniture largely depend on our clients' usage and decisions.

This limited control over post-consumer waste is one of the reasons we do not include it in our Scope 3 greenhouse gas emissions calculations. This decision also allows us to maintain clear and accurate visibility over the Group's activity, by avoiding the inclusion of volumes over which we have only limited influence.

In addition, office waste generated across our various sites — such as paper, household waste, printer cartridges, and Waste Electrical and Electronic Equipment (WEEE) — is also sorted for recycling. However, given that the quantities of this office waste are very small compared to the volumes generated by our core activities, it is not subject to specific monitoring within our waste management indicators.



RES'ART: UPCYCLING AS A CREATIVE AND RESPONSIBLE MANIFESTO

With Res'Art, a non-profit association initiated by the Groupe Ora, we turn the end of a material's life into the starting point of a new story.

Conceived as an artistic upcycling lab, Res'Art gives new value to elements from our productions — point-of-sale displays, furniture, and set pieces — offering them a second life through creation, craftsmanship, and responsible transformation. This approach fits fully within our circular economy strategy: artistic reuse, considered dismantling, recycling, and material regeneration.

Beyond an environmental initiative, Res'Art embodies a new culture of individual and collective responsibility, where every ending becomes an opportunity for creation, innovation, and knowledge-sharing.



Improvement and Objectives

As part of our commitment to the circular economy, giving a second life to our creations is an essential area of development, while also representing a major challenge. This principle applies in particular to temporary point-of-sale advertising (POS) made of cardboard, for which reuse options are non-existent. Given this constraint, our efforts focus primarily on facilitating recycling. We prioritize designing single-material POS displays that are easy to recycle or repair, while providing clear sorting and recycling instructions.

It should be noted that we regularly need to adapt our approach to meet certain client requirements, which can sometimes run counter to our environmental objectives. Despite these constraints, our sales teams and project managers remain fully committed to supporting and advising our clients, guiding them toward solutions that deliver measurable environmental improvements.

With this in mind, Ora has for several years been committed to encouraging its clients to gradually eliminate magnetic strips and PVC from its POS displays, by offering alternatives that are both economically viable and environmentally responsible.

Furniture reuse is a key dimension of our commitment to the circular economy. We firmly believe that furniture, far from being a single-use product, should be able to go through multiple life cycles. This is why we actively encourage our clients to adopt an approach based on evolving design and equipment reuse. This direction aims to reduce resource waste and limit the environmental impact of our activities.

To support our clients through this transition, we have developed a dedicated logistics offering. This provides a range of standardized furniture, designed to be easily adaptable and repairable. Thanks to this solution, it becomes possible to significantly extend the lifespan of furniture, allowing it to be used for several years, whereas traditionally its use did not exceed a few weeks in certain markets.

As part of this drive for responsible innovation, Ora launched its first line of rental promotional furniture in 2022, named ECOLUTIV. This initiative reflects our commitment to offering concrete alternatives that promote resource sharing and reduce waste, while providing our clients with the flexibility and quality they expect.

During the removal and installation of permanent and semi-permanent furniture, Groupe Ora's companies are increasingly called upon to recover furniture that has reached the end of its life, whether manufactured by Ora or by other suppliers. This growing demand from our clients is leading us to further explore the best methods for handling this specific type of waste.

In response to these challenges, Groupe Ora has begun structuring a dedicated "dismantling" unit at its Sartrouville sites. The purpose of this unit is to receive used furniture returned by our clients, dismantle it, and identify the most suitable channels for recovering the resulting waste.

This approach is fully aligned with a circular economy perspective and is based on the 3R principles: Reduce, Reuse, Recycle. The ambition is to minimize waste generation as much as possible, promote the reuse of materials or equipment wherever feasible, and prioritize recycling for elements that cannot be reused.

It was also with the aim of creating an innovative outlet that Ora founded the RES'Art association in 2021 and has since been its main sponsor. This non-profit association works to promote and develop artistic upcycling. Aimed at art and architecture schools, artists, designers, and freelancers, RES'Art's mission is to encourage artistic creation and production from end-of-life materials. As part of this mission, the association provides these artists and designers with free access to raw materials, point-of-sale displays, and set design elements. It also gives them access to more than 10,000 m² of production workshop space and the guidance and support of volunteer professionals (Group employees).

HOW PANKARTE PLV FACILITATES THE RECYCLING OF ITS POS DISPLAYS

Although regulations do not require this type of labeling for these specific products, Pankarte PLV has taken the initiative to provide installers of its point-of-sale (POS) displays with clear information on sorting and separating the materials they are made of.

Specifically designed for POS displays intended for the mass retail distribution channel, this guidance is either printed directly on the display or accessible via a QR code linking to a detailed dismantling guide, and aims to facilitate the sorting of components at the product's end of life. This approach fully reflects Pankarte PLV's commitment to promoting responsible waste management and supporting its clients in adopting sound environmental practices within the mass retail sector.



**VALUING PEOPLE
AT THE HEART OF
OUR
ORGANIZATION**

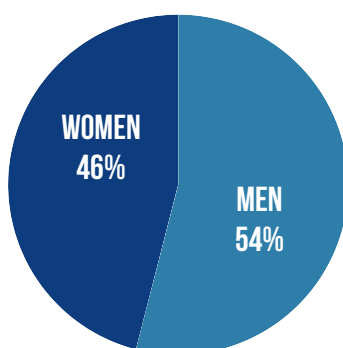


WORKFORCE

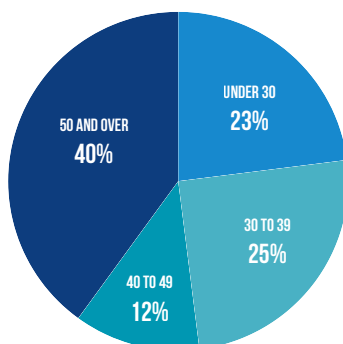
Groupe Ora's businesses are diverse and bring together a wide range of employee profiles. Across our main areas of activity (consulting, production, end-of-life), we maintain a balanced mix of managerial and non-managerial staff. In 2023, Fullsense — a company specializing in event production and retail activation — joined the Group in order to diversify our service offering. Organic and external growth combined resulted in a 5% increase in headcount since 2022.

At the same time, gender parity within Groupe Ora's workforce has remained stable, with women representing 48% of employees in 2024, compared with 49% in 2022. This stability reflects the Group's ongoing commitment to professional equality, despite the fact that some of our trades, such as joinery, remain largely male-dominated. It is also worth noting that, historically, management positions at Ora have often been held by women.

FEMALE REPRESENTATION IN MANAGERIAL POSITIONS IN 2024



WORKFORCE BREAKDOWN BY AGE GROUP IN 2024



Regarding non-permanent staff, it is important to note that some of Groupe Ora's companies, whether operating in the industrial or services sector, experience relatively fluctuating activity levels throughout the year. These variations are generally linked to peak periods in our clients' operations. To respond to these activity peaks and temporarily increase production capacity, these subsidiaries make use of various forms of temporary labor.

Adapting to short-term needs is therefore achieved through the use of independent contractors, seconded workers, or temporary staff, depending on practices specific to each trade. However, due to the Group's internal organization, it is extremely difficult to convert this use of temporary labor into a precise headcount figure. To date, the Group is not able to produce a reliable quantitative indicator on this point, as the only estimates available are monetary and therefore not very representative of the actual number of workers involved.

Regardless of the type of arrangement used, Groupe Ora ensures that all independent contractors have a properly formalized service agreement. It also ensures that all of its labor providers sign and adhere to the Group's ethical commitments, thereby guaranteeing respect for the rights and working conditions of all temporary workers involved.

WORKFORCE BY GENDER AND CONTRACT TYPE

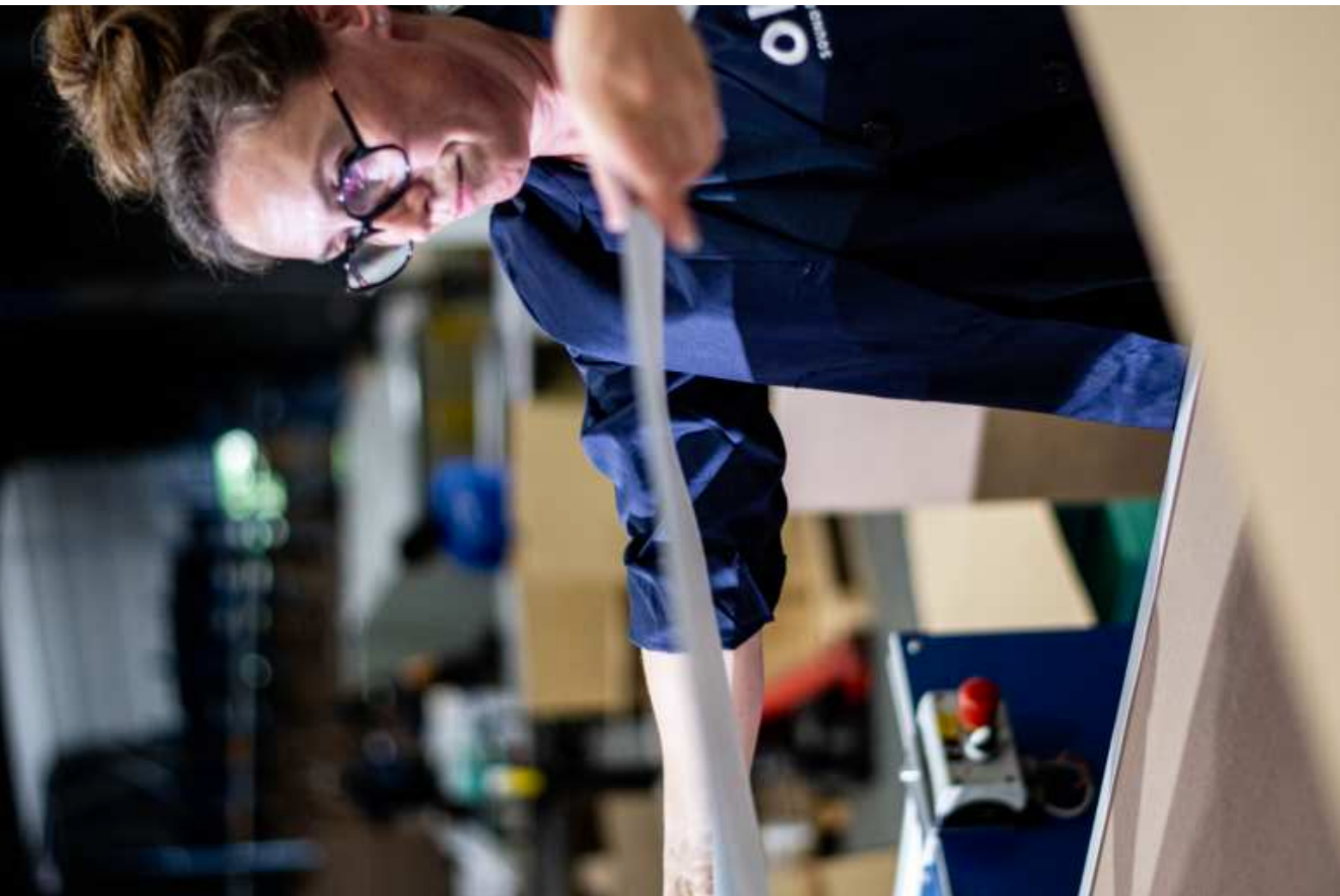
Indicator	Definition	Unit	2023	2024	Variation
Total number of employees	All genders and all contract types	ETP	268.01	284.30	6%
Number of employees by gender	Women	ETP	125.66	137.42	9%
	Men	ETP	142.35	146.88	3%
	Non-binary	ETP	0	0	-
Number of employees on permanent contracts	All genders	ETP	244.77	259.36	6%
Number of employees on temporary contracts (excluding temp workers and independent contractors)	All genders	ETP	23.24	24.94	7%

WORKFORCE BY COUNTRY

Indicator	Unit	2023	2024	Variation
France	ETP	267.01	282.3	15.29
Singapore	ETP	1	1	0
China (Hong Kong)	ETP	0	1	1

TURNOVER

Indicator	Unit	2023	2024	Variation
Number of employees who left the company during the year (A)	Number	99	81	-18%
Number of employees during the year (B)	Number	285	279	-2%
Turnover rate (A/Bx100)	%	35%	29%	-16%



WORK ORGANIZATION

The majority of Groupe Ora's employees work under 39-hour weekly contracts. Under this arrangement, the four hours worked beyond the statutory 35-hour week are subject to a 25% pay premium. This working time structure gives employees the opportunity to receive additional compensation for hours worked beyond the legal threshold.

Since 2024, the Group's entire Economic and Social Unit (UES) has been equipped with a Human Resources Information System (HRIS), Eurécia, which governs the leave request and approval process as well as overtime management. Thanks to this tool, employees and their managers have clear, up-to-date visibility over leave balances, RTT (reduced working time days), and overtime hours. The integration of this data into the payroll process is automated, ensuring transparency and reliability in tracking entitlements and compensation.

During peak activity periods, employees may be asked to work overtime. When this occurs, overtime is recorded in the time management software and approved by managers. Overtime worked beyond the 44th hour per week entitles employees to a 50% pay premium. These hours are credited to a compensatory rest account, allowing employees to take time off in exchange for periods of intense activity.

This system contributes to flexible work organization by adapting time management to both employee needs and the Group's operational requirements.

The Covid-19 health crisis and the resulting lockdown periods led Groupe Ora to rethink and adapt its working methods. As a result, remote work arrangements were introduced, allowing certain employees whose roles permit it to work from home. Employees wishing to work remotely must submit a request to their direct manager, subject to approval by Management.

This evolution in working practices reflects the Group's ability to adapt to changing circumstances while maintaining a balance between operational efficiency and employee well-being.

HEALTH AND SAFETY

Ora's prevention approach is based on a rigorous risk analysis conducted at each site, ensuring coverage tailored to the diversity of its work units. This methodology ensures that all risk situations, as well as all trades present within the Group, are identified and taken into account in the occupational risk assessment. Following this process, the risks identified are recorded in each site's Single Occupational Risk Assessment Document, and appropriate corrective action plans are developed to address all risks deemed critical.

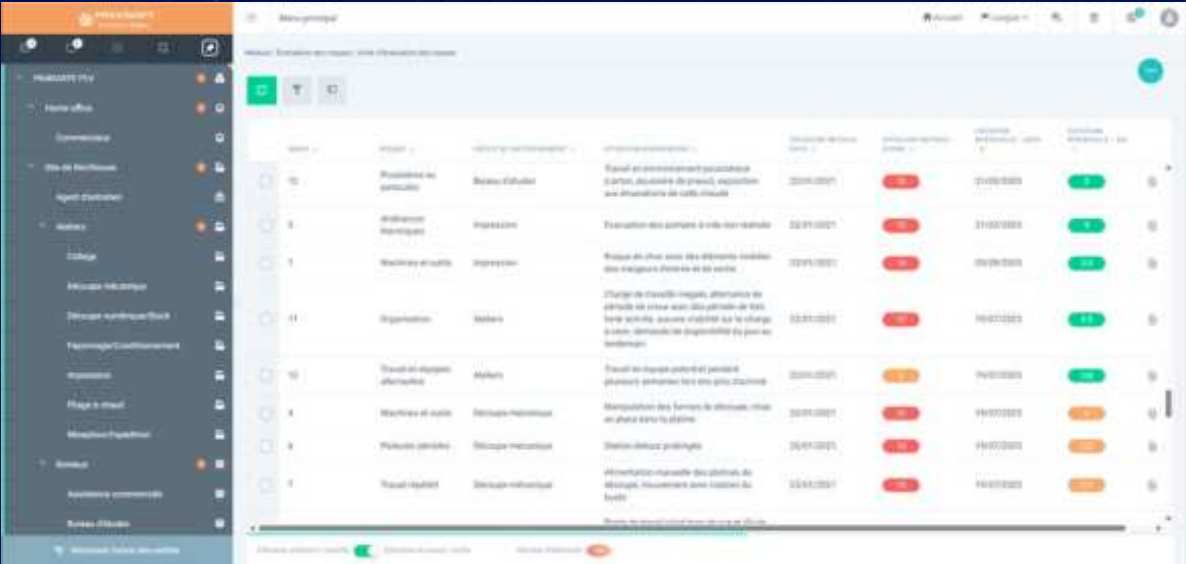
The occupational risk assessment is carried out by employees who are competent and specifically trained for this purpose (safety officers, QHSE assistants, employee representatives). Where required, this approach relies on analyses and measurements conducted by external organizations, such as noise level and dust monitoring, or workstation ergonomic studies.

Fire safety management is ensured through the implementation of an emergency plan, as well as a site compliance monitoring tool integrated into the Group's Environmental Management System (EMS). In addition, Ora is progressively moving toward an Integrated Management System and, within a three-to-five-year horizon, is considering pursuing ISO 45001 certification to further strengthen occupational health and safety management.



OCCUPATIONAL RISK PREVENTION AT PANKARTE

Since 2020, our Pankarte PLV site near Strasbourg has structured its entire occupational risk prevention approach around the Prévisoft software. This solution, specifically designed to meet the needs of SMEs, allows risk assessment, updates to the Single Occupational Risk Assessment Document, and tracking of associated action plans to all be managed within a single interface. It also makes it possible to manage occupational health aspects, training and inspections, chemical risks, and more, contributing to an integrated approach to prevention.



ID	Description du risque	Catégorie	Plan d'action	Date de mise à jour	Statut	Responsable	Prochain contrôle
1	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	Respiratoire	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	2020-01-01	En cours	12/01/2020	12/01/2020
2	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	Respiratoire	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	22-01-2021	En cours	11/01/2021	11/01/2021
3	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	Respiratoire	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	22-01-2021	En cours	11/01/2021	11/01/2021
4	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	Respiratoire	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	22-01-2021	En cours	11/01/2021	11/01/2021
5	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	Respiratoire	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	22-01-2021	En cours	11/01/2021	11/01/2021
6	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	Respiratoire	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	22-01-2021	En cours	11/01/2021	11/01/2021
7	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	Respiratoire	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	22-01-2021	En cours	11/01/2021	11/01/2021
8	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	Respiratoire	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	22-01-2021	En cours	11/01/2021	11/01/2021
9	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	Respiratoire	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	22-01-2021	En cours	11/01/2021	11/01/2021
10	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	Respiratoire	Travail en environnement poussiéreux (carton, débris de plâtre, exposition aux émanations de cette craie)	22-01-2021	En cours	11/01/2021	11/01/2021

PRECAUTIONARY MEASURES

Global Approach and Local Adaptation

Ora takes a holistic approach to safety, taking into account the diversity of trades and activities present within the Group. This diversity gives rise to a wide range of risks, which the company addresses through appropriate and tailored measures. As a result, each site and work unit implements specific responses, based on on-the-ground realities and the operational conditions unique to each environment.



Technical measures

The equipment and installations at Ora's various plants inherently carry risks for employees. To ensure both operational efficiency and operator safety, equipment maintenance is carried out through rigorous monitoring at three levels: preventive maintenance, performed by the manufacturer or supplier at an appropriate frequency (annual, half-yearly, or quarterly); regulatory inspections carried out by independent bodies such as Apave, Socotec, or Bureau Veritas; and corrective maintenance, performed by the manufacturer or supplier in the event of malfunction or non-compliance.

This system is complemented by an annual regulatory watch to incorporate any legislative changes regarding equipment inspection conditions or frequency. As our company does not have its own maintenance staff, these interventions are entrusted to third-party companies, most of which are long-standing, trusted partners.

The presence of significant quantities of flammable raw materials and hazardous substances in the plants gives rise to two major industrial risks: fire risk and chemical risk. Specific measures are deployed to limit these, such as periodic inspection of firefighting equipment (alarms, fire extinguishers, fire hose reels, smoke vents, fire doors).

Hazardous products and waste are stored in secure areas (dedicated rooms or special cabinets), in compliance with applicable standards: restricted access, spill containment, display of maximum capacities and storage incompatibilities, and appropriate ventilation.

Where preventive measures cannot fully eliminate the risk, operators are provided with Personal Protective Equipment (PPE), supplied and tailored to each task by the company. Its use is mandatory, displayed at each workstation, and regularly monitored by managers and workshop supervisors.

IMPROVING WORKSTATION ERGONOMICS

As part of an ongoing effort to prevent risks and continuously improve working conditions, Elba has introduced laptop stands for office teams, in order to promote proper posture and reduce strain related to screen-based work.

At the MASK industrial site, ergonomic chairs have also been rolled out for workshop employees, helping to reduce physical fatigue and prevent musculoskeletal disorders.

These technical measures reflect a concrete commitment to the health, comfort, and sustainable performance of our teams.



Organizational Measures

Ora's workshops bring together Group employees, temporary or independent workers, as well as external service providers for maintenance work. To ensure that everyone exposed to a risk is properly informed, all machines are equipped with Workstation Safety Sheets. These documents detail the specific safety instructions, start-up and shutdown procedures, mandatory PPE, prevention measures to be followed, and the steps to take in the event of an incident.

This signage complements the safety induction provided to new employees and temporary workers. At our Mise en Œuvre site in Sartrouville, safety instructions are also translated into Spanish, given the presence of Spanish-speaking employees on site.

For chemical risk prevention, a comprehensive knowledge base is made available to employees, covering an understanding of the risks, prevention measures, emergency procedures and contact numbers, as well as safety data sheets.

Fire protection is a priority for Ora. In accordance with the French Labor Code, the company aims to organize two evacuation drills per year at all sites. This effort involves a specific organizational setup, with employees trained to act as evacuation guides and sweepers to assist their colleagues during drills.



RAISING AWARENESS OF CHEMICAL RISK AMONG ALL EMPLOYEES

Nearly 40% of our employees are exposed, to varying degrees, to chemical risk. Among them, 10% face direct, daily exposure as part of their duties. Aware of the significance of this risk, we wanted to go beyond simply implementing protective measures at workstations. We chose to raise awareness among all staff, believing this approach benefits everyone — including employees with only occasional exposure, whether at work or in their personal lives. A prevention guide has been given to all employees. This document is designed to help them identify hazardous products, understand the associated risks, protect themselves, and, above all, know how to respond in the event of an incident.



Human Measures

Ora monitors mandatory training across all of its sites, including fire safety training for all employees, as well as specific training for employees exposed to particular risks (CACES operator certification, working at height, electrical operations, etc.).

Training and risk awareness are systematic in order to limit the occurrence of incidents. In addition to on-the-job safety induction, new employees take part in onboarding days organized every quarter. These sessions provide an opportunity to visit the Group's sites and share environmental and safety practices and policies.

All of our sites are equipped with an automated external defibrillator (AED) and have trained first-aid workers (SST) among their staff. These employees take part in a skills refresher day every two years and receive specific chemical risk awareness training. We aim to maintain a ratio of 1 first-aid worker per 30 employees in offices and 1 per 15 employees in manufacturing workshops.

In terms of psychosocial risk prevention, Ora's top management received burnout risk training in 2023. Since 2024, all employees have benefited from Holicare coverage, allowing them to assess their mental health in just a few minutes, receive advice, and be connected with qualified practitioners if needed. Data collected by Holicare is anonymous, enabling the company to adopt appropriate collective measures if necessary.

Employee medical monitoring is in place, and 100% of employees have supplementary health insurance coverage.

Teams at the Sartrouville site have weekly access to an osteopath offering 30-minute sessions during working hours. Employees in Paris can also take part in weekly yoga sessions.

AT ELBA, EMPLOYEE HEALTH IS A PRIORITY

UAn osteopath visits our Sartrouville sites every week. Fully covered by the Group, these consultations help prevent musculoskeletal disorders and support our teams in their daily working lives.

A concrete action that reflects our commitment to a caring, responsible, and deeply human work environment.



Monitoring Work-Related Accidents and Occupational Illness

To calculate the frequency and severity rates of workplace accidents, Ora applies the methodology defined by the French National Health Insurance Fund (CNAM), counting only recordable accidents occurring within its own workforce. This methodological approach is also consistent with the international frameworks we refer to in our non-financial reporting, such as EcoVadis, VSME, and GRI, allowing us to measure accident severity and frequency according to recognized and harmonized criteria.

While this method makes it possible to identify the most serious incidents, we believe it may nonetheless obscure certain risk situations and tends to understate the actual figures. Indeed, it does not fully reflect the overall situation and provides only a partial view of accident frequency.

Aware of this limitation, we have undertaken to improve our monitoring as of January 1, 2025. As a result, in the 2025 report, we will present a second indicator that also takes into account minor accidents, which, until now, have not been systematically reported to the HR department by the various plants. Improved procedures will ensure a more comprehensive record of accident situations, providing robust and reliable data capable of reflecting all accident-prone situations.

Thanks to this approach, more relevant HSE analyses will be possible, based on complete information that is truly representative of on-the-ground realities.

Looking at the figures, frequency and severity rates for accidents resulting in time off work remained relatively stable between 2022 and 2023. However, a clear increase in both indicators was observed in 2024. Several factors may explain this rise:

- Better accident reporting, particularly due to increased awareness among employees and managers, who are now more inclined to report accidents, leading to an increase in the indicator's absolute value.

- A particularly intense year in 2024 in terms of activity, with a significant increase in hours worked outpacing the growth in headcount. This situation placed considerable strain on teams, with fatigue contributing to an increase in both the frequency and severity of accidents.
- Growth in joinery activity, an area that carries inherently higher risks than other activities.

These observations point to areas for improvement that we are committed to analyzing in the short term, in order to strengthen prevention and safety across all of our sites.

HEALTH AND SAFETY

Indicator	Unit	2023	2024	Variation
Recordable workplace accidents*	Number	9	11	22%
Deaths resulting from workplace accidents or occupational illness	Number	0	0	-
Hours worked	Number	522,540	541,470	4%
Working days lost due to accident or illness	Number	641	342	-47%
Frequency rate	Index	17.22	20.32	18%
Severity rate	Index	1.23	0.63	-49%

Quality of Life and Working Conditions

Groupe Ora places particular importance on quality of life at work and is committed to providing all of its employees with optimal working conditions. Whether in plants or offices, the company works every day to ensure work environments that are safe, clean, and pleasant. Our ongoing commitment to excellence for our clients requires strong team engagement, and management is convinced that a pleasant work environment significantly contributes to employee well-being and motivation, which in turn has a direct impact on the company's overall performance.

All employees have access to common areas that are kept clean and well maintained. These spaces include restrooms, dining areas, fitted kitchens, rest rooms, terraces, vegetable gardens, as well as recreational and team-building spaces. Support services and managers work daily to ensure that every employee has access to functional, quality equipment as well as ergonomic workstations, thereby fostering optimal working conditions.

Beyond material aspects, Ora is committed to building a climate of trust and recognition within its teams, encouraging healthy and rewarding working relationships. Employees have access to suggestion boxes, allowing them to submit new ideas or simply share their opinions, anonymously or otherwise, in complete confidentiality. This system fosters open and constructive dialogue between employees and management.

The organization is built around short, direct lines of management: no employee is more than three or four hierarchical levels away from the Group's General Management. This structure fosters closeness, active listening, and responsiveness in addressing employees' needs and suggestions.

As part of its ongoing improvement approach and to further strengthen its consideration of employee expectations, the Group is considering renewing the Great Place To Work survey within the next two years. An initial survey was conducted in 2020 and revealed an overall positive perception of the company among the majority of employees.

THE CALLING CHAMPIONS WELL-BEING AND WORK-LIFE BALANCE

Our Paris offices offer weekly yoga classes led by a certified instructor. Thanks to her expertise and caring approach, everyone can practice at their own pace and enjoy a genuine moment of relaxation.

An initiative that fosters balance, focus, and camaraderie within the company.



FOSTERING MOMENTS TO RECHARGE AND CONNECT

At the Sartrouville site, Elba provides employees with dedicated relaxation spaces: a foosball table, a pool table, and an arcade machine.

These amenities offer breaks that help ease tension and encourage informal exchanges between teams. By fostering camaraderie and cohesion, they help create a balanced work environment where performance and well-being go hand in hand.

A simple yet essential initiative in support of quality of life at work.



Compensation, Collective Bargaining, and Training

Groupe Ora is committed to ensuring all of its employees receive decent compensation, allowing them to maintain a reasonable standard of living. No employee within the Group earns an hourly wage below the French legal minimum, thereby ensuring compliance with applicable standards and respect for the dignity of work. In addition, part-time work is not widespread within the Group: the vast majority of employees work full-time, except when a working-time arrangement is requested by the employee for personal reasons.

Combining performance with a strong compensation policy, most of Groupe Ora's subsidiaries have adopted a 39-hour weekly work schedule for all categories of employees. This arrangement allows employees to benefit from overtime premiums, resulting in compensation that is, on average, 12% higher than under a 35-hour contract.

In the current inflationary context, which particularly affects the lowest wages, Groupe Ora reaffirms its commitment to fair compensation. Accordingly, the Group's stated objective is to ensure, by 2030 at the latest, that 100% of employees are paid at least a living wage. To achieve this objective, a pay gap analysis will be conducted in 2026, based on the Living Wage methodology developed by IDH.

Any gaps identified will lead to the implementation of a corrective action plan phased over 2 to 3 years.

In terms of pay equity, Groupe Ora stands out for an atypical situation: in 2024, women's average pay was more than 18% higher than men's. This can mainly be explained by a historically strong representation of women in managerial positions, particularly within sales functions, as well as the presence of several women in leadership roles. This configuration, largely linked to the nature of the luxury industry, has contributed to notably higher pay levels for women within the Group.

However, this overall picture masks certain internal disparities. Indeed, in several plants, particularly in joinery and printing, women remain underrepresented; these sectors employ mostly men, often in lower-paid positions. Conversely, the highest levels of compensation are concentrated in heavily female-dominated roles, such as sales and creative functions, which partly explains the gaps observed.

Aware of these imbalances, Groupe Ora's managers are actively working to reduce these gaps. Their efforts aim to promote a more balanced representation of women and men across all trades and compensation levels.

The Group's subsidiaries are not individually subject to the obligation to publish the French Gender Equality Index. At the level of the Group and the UES, we have also identified a number of limitations in the regulatory calculation method. Due to our specific structure and workforce distribution, this method can produce results that do not accurately reflect our actions or commitments, and which may appear unfairly unfavorable. Nevertheless, as part of our commitment to gender equality, we have decided to develop a complementary calculation methodology, in consultation with the CSE (Social and Economic Committee), which would be more representative of our specific circumstances. We aim to introduce this new approach within two years. We hope this will allow us to provide a consolidated Group-level calculation that gives an unbiased picture, in the interest of transparency and consistency with our values.

COMPENSATION

Indicator	Unit	2023	2024	Variation
Minimum salary for full-time contract	EUR	21,328	21,442	3%
Average annual compensation for women	EUR	40,854	45,905	12%
Average annual compensation for men	EUR	35,923	38,685	8%
Pay gap between women and men	%	-13.73%	-18.66%	36%
Ratio of women in management positions	Index	0.8	0.7	-13%



Employee Representative Bodies and Social Dialogue

Following the formation of the Group's various companies into an Economic and Social Unit (UES) in 2022, our organization was able to hold elections for a Social and Economic Committee (CSE). This CSE now covers the twelve active legal entities within the UES, representing 96% of our employees in France. The companies that had not joined the UES as of 12/31/2024 — namely Piranèse and Fullsense — all employ a number of staff below the legal threshold that requires the establishment of a CSE.

The professional elections, held on April 18, 2023, recorded a remarkable turnout of 75.83%. This vote resulted in the establishment of a CSE composed of ten elected members and nine alternates. All of these members come from within the company's workforce, and no union organization holds a seat. All of the company's socio-professional categories are represented, ensuring a diversity of perspectives and interests within the body.

In line with our obligation to train employee representatives, CSE members received seven days of training in 2024, delivered by an external organization. This training is designed to enable them to fully carry out their role in the prevention and promotion of health, safety, and working conditions within the company. It also provides them with the tools needed to conduct investigations in the event of workplace accidents or occupational illnesses, or work-related conditions.

In addition, one elected member completed specific training to take on the role of designated officer for the prevention of sexual harassment and sexist behavior, further strengthening our commitment to a respectful and safe working environment for all.

In accordance with regulations, the CSE is consulted on all decisions of a social nature. It has a dedicated budget and access to an economic, social, and environmental database (BDESE). CSE meetings are held at regular intervals, and minutes are systematically shared with all employees through our Human Resources Information System (HRIS).

COLLECTIVE BARGAINING

Indicator	Unit	2023	2024	Variation
Employees covered by a collective bargaining agreement	%	84%	89%	6%
Employees covered by a collective bargaining body within the company	%	93%	95%	2%

Training

Since 2022, Ora has strengthened its training policy to support the Group's sustainable transformation. This effort reflects a commitment to structuring and professionalizing practices at every level of the organization. Our training policy is structured around three levels:

- First, all new employees benefit from an onboarding program that includes specific modules on ethics, energy efficiency and sobriety; waste management and eco-design; and environmental certifications (FSC®, PEFC, ISO 14001).
- Systematic monitoring is carried out for all mandatory training, such as CACES operator certification, first-aid training (SST), fire safety training, and training for employee representatives. Dedicated tracking tools ensure these trainings are renewed within the required timeframes, thereby guaranteeing safety and compliance across the Group.
- Beyond regulatory requirements, Ora offers its employees a wide range of targeted training programs to support the development of their professional skills. These include training modules on the use of specific machinery and software, office productivity tools, Excel spreadsheets, English language, professional certifications, and cybersecurity. This diverse offering allows every employee to advance in their role and helps the Group adapt to evolving needs.

We ensure that all training is accessible to every employee, regardless of status or gender. This attention to fairness reflects the Group's commitment to an inclusive organization, where everyone benefits from equal opportunities for professional development.

TRAINING

Indicator	Definition	Unit	2023	2024	Variation
Total training hours	All genders	Number	1,102	1,868	+ 743 h
Training hours per employee	Women	Number	3.80	7.76	+ 3.81 h
	Men	Number	4.39	5.46	+ 1.07 h



1868 HEURES DE FORMATIONS DISPENSÉES EN 2024

Inclusivity and Non-Discrimination Policy

At Ora, we firmly assert our commitment to being an inclusive, non-discriminatory employer. This commitment is reflected concretely in the diverse range of employees welcomed within our plants and offices, from all backgrounds. In particular, we support the integration of people with disabilities, young people, older workers, and individuals belonging to social groups facing particular barriers to employment.

Our recruitment processes are designed to ensure transparency and equal opportunity. They are led by our management and HR teams with a consistent spirit of care and mutual respect. Indeed, we ensure that every application is treated fairly, without any form of discrimination.

Every year, we welcome several dozen apprentices, work-study students, and interns, giving many young people the opportunity to discover our trades and train alongside passionate professionals. Joining Ora means becoming part of a team where commitment and open-mindedness are core values shared by all employees.

Our company offers employees genuine career opportunities, built on internal promotion and the recognition of professional skills. These principles are at the heart of our culture and an integral part of our DNA.

In addition, Ora is strengthening its commitment to inclusion through long-standing partnerships with sheltered and adapted-work sector organizations, notably Les Ateliers d'Aubervilliers, the Fondation Anaïs, and ADAPEI Papillons Blancs d'Alsace. These organizations work on behalf of the Group, notably maintaining green spaces at our Sartrouville and Nordhouse sites, as part of an ongoing and long-term collaboration.

LES ATELIERS D'AUBERVILLIERS (ESAT)

A medico-social establishment that supports people with disabilities by enabling them to carry out professional activities in an adapted setting. Workers at the ESAT (sheltered work center) benefit from dedicated social and educational support, develop their skills, and take part in concrete tasks such as green space maintenance, packaging, or other service assignments.



LA FONDATION ANAIS

A long-standing French organization supporting people with disabilities or dependency needs. It manages a network of establishments (sheltered work centers, adapted enterprises, and services), with a mission to facilitate social and professional integration, promote autonomy, and support lasting access to employment for its beneficiaries.



L'ASSOCIATION PAPILLONS BLANCS D'ALSACE

ADAPEI Papillons Blancs d'Alsace is a member association of the Unapei network that has supported people with intellectual or psychological disabilities for more than 60 years. It manages numerous establishments and services in Alsace that promote social and professional inclusion.



These partnerships reflect our commitment to going beyond formal obligations regarding inclusive employment, by actively supporting organizations recognized for their social impact and by taking concrete part in the professional integration of vulnerable populations.

More broadly, Ora entrusts certain production operations to adapted or work-integration enterprises, both in the Paris region and elsewhere in France. We categorically exclude the use of prison labor.

All of these commitments are formalized in our code of ethics, which is systematically communicated to all of our employees.

ORA, A PARTNER OF THE FONDATION DES FEMMES

Fighting inequality and defending women's rights is a strong commitment for Groupe Ora.

Convinced that businesses have an essential role to play in social transformation, the Group chose to support the Fondation des Femmes by becoming a Founding Sponsor of a major event, alongside SNCF, L'Oréal, and Covéa.

Through this sponsorship, Groupe Ora reaffirms its commitment to taking concrete action for equality, supporting grassroots initiatives, and contributing to a fairer, more inclusive society.



Human Rights Policy and Procedures

Ora complies, without exception, with all of the fundamental principles set out in the Universal Declaration of Human Rights, as well as in the International Labour Organization's 1998 Declaration.

These principles are formalized in our codes of conduct and various ethical and social policies. These reference documents are systematically communicated to all staff through channels tailored to each context.

Whether through workplace signage, availability via the Human Resources Information System (HRIS), or distribution when signing an employment contract, we ensure that every employee is informed of these commitments from the moment they join and throughout their time at Ora. This approach ensures transparency, fosters buy-in to the company's values, and helps maintain a respectful and responsible working environment.

In accordance with legal requirements, Ora has implemented a procedure allowing anyone to confidentially and securely report any situation involving a risk or malfunction.

This whistleblowing procedure is designed to ensure that employees have an official channel for raising concerns related to safety, compliance, or other matters essential to the proper functioning of the organization. Through this system, Ora ensures that every report is handled seriously and with full confidentiality, thereby helping to prevent risks and protect employees' rights.

Serious Human Rights Incidents

Over the past two years, Ora has not been directly involved in any human rights incident. Furthermore, the company is not aware of any such incident occurring anywhere across its value chain.

Despite this absence of incidents, we remain particularly vigilant on this issue and continuously work to improve our due diligence procedures. Our commitment is to ensure respect for human rights at every level of our organization and across all of our operations, in France and internationally.



**AWARE OF THE SCALE OF THE
CHALLENGE, WE MOVE FORWARD
TOGETHER WITH HUMILITY AND
DETERMINATION, TOWARD
TOMORROW.**

GROUPE ORA

APPENDICES: REFERENCE FRAMEWORK AND KEY DATA

INDICATORS CORRESPONDENCE TABLE 1/2

Theme	VSME	GRI	ODD	Reference	Pages
General Information	B1	2-1/2/3	17	Basis of Preparation	8-10
	C1	2-6	17	Strategy, Business Model and Sustainability	12-15
	B2-C2	2-22	17	Description of Practices, Policies and Future Transition Initiatives	17-41
Governance	B11	205-3	16	Convictions and Fines for Corruption and Bribery	46
	C8	-	16	Revenue from Certain Sectors and EU Reference Index Exclusion	47
	C9	405-1	5-10	Diversity of the Governance Body	44
Environment	B3	302-1	7-13	Energy Consumption	49-56
	B3	305-1/2/3	13	GHG Emissions	58-61
	C3	305-4/5	13	GHG Emissions Reduction Targets and Objectives	62-64
	C4	201-2	9-13	Climate Risks	66-71
	B4	306-3	13-14-15	Air, Water and Soil Pollution	73-74
	B5	304-1	15	Biodiversity	75-79
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	B7	301-1	12	Raw Material Flows	84-89
	B7	301-1	12-15	Certified Materials	87
	B7	301-2/3	12	Eco-Design and Circularity Practices	90-93
	B7	302-5	12	Impact of Product Use	94
	B7	306-3/4/5	12	Waste	95-103

INDICATORS CORRESPONDENCE TABLE 2/2

Theme	VSME	GRI	ODD	Reference	Pages
Social	B8	2-7	1-5-10	Workforce by Gender and Contract Type	105-106
	B8	2-7	5-17	Workforce by Country	107
	B8	401-1	8	Turnover	107
	B9	403-9	3-8	Health and Safety	110-120
	B10	405-2	1-5-10	Compensation	124-125
	B10	407-1	8-17	Collective Bargaining	127-128
	B10	404-1	4	Training	129-130
	C5	405-1	5	Ratio of Women in Management Positions	125
	C6	408/409/410/411/412/413	16	Human Rights Policy and Procedures	134
	C7	2-27	16	Serious Human Rights Incidents	135

LIST OF SITES, SUBSIDIARIES AND CERTIFICATIONS (AS OF 31/12/2024)

Operating Sites	Address	Country	Companies	NACE Code	ISO 14001	FSC	PEFC	Imprim' Vert	EPV
ARGENTEUIL	151-153 rue Michel Carré 95100 ARGENTEUIL	France	AB-FAB	7311Z	Yes	Yes	No	Yes	No
			ATELIERS ARTIGO	9002Z	Yes	No	Yes	No	Yes
BOULOGNE	52-54 rue de la Belle Feuille 92100 BOULOGNE-BILLANCOURT	France	PIRANESE	5911B	Yes	No	No	No	No
			EXANTHESE	6630Z	No	No	No	No	No
PARIS	33 rue de Naples 75008 PARIS	France	THE CALLING	7311Z	Yes	No	No	No	No
			LEAF, JARDIN DE RECYCLAGE	7410Z	Yes	No	No	No	No
			COMO	7021Z	Yes	No	No	No	No
			FULLSENSE	9002Z	No	No	No	No	No
SARTROUVILLE 1	50-54 rue Colmette et Guérin 78500 SARTROUVILLE	France	AKIRA	7022Z	No	No	No	No	No
			ORA	7022Z	Yes	Yes	Yes	No	No
			MISE EN ŒUVRE	4332A	Yes	Yes	Yes	No	No
			MISE EN SCENE	7311Z	Yes	Yes	Yes	No	No
SARTROUVILLE 2	127 rue Léon Jouhaux 78500 SARTROUVILLE	France	ELBA France	4618Z	Yes	Yes	Yes	No	No
			MASK PLASTIQUE	7311Z	Yes	Yes	No	No	No
			GO FOR HIT	7311Z	Yes	No	Yes	No	No
			CORAU	7311Z	Yes	No	No	No	No
			LES ATELIERS ELBA SWITZERLAND	-	No	No	Yes	No	No
STRASBOURG	3 rue du Chêne 67150 NORDHOUSE	France	PANKARTE PLV	1721B	Yes	Yes	No	Yes	No
			B COM B	7311Z	Yes	No	No	No	No
OTHER	-	China (HK)	ELBA APAC LTD	-	No	No	No	No	No
		Singapore	THE CALLING SINGAPORE	-	No	No	No	No	No

An underwater photograph showing a deep blue ocean with a sandy seabed and some coral. A white rectangular box is overlaid on the right side of the image, containing the logo.

ora

SOUND OF CRAFTERS