



# EXTRA-FINANCIAL REPORTING 2024

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The year 2024, along with the beginning of 2025, has been marked by the renewal of the supervisory Board and the new Chairman of the Management Board arrival – both strong symbols of a fresh momentum and renewed ambitions for our CSR commitment.

We are proud to present this report, which reflects the progress we have made in advancing a responsible and sustainable approach. This year, our efforts were recognized with the Ecovadis Bronze Medal, a distinction that highlights our achievements in social, environmental, and ethical responsibility. This label encourages us to continue along this way with even greater rigor and innovation.

Among the major advances of 2024, we have strengthened our responsible purchasing practices, integrating more social and environmental criteria into our procurement processes. This initiative creates a positive impact throughout our value chain, supporting engaged suppliers and reducing our overall footprint.

This advancement is in line with our CSR strategy, which, after several years of development, is now entering a phase of concrete and measurable action. We are convinced that this dynamic is the key lever to ensure NSE's sustainability and competitiveness, while meeting the growing expectations of our stakeholders.

We would like to extend our sincere thanks to all our employees, partners and clients for their dedication and trust. Together, we will continue to make CSR a central pillar of our development, united by the shared ambition of building a more sustainable, responsible and innovative future.

## Editorial du Président

**Jérôme Fabre**  
Chairman of the Executive Board

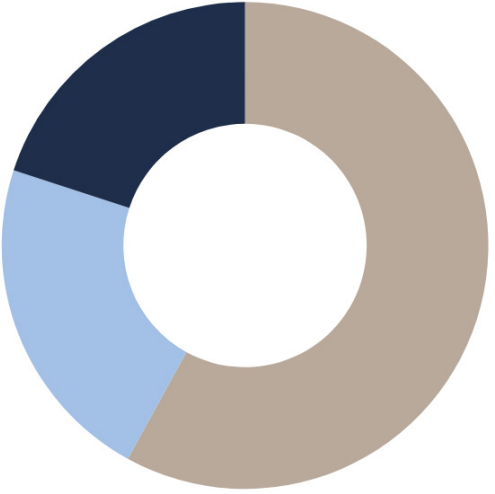


**Jérôme FABRE,**  
Chairman of the Executive Board

**STRINGENCY – HONESTY – WORK – FRANKNESS – HUMILITY**

**NSE GROUP PROFILE**

A distribution of activities in the Defense, Aerospace, Mobility & Electronics sectors



**58%**  
Defense

**22%**  
Civil and Military Aerospace

**20%**  
Industries (Transport, Medical, Electronics)

NSE is an international group specializing in the Defence, Aeronautics and Industry sectors (Transport, Medical, Electronics). The Group provides tailor-made solutions, thanks to a complete range of high value-added know-how: engineering, cabling, integration, maintenance, logistics and repair. NSE's customers, particularly in the Defense and Aeronautics sectors, are manufacturers who develop complex electronic systems. The Group provides them with products and services adapted to each of their technological challenges.

The NSE Group offers comprehensive MCO (operational maintenance) solutions, including logistical and technical support to assist armed forces in France and internationally.

NSE also provides Build-To-Print and Build-To-Spec solutions, with a full range of services: design, prototyping, testing and qualification, integration, industrialization, and production in both

NSE designs, develops, certifies, and integrates highly reliable onboard electronic equipment for civil and military aerospace stakeholders.

The NSE MRO hangar ensures aircraft maintenance and modernization. We also operate two sites dedicated to the MCO of removed equipment.

The NSE Group offers Build-To-Print and Build-To-Spec solutions, with a full range of services: design, prototyping, testing and qualification, integration, industrialization, and production in both pre-series and mass production, across the Mobility and Industry sectors.

The NSE Group offers a comprehensive service solution to support after-sales service and deployment for electronics manufacturers and distributors: a global, customizable "one-roof concept" service offering, delivered on a white-label basis.

**NSE AN INTERNATIONAL GROUP**

The Group's clients belong to 3 sectors: **Defense** (Air, Land, Sea), **Aerospace and Industries** (transport, medical, electronics). The processes applied to all operations are similar, with in-common know-how in integration and cabling.



**67% TURNOVER BU SERVICES**

**33% du TURNOVER BU INTERCONNEXION**

In order to meet its different needs, NSE's activities are divided into 2 Bus supported by shared cross-functional functions: Human Resources, Quality, IT, Finance, Purchasing, Legal, etc.

**BU SERVICES**

The Services Business Unit specializes in aeronautical maintenance activities for removed equipment and aircraft, as well as technical and logistical support activities for the Defense sector. The BUS also offers specific military equipment: an infrared shooting training system, nitrogen suitcases and an independent odometer. NSE also offers after-sales service for the Electronics sector.

**BU INTERCONNEXION**

The Interconnection Business Unit offers tailor-made design and integration solutions and develops complex cabling and integrated embedded systems (Mechanical, Electrical, Electronic, Optical, Optronics, and embedded software). It covers a wide diversity of professions, from engineering to manufacturing, including industrialization. The BU also includes various equipment: harmonization of cockpit lighting and lights for night vision, flight parameter recorders, geolocation systems, as well as various other on-board equipment.

The group is made up of **5 subsidiaries present on 4 continents** allowing proximity to its customers: NSE Automatech and NSE TLS (Canada); NSE Aero Morocco; NSE India and Hical-NSE (India).

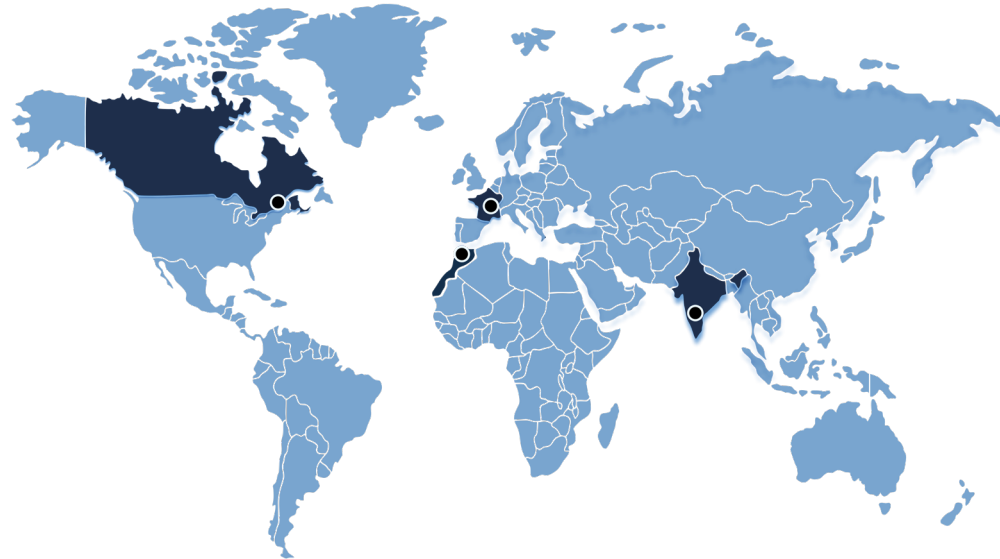


**NSE TLS (Canada)**  
**Technical & Logistics Services**

Created in 2018 - Shareholders 50% NSE, 50%

**Activities**

- Customer interface
- Transportation and warehousing management
- Supply Chain/Logistics
- Repair
- Manufacturing support
- 40,000 m<sup>2</sup> of storage space



**NSE AERO MOROCCO**

Created in 2011 - 100% NSE shareholding

**Activities**

- Complex cabling & on-board electronic integrations
- Complex integration (Aeronautics & Defense): boxes, boxes, electrical cabinets
- Wiring: harnesses, harnesses, cables
- Automatic Testing & Repair of Wiring
- Maintenance & Logistics Support



**NSE AUTOMATECH (Canada)**

Created in 2009 - 100% NSE shareholding

**Activités**

- High precision machining & wiring & integration
- Surface Treatment
- Integration (Aerospace, Defense, Medical): boxes, enclosures, electrical cabinets
- Wiring: harnesses, harnesses, cables, automatic test & laser marking on wire



**HICAL NSE (India)**

Created in 2012 - Shareholders 51% Hical, 49% NSE

**Activities**

- Complex cabling & on-board electronic integrations
- Intégration (Aerospace, Defense) : boxes, enclosures, electrical cabinets
- Wiring: harnesses & cables
- Automatic Wiring Test
- Eligible for Offsets
- Exemption from Import-Export taxes



**NSE INDIA**

Created in 2018 - 100% NSE shareholding

**Activities**

- Complex cabling, equipment maintenance & engineering capabilities:
- Design, manufacturing of avionics equipment and test benches
- Equipment maintenance
- Design and reengineering (obsolescence management)
- Wiring (harnesses, cables) and integration
- Certified AS9100D

Since its creation in 1983 and with its family shareholding, NSE invents global solutions and high value-added products thanks to the know-how of its 505 employees, including 113 internationally.

## NSE BUSINESS ENVIRONMENT

### The group has 8 sites in France



#### ABREST (03)

ABREST (03)  
NSE Abrest is the site specialized in after-sales activities for the electronics sector.



#### NIZEROLLES (03)

The site's main activities are aeronautical, defense and medical wiring.



#### AULNAT (63)

NSE Aulnat is the site specialized in general aviation.



#### RIOM (63)

NSE Riom is the specialist in wiring and integration of electronic systems used in the aerospace, naval & defense industries.



#### BRIVE (19) ET TAVERNY (95)

NSE Brive and NSE Taverny offer aerospace equipment repair (MCO) activities.



#### SOYONS (07)

The site specializes in the design, production and maintenance in operational condition of equipment for civil & military Aeronautics as well as the naval sector.



#### VARENNES-SUR-ALLIER (03)

NSE Varennes-sur-Allier provides global, technical and logistical support missions for the French Ministry of the Defense. In addition, an NSE workshop deployed at the Military Schools of Draguignan allows us to meet the needs of the customer with a high level of responsiveness.

### 1983

#### Establishment of NSE

Nizerolles Systèmes Electroniques

### 2004

Launch of **international expansion**

### 2005

**First ISO 14001 certification** for the Abrest site

### 2011

Acquisition d'ECT-Industries  
NSE Integration & NSE Services Merger

### 2012

Merger of ECT & NSE Holding into NSE Industries

### 2015

Merger of NSE INDUSTRIES into NSE:  
Organisation en 3 Business Units

### 2017

Conversion of NSE into a public limited company with an Executive Board and Supervisory Board

### 2022

Ongoing development in value-added and international markets

### 2023

**Consolidation of Business Units Integration & Design in the Interconnexion BU**

### 2024

**New Supervisory Board**

## Governance

### Supervisory Board



**Stéphane MAYER**, Chairman of the Supervisory Board  
**Agnès ESTRAMON**, Vice-Chairman of the Supervisory Board  
**Antoine LACOSTE**, Member of the Supervisory Board representing NSE Participations

### Members of the Executive Board



**Jérôme FABRE**  
Chairman of the Executive

**Alain ROCHER**  
Vice-President of the Services BU and member of the Executive



**Laurent DEBARET**  
Member of the Executive Board and Group chief

## CUSTOMERS

The Group's customers belong to 4 sectors:

- Défense
- Aerospace
- Mobility & Industry
- Electronics

The processes applied to all operations are similar, with specific know-how in integration and cabling in common. NSE's customers are equipment manufacturers, aircraft manufacturers and operators (including the Ministry of the Armed Forces).

NSE operates in a highly regulated environment requiring technical certifications and approvals, particularly in the aerospace, military and banking sectors. The latter enter into lasting relationships with their suppliers for whom the quality of products/services, the scalability of the offer, business ethics, risk management and cybersecurity are central concerns.

## SUPPLIERS

NSE has a panel of more than 800 suppliers in the context of its industrial and general purchasing. For its industrial activities, the Group uses suppliers in the mechanical and electronics sectors. As part of the application of the General Terms and Conditions of Purchase and the Supplier Quality Requirements notified on all purchase orders, all suppliers are obliged, among other things, to comply with specific rules concerning REACH & ROHS standards.

For its operation, NSE uses temporary employment agencies and recruitment agencies, buys work clothes, provides services on buildings, energy, waste and surveillance, as well as IT and consulting services.

Establishing partnership relationships with strategic suppliers is a key focus for NSE.

## ECOSYSTEM AND PARTNERSHIPS

NSE operates in a rich professional ecosystem that allows it to meet regularly with customers and suppliers, to conduct a commercial and technological watch, to participate in consultations on the future of the targeted sectors and take part in collaborative innovative initiatives.

NSE is a member of GICAT, GIFAS, the Aerospace Cluster Auvergne-Rhône-Alpes and CIMES, among others.



*“Connecting actors in this ecosystem of knowledge, resources and technologies helps to strengthen employment and access to skills in our territories.”*

**Jean BONNEL,**  
Vice-Président Operations France

**GICAT** is a professional group of more than 380 members: French manufacturers of land and air-land defense and security, which cover a wide range of industrial activities, research, services and advice for the benefit of the military and civilian, national and international components.

**GIFAS** is a professional federation that brings together more than 360 companies which specialize in the study, development, production, marketing and maintenance of all aeronautical and space programs, and equipment. The GIFAS positions itself as a leader in innovation.

**L'AEROSPACE CLUSTER AUVERGNE-RHÔNE-ALPES** is the network of players in the aeronautics, space and defense industry in the Auvergne-Rhône-Alpes region. This group has more than 200 members whose main areas of activity are materials and processes, embedded systems and MCO.

**CIMES** is the engineering and solutions competitiveness cluster for efficient, responsible and personalized industrial manufacturing. It brings together 570 companies and research organizations.

**THE CERCLE DE L'ARBALETE** is an association whose mission is to bring together the action of different individuals and legal entities wishing to contribute to the influence and equipment of special forces. The association thus wishes to contribute to increased efficiency of R&D dedicated to special operations and promote a vision of innovative industry at the service of the nation.

**VERTICAL AVIATION INTERNATIONAL** is a non-profit trade association serving the international helicopter and vertical flight industry. For nearly 75 years, VAI has been setting safety guidelines and promoted professionalism and economic viability of the industry. Today, VAI provides support and services to more than 3,800 member organizations.

To develop and support market developments, NSE is a committed actors within the multi-scale territorial ecosystem bringing together a large community of participants (companies, organizations or associations, educational institutions or research, in addition to our customers and suppliers...) who work together to bring projects to fruition in line with NSE's societal and industrial competitiveness challenges.

This type of cooperation between different actors can take the form of flexible strategic partnerships, such as innovation platforms, co-development of new technologies, etc. of Concept or the sharing of infrastructures or resources (human, material), over fixed periods.

One of the objectives is to pool initiatives with actors who share similar issues (recruitment, jobs, training) to identify concrete and accessible solutions.

There are also the important exchanges with the Lycée Roger Claustre, the UCA, PolyTech Clermont, but also Hall32 and GRETA with whom we participate in providing the training sector with skills that we lack or that will be in tension the Auvergne employment area future. In the Drome-Ardèche sector, it is with the ESISAR of Valence/Grenoble (the National School of Advanced Systems and Networks) that NSE establishes very close relationships of annual collaboration on innovative projects and on high-level intellectual services.

NSE's mission is to sell, design and produce integrated electronic systems, as well as support and service more particularly for the Defense and Aerospace sectors, in France and internationally.

**NSE'S CAPITAL**

**FINANCIAL CAPITAL**

**104 million turnover**

Family business - Healthy cash flow - Investment plan - Stable long-term shareholding - Essential support for a long-term strategy.

**INDUSTRIAL CAPITAL**

**5 sites across 4 continents**

International coverage:  
 - Technological and energy resources  
 - Infrastructure Components  
 - Storage Units  
 - Integrated and efficient technical testing resources  
 - Computer system allowing great traceability, interfaced with clients  
 - Teams in France and abroad  
 - Great diversity of professions and rare alliances of skills (electronic and mechanical know-how)

**INTELLECTUAL CAPITAL AND KNOW-HOW**

**16 certifications and approvals**  
**50,000 hours of annual studies**

Numerous civil and military aeronautical certifications and approvals - Integrated quality and environmental performance management system - Commercial and technological watch - Agility, design and innovation capacity.

**NATURAL CAPITAL, RAW MATERIALS**

**Electricity: -2% in 2024 vs 2023**

**Gas: -12% in 2024 vs 2023**

Purchase of raw materials from suppliers (wiring)  
 - Paper/cardboard for packaging - Water and energy consumption.

**RELATIONAL CAPITAL, ECOSYSTEM**

**Member of GICAT, GIFAS, Aerospace Cluster Auvergne-Rhône-Alpes and CIMES** Loyalty to the territory - Participation in the collective dynamic in professional groups.

**VALUE CREATION FOR:**

**SHAREHOLDERS**

Relationship of trust between the NSE Group and its shareholders - Clear and continuous information with the publication of press releases, as well as with regular contacts.

**TERRITORIAL AUTHORITIES**

- Job creation in the region  
 - Internships and apprenticeships  
 - Support for local entrepreneurship  
 - Participation in charitable operations.

**SUPPLIERS & PARTNERS**

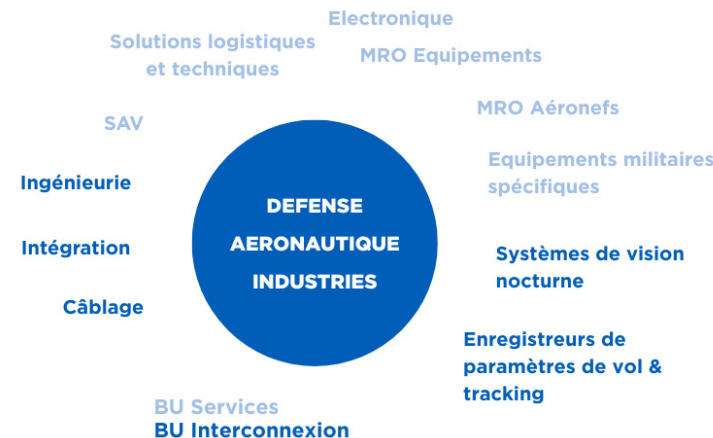
Sustainable and partnership with strategic suppliers.

**THE COLLABORATORS**

Values and corporate culture  
 Development of expertise  
 Diversity of professions  
 Innovative company with an international presence  
 A company on a human scale

**THE CUSTOMERS**

Quality, compliance with requirements, adaptation to customer requirements - Competitive prices  
 - 1 single contact for the customer (One Roof on BUS, Supply Chain management on BUI).



**THE GROUP HAS PARTICULAR STRENGTHS IN TERMS OF:**

**KNOW-HOW**

NSE combines skills covering the entire value chain, including mechanics, electrical, electronics, optronics, as well as embedded software. We also offer comprehensive services, from design to maintenance, ensuring a complete and customized solution for our customers.

**CERTIFICATIONS**

NSE holds certifications and approvals in quality and environmental management, as well as civil and military aeronautical maintenance, Defense authorizations, electronic device repair, aeronautical data protection, and electronic payment security. These certifications guarantee the reliability, safety and conformity of our products and services.

**VERTICALIZATION OF THE OFFER**

NSE brings all the necessary technical and logistical skills in-house, mastering all activities from design to after-sales. This guarantees better coordination, faster response times and optimum quality of service.

**TECHNICAL MEANS**

NSE uses advanced equipment for test and qualification analysis, including a semi-anechoic room, and invests in new manufacturing and design facilities every year. This ensures our customers receive high-quality products and services that meet the highest standards.

**CYBERSECURITY**

NSE excels in cybersecurity, offering state-of-the-art solutions and services to protect its customers' sensitive data and IT systems, ensuring robust protection against digital threats. NSE is in the process of ISO 27001 certification and has been awarded the Silver (Self Assessed) label by the AirCyber Embedded program. We also offer comprehensive services, from design to maintenance, ensuring a complete and customized solution for our customers.

**COMPETITIVITE**

NSE strengthens its competitiveness by continuously reviewing its operational processes and offers cost-optimized solutions, particularly through best-cost offers in its international subsidiaries, guaranteeing competitive prices while maintaining high quality.

**POTENTIAL FOR DIVERSIFICATION**

With the recovery of the aerospace sector set to be a growth engine for the company, NSE has demonstrated remarkable agility in redeploying its activities. This includes the development of its Canadian subsidiary NSE Automatech in the medical and aerospace fields as well as the diversification of NSE TLS into the transportation and defense sectors. Moreover, the integration and cabling activities are expanding through its subsidiary NSE India.

## HIGHLIGHTS 2024

- Record revenue: NSE crossed the 100 million marks for the first time, reaching 103.6 million, a increase of +34% compared to 2023, driven by the Defense activity and the strong momentum of the Services BU.
- Exceptional growth in the Services BU: +54% increase in revenue from the Services Business Unit, driven by major contracts in Defense and the ramp-up of new markets.
- Awarded the EcoVadis bronze medal in our first evaluation
- Strengthening of the responsible purchasing policy: Signing of the RFAR charter, deployment of a structured policy and systematic integration of CSR criteria into purchasing processes.
- Obtaining the AirCyber Silver label for the protection of aeronautical data
- New Supervisory Board: Stéphane Mayer becomes Chairman of the Supervisory Board
- Implementation of the CSRD Directive: NSE is committed to compliance with the new European directive on sustainability reporting, with the support of a specialized firm.
- Actions for the energy transition: Gradual conversion of the car fleet to hybrid and electric, installation of charging stations, modernization of lighting (LED), and energy optimization of sites.
- Social commitments and Quality of Life at Work (QLW): Implementation of initiatives to enhance workplace well-being, improvement of break areas, organisation of internal events, and continued commitment to inclusion and diversity policies.
- Participation in charitable initiatives and events: Mobility Challenge, charity runs (Volvic en Rose, La Courstache), and support for humanitarian and sporting initiatives (4L Trophy, Vichy-Bellerive Triathlon).
- Continued international momentum: Development of subsidiaries in Canada, Morocco and India, with an increasing contribution to the Group's overall activity.
- Active participation in numerous international trade shows (CANSEC, Euronaval, European Rotors, EUROSATORY, Marrakech Airshow, MRO Europe, etc.), strengthening NSE's visibility and global development.

## THE WORD

**ANAÏS DUFOUR**  
HSE/RSE Project Officer



« The year 2024 marks an important milestone for NSE in its CSR journey with the achievement of the EcoVadis Bronze Medal.

This assessment reflects our company's commitment to integrating social, environmental, and ethical issues into our strategy and daily practices. It represents a first step that demonstrates our dedication to greater responsibility and transparency.

The evaluation has also enabled us to identify areas for improvement and will serve as a foundation for continued progress, year after year, with the involvement of everyone.»





## THE WORD OF

**Sébastien Artigny**  
Sales Director



### *The Aerospace is a precursor in CSR*

#### **How does the aeronautics sector play a leading role in the ecological transition?**

The aeronautics sector is often singled out for its greenhouse gas emissions, but it is also, paradoxically, one of the most advanced in terms of environmental commitment. For good or bad reasons, the aeronautics industry is extremely challenged, and this is what pushes the entire sector to innovate and transform. Many so-called «green» technologies have first been tested and proven in our sector before being rolled out elsewhere. Aeronautics is, in many respects, a model of CSR transformation.

#### **What are the expectations of customers today?**

The pressure is not only from regulations, but also very strong from customers. They want to understand the overall carbon impact of their purchases, including that of their subcontractors. This requires a preference for local suppliers, to reduce transport-related emissions, but also an increased requirement for CSR criteria in calls for tenders.

At NSE, in addition to being compliant with REACH and ROHS regulations, we have chosen to invest in a robust CSR policy, with an Ecovadis assessment to support it. We have chosen to anticipate; it has become a differentiating criterion in the market.

#### **How is NSE involved in the evolution of the sector?**

We are participating in a working group coordinated by GIFAS aimed at promoting the recyclability of products. The long-term objective: To reuse parts recovered from out-of-service equipment and reintegrate them, after careful maintenance, on new or repaired equipment. This is a major challenge in a sector as demanding as aeronautics, where the evolution of standards takes time. We have been working for several years to advance these structuring issues, which will have a concrete impact on our carbon footprint.

#### **Is CSR also a commercial issue?**

Absolutely. Today, we must reconcile customer proximity and reduce our travel. This requires us to rethink our way of working, to increase remote exchanges, while maintaining a bond of trust with our partners. It's a difficult balance to strike because remote appointments will never replace the richness of a physical interview, but we know it's a must.

#### **And internally, what concrete actions?**

In 2024, we began a gradual conversion of our vehicle fleet to hybrid and electric vehicles, which is an important subject for me, having taken the step of a 100% electric vehicle. Charging stations will be installed from the first half of 2025 on the Soyons site, accompanied by a dedicated prevention plan. This is a crucial step in our environmental roadmap.





# THE WORD OF

**Jean Bonnel**

Vice-President Operations France

## Operational Excellence: Towards Optimized and Sustainable Production

In our daily practice of Continuous Improvement, NSE's approach is global in order to optimize our production processes and reduce our environmental footprint.

This approach follows two main axes: the use of proven Lean Manufacturing tools and the dematerialization of information flows.

## Lean Manufacturing: Efficiency and Elimination of Waste

Our goal is to focus resources on the steps that create added value for the customer. For several years, we have been implementing robust tools, such as 5S, VSM or 8D-GPS (Gemba Problem Solving) working groups. Thanks to these methods, we have been able to optimize workstations, streamline production flows, reduce waiting times and intermediate stocks, while improving the quality of the productions concerned.

One of the most striking examples is the use of VSM (Value Stream Mapping), a flow mapping system that makes it possible to identify the best sources of gains and to prioritize the work sites to do so.

The application of this method has led to the provision of solutions to certain historically complex production flows, thus contributing to a more efficient use of our resources.



## Dematerialization: Towards Paperless Production

In parallel with our Lean approach, we have undertaken a campaign to dematerialize our information flows. This action structures our 4.0 roadmap over several years and will not only guarantee access to the best possible level of information, but also significantly reduce our paper consumption.

This involves major updates to our software packages (ERP, PLM, MES, etc.), and the generalization of mobile terminals and digitized media. The gradual adoption of these technological building blocks reduces our development times and industrialization and ensures a direct link between the Work Instructions and the Technical Files. This transition to digital will not only reduce our environmental impact but also contribute to better operational efficiency.

In concrete terms, the combination of these two strategic axes contributes to reducing our environmental footprint while offering our customers products and services of the highest quality and competitiveness. In 2025, the coherence of these actions will be strengthened with the formalization of NSE's participation in the AeroExcellence approach.



## THE WORD OF

**Loïc GARLOT**

Sales & ADV Director

### NSE: repair at the heart of environmental commitment

*In a context where companies are seeking to strengthen their commitments in terms of social and environmental responsibility, NSE's after-sales service (after-sales service) model has been fully and naturally in line with sustainable logic for many years. Interview with Loïc GARLOT, Director of the Abrest site.*

#### How is after-sales service a CSR lever for NSE?

At NSE, repair and service are much more than just a technical service: they are at the heart of our commitment to a circular and responsible economy. Each repair extends the life of a product and significantly reduces the waste generated. These are concrete actions for a more sustainable industry.

This approach is also made possible thanks to the involvement of our clients, who share with us this desire to change practices towards more sober, responsible and sustainable models.

#### How does this translate operationally?

We have put in place several strong actions. For example, we optimize logistics flows to avoid unnecessary journeys and pool transport. On the packaging side, we are actively working to make them more compact and lighter to reduce their environmental impact.

Beyond these aspects, the very fact of repairing rather than replacing or throwing away is already a strong commitment to waste reduction and resource conservation. With this in mind, we make sure to optimize our repairs by limiting the replacement of parts as much as possible: each intervention aims to bring the product back to life by intervening precisely in the failure, without overconsumption of components.

Regarding the quality of repairs, we monitor key indicators such as the rate of return after repair (target <1% of flow) or the cost of non-quality (Target <0.5% of revenue). The challenge is to guarantee maximum reliability to prevent products from coming back for the same breakdown.

#### What about training and traceability?

Our technicians undergo regular training, sometimes directly from our customers, and are subject to internal audits. As for the mobile technicians, they are certified at regular intervals and work in a completely dematerialized way (intervention order, intervention report, etc.). This strengthens both our responsiveness and our environmental performance.

#### What are the benefits for the customer?

Our model is based on the «One-Roof Concept»: the entire service chain is centralized on a single site, from diagnosis to recommissioning, including logistics and supply chain management, without intermediaries, with industrialized flows. This makes exchanges more fluid, guarantees traceability, reduces costs and environmental impact. Our customers benefit from a single point of contact, greater responsiveness and quality controlled from start to finish.

#### And at the local level?

We favor a Made in France after-sales service, which reduces lead times, transport costs and our carbon footprint. This approach is often valued, or even required, in certain calls for tenders. It is a coherent approach from an economic, environmental and social point of view for both manufacturers and consumers.

#### One last initiative to mention?

Yes, in addition to our continuous regulatory monitoring – which allows us to guarantee services that always comply with the standards in force – we also carry out other concrete actions.

We are working to measure the carbon footprint of our after-sales activities more precisely, to identify new levels for improvement. In addition, all the waste from our repairs (electronic components, plastics, metals, etc.) is sorted, traced and directed to specialized recycling channels.

Finally, we carry out regular internal awareness-raising actions to fully involve our teams in our CSR approach. Everyone is an actor in the company's environmental performance.



**CSR Relays**

It is essential to establish a close dynamic with employees, in 2022, a group of CSR relays was formed and expanded in 2023 with new volunteers. These CSR relays, appointed on a voluntary basis after agreement with their manager, have the mission of promoting the CSR approach to employees, and generating suggestions from the teams. They are the direct link with the field.

The relays have had specialized training given by a CSR expert, addressing all the issues.

**The Executive Board**

Compoed of 3 members, the Management Board ensures the proper deployment of CSR commitments and validates the strategic axes.

**Steering Committee**

The steering committee, made up of stakeholders from the purchasing, human resources, management and CSR departments, plays an essential role in the implementation and management of CSR-related actions.

Its main mission is to steer the implementation of CSR within the Group by relaying and sharing CSR ambitions.

In addition, this committee validates the actions to be taken by 2026, by breaking down the themes according to the actors concerned.

**TESTIMONIAL**  
**Franck PALLOT**  
 Storekeeper

**As a CSR relay, what is your role on a daily basis and how do you support your colleagues on these issues?**

As a CSR relay, I am the point of contact for my colleagues on these subjects. My role is to raise awareness and help them adopt good practices on a daily basis, particularly with regard to waste sorting, a subject in which I am particularly invested.

I also participate in the implementation of the company's CSR actions, such as the mobility challenge or inter-company events, which are good ways to mobilize the teams.

**What motivates you to get involved in this CSR approach?**

I am mainly committed to waste management, because it is a concrete aspect of my job in logistics. This involves reducing consumables, fighting against waste and reusing, especially cardboard.

**What do you see as the main challenges or opportunities of CSR in your business?**

One of the main challenges remains to change habits, especially in terms of purchases. The implementation of a responsible purchasing policy is a good example: it allows us to structure our business in accordance with our values and to move forward in a more sustainable approach.



## Boarding for the DOA

NSE holds the APDOA aeronautical design approval allowing the certification and installation of equipment on aircraft by filing STCs (Supplemental Type Certificates) with the EASA (European Aviation Safety Agency) authority.

In 2022, NSE embarked on a strategic and ambitious transition with the project to obtain DOA (Design Organisation Approval or Part 21J) certification in response to the evolution of EASA (European Union Aviation Safety Agency) regulations. This evolution has made the DOA necessary to continue to carry out cockpit adaptations for the use of Night Vision Binoculars (NVG).

Obtaining the DOA will be the result of the hard work of all members of the project team. We are on the right track, and the finalization of the approval is expected before the end of 2025.

The DOA project is part of a long-term dynamic. This new status will strengthen our leading position in the French market and open up significant European business opportunities to drive our growth. NSE now equips almost the entire French civil and military market with NVIS, a performance that illustrates our excellence and our commitment to this strategic sector for Soyons.



Being a Design Organization Approval (DOA) recognized by EASA is perfectly in line with a CSR approach for several reasons. EASA, as the European aviation safety authority, imposes strict requirements on the design, manufacture and certification of aircraft equipment. This goes far beyond simple regulatory compliance and touches on several aspects of CSR.

### 1. Safety and quality

L'EASA impose des normes rigoureuses sur la réduction des émissions polluantes (bruit, gaz à effet de serre, etc.) qui doivent être intégrées dans le processus de conception et de fabrication.

### 2. Safety and Quality

• **High-level working conditions:** Companies that achieve DOA status must maintain quality and safety standards, which include regular training, rigorous monitoring of equipment compliance, and high-quality working conditions for employees. Adherence to these standards contributes to a respectful and ethical working atmosphere.

• **Stakeholder Involvement:** As an EASA-approved design body, NSE interacts with a multitude of stakeholders, including regulatory authorities, suppliers and customers. Ethical and transparent management of these relationships strengthens the company's social commitment and fosters long-term trust and collaboration.

### 3. Social responsibility and working conditions

• **High-level working conditions:** Companies that obtain DOA status must maintain quality and safety standards, which include regular training, rigorous monitoring of equipment compliance, and high-quality working conditions for employees. Adherence to these standards contributes to a respectful and ethical work environment.

• **Stakeholder engagement:** As an organization approved by EASA as a design organization, NSE interacts with a wide range of stakeholders, including regulatory authorities, suppliers, and customers. Ethical and transparent management of these relationships strengthens the company's social commitment and fosters trust and long-term collaboration.

### 4. Innovation and sustainability

The aeronautics sector is increasingly facing pressure to reduce its environmental footprint. As a DOA, NSE plays a key role in researching and developing solutions for the energy transition, particularly in decarbonized aviation.

### 5. Transparency and communication

As a DOA, NSE must provide clear and precise documentation on its activities, processes, and products. This includes audit reports, risk assessments, and safety reviews.

### 6. Compliance with international standards and regulations

Legal compliance is a prerequisite to ensure that the company operates responsibly.



ISO 9001

Aeronautical Quality Management



ISO 14001

Quality Management: Aeronautical Maintenance



ISO 27001 (in progress)

Alternative Procedures to Design Organisation Approval



PART 21G

Military Aeronautical Maintenance (EU)



PART 145

Canadian Aeronautical Maintenance



FAR 145

CAA Aeronautical Maintenance (UK)



Habitations Défense

Electronic Equipment Repair



AIR CYBER

Payment Security

Quality Management



EN 9100

Environmental Management



EN 9110

Information Systems Security (in progress)



APDOA

Aeronautical Production Approval



EMAR/FR 145

Aeronautical Maintenance



TCAC

FAA Aeronautical Maintenance (USA)



CAA UK 145



QUALIREPAR

Aeronautical Data Protection



REMPARTS

NSE considers the interests of all its stakeholders in defining its long-term strategy. It is first a question of building a dialogue, but also of ensuring that this dialogue is transparent and based on mutual trust.

### Business community

#### Customers, Suppliers, Subcontractors & Partners

- Continuous meetings and dialogues
- Annual customer satisfaction survey
- Vendor Evaluation Manager
- Account reviews, process reviews
- E-letters
- Page LinkedIn
- Web Site
- Forums & Trade Shows
- Institutional brochures
- Responsible purchasing charter
- Follow-up action plan for the responsible purchasing policy

### Financial Community

#### Shareholders Investors

- Transparency in the management of the company, in compliance with our financial and non-financial commitments
- Regular communication with lawyers and banks
- Annual General Meetings of shareholders
- Investor presentations, quarterly notes, annual and semi-annual reports, regular communication on the company's outlook
- Regular and transparent presentations and publications with insurers and accountants
- Meetings with financial analysts

### Employees and employee representatives

- Permanent contacts
- Internal communication materials
- Global or topic-specific surveys
- Intranet
- Web site
- Operational Management Committees
- Feedback on suggestions for improvement
- Staff Information Meeting
- Annual and professional interviews
- Dialogue with the social partners, CSE meetings, negotiation of agreements

The approach is therefore based on a particularly attentive listening to the players in the Group's ecosystem. This listening is decisive in ensuring its objective of sustainable growth and long-term value creation. The preferred modalities of dialogue have been listed.

### Civil Society

#### Associations, NGOs, Universities

- Publication of the group
- Participation in university training
- Forum in schools
- Support for entrepreneurship, local events, sports associations
- Partnership with reintegration associations
- Participation in relay races for companies

### Public partners

#### States Local and regional authorities Certification authority Professional federations and unions

- Publication results of audits, accreditations, certification and all mandatory documents
- Publication reporting extra-financier
- Active membership and participation in professional federation events
- Support for Military Reserve Policy
- Reintegration
- Participation in relay races for companies



## Materiality Analysis

Since 2021, the NSE Group has been engaged in conducting a materiality analysis, which has led to the identification of 9 priority issues.

### NSE Group Materiality Matrix

The result of the analysis is presented in the form of a matrix that crosses the importance of the impact on the y-axis and the financial importance on the x-axis.

### Employee Methodology

To support its risk analysis, NSE conducts a SWOT study at the group level and for each of its processes. The elements of the SWOT are evaluated and are subject to mitigation actions as necessary. To carry out this analysis, NSE was accompanied by an expert organization in the CSRD approach. Any operational risk identified at the process level is processed and recorded.

To broaden this approach to social responsibility issues, a study of the perception of risks and opportunities as well as the maturity of the company in terms of CSR was conducted by NSE. This collaborative work has also made it possible to build the Group's stakeholder map. The current phase is the restitution of the results and the matrix of double materiality.

## Principes and Objectives of the CSRD



### Fundamental principles

The CSRD requires the publication of a sustainability report integrated into the management report (in XHTML format and sent to ESAP) including the communication of financial and ESG data audited by an independent third-party organization (OTI).

### Objectives

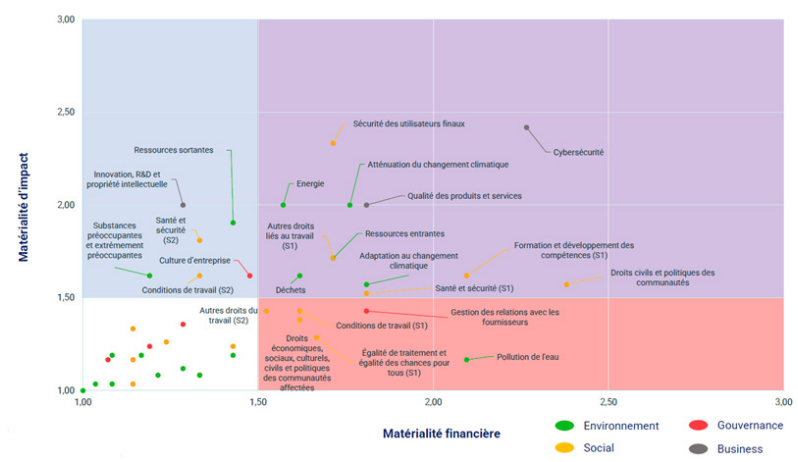
- Harmonisation des standards de reporting ESG
- Putting financial and non-financial information on the same level
- Improving the transparency, comparability and reliability of reporting
- Strengthening business actions

The double materiality analysis exercise is now an essential part of any CSR approach to prioritise the different subjects.

It allows:

- Prioritization of issues and anticipation of subjects «to be addressed»
- Engaging in dialogue with the company's internal and external stakeholders

### La matrice de double matérialité de NSE



In line with the implementation of the materiality mapping, the Group has defined its priorities commitment. They cover the nine essential issues as well as other actions.



# 01 COMPANY COMMITTED TO ITS TERRITORY

Development of employment in the territory  
 Support for Reservists Employee

**8** TRAVAIL DÉCENT ET CROISSANCE ÉCONOMIQUE

**10** INÉGALITÉS RÉDUITES

# 02 EXEMPLARY EMPLOYER

Social dialogue & quality of working life (QWL)  
 Equal opportunities & diversity  
 Company attractiveness, talent retention & knowledge capitalization

**INDICATORS**

- Frequency rate
- Severity rate (already monitored)
- Percentage of people who responded to the QWLCT internal survey
- Percentage of women in the group
- Gender Equality Index
- Rate of apprenticeship / professionalization / work-study
- Rate of disabled employees

**3** BONNE SANTÉ ET BIEN-ÊTRE

**4** ÉDUCATION DE QUALITÉ

**5** ÉGALITÉ ENTRE LES SEXES

**8** TRAVAIL DÉCENT ET CROISSANCE ÉCONOMIQUE

**10** INÉGALITÉS RÉDUITES

# 03 RESPONSIBLE BUSINESS

Business ethics  
 Cybersecurity Stakeholder Dialogue  
 Responsible purchasing policies, partnerships & innovation

**INDICATORS**

- Number of hours or days of safety audits carried out over the year
- Rate of buyers trained in responsible purchasing
- Response rate of target suppliers to the CSR questionnaire

**9** INDUSTRIE, INNOVATION ET INFRASTRUCTURE

**12** CONSOMMATION ET PRODUCTION RESPONSABLES

**16** PAIX, JUSTICE ET INSTITUTIONS EFFICACES

# 04 SUSTAINABLE BUSINESS

Energy, climate, circular economy

**INDICATORS**

- Communicate our carbon footprint on scope 1, 2 and 3
- Monitoring of electricity consumption
- Monitoring of gas consumption
- Monitoring of water consumption
- Sum of waste by category
- Waste recovery rate

**7** ÉNERGIE PROPRE ET D'UN CÔTÉ ABORDABLE

**8** TRAVAIL DÉCENT ET CROISSANCE ÉCONOMIQUE

**12** CONSOMMATION ET PRODUCTION RESPONSABLES

**13** MESURES RELATIVES À LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES

# Cybersecurity

## NSE strengthens its cybersecurity through ISO 27001 and AirCyber

Tensions in the geopolitical and commercial contexts significantly increase the threats to companies' information systems. These threats are becoming more sophisticated, and corporate data is exposed to increasing risks. It is imperative for industrial groups to implement strategies to increase the level of protection of their production and associated supply chains. These multiple threats can affect different aspects of the business, such as:

- Its notoriety, its image
- Its productivity
- Its sensitive information such as industrial secrets, personal data, customer data.
- Customer satisfaction

The NSE Group has always had information security in its DNA, it relies on the recommendations of the state bodies and recognized safety standards. In order to continuously improve its security, NSE launched in autumn 2023 the ISO 27001: 2022 certification project for its Information Security Management System (ISMS) for its main establishments in France.

The certification audit has been completed and NSE is awaiting the certification decision.



At the same time, NSE has been awarded **the Gold (Self Assessed) label by the AirCyber program** of BoostAeroSpace, a program that aims to improve the security of the aerospace supply chain.



To achieve this dual objective of certification and labeling, the NSE Group invests heavily in latest-generation hardware, software

advanced safety management and above all in an optimal human organization. When it comes to IT application development, NSE has embarked on a transformation to incorporate security and privacy by design.

Finally, safety is integrated into the Quality process of system provision with an ambitious goal of zero major security incidents. This process is monitored monthly and has recently been audited. All staff are periodically trained in information security via online modules.

## Protection of personal data

Protecting sensitive data is becoming a priority, while digital identity and privacy challenges persist. Strengthening defence capabilities and promoting increased awareness of cyber security is essential to meet the challenges of the digital age. To promote a culture of respect for personal data, NSE has developed reflex sheets on the GDPR. These sheets serve as practical guides for employees. To comply with the regulations, we continue our actions in favor of data protection:

- Conduct of the action plan
- Involvement of all departments

Wanting all employees to be fully informed and trained on the fundamental principles of the GDPR and as part of the ISO 27001 certification project, all NSE staff have completed a training module on data protection.



**Key figures**  
**25%** of the IT department's budget is spent on Security  
**0** Major security incident in 2024



## THE WORD OF

**Gérard Astuguevieille**  
Legal Manager

*To better understand the regulatory challenges NSE faces, we sat down with the Legal Affairs and Export Control team.*

**Export control refers to the set of rules that govern the export of sensitive military and dual-use goods (civilian and military), in order to protect national security and comply with international commitments.**

### What are the main legal issues for NSE in 2024?

As a reminder, when a product is classified as having military use, its export is strictly supervised by the State. Any delivery without prior authorization is prohibited. 2024 marks a key milestone for NSE with a strong development of public defense procurement and thus the increased need for the control of products handled by **NSE's Export Control service, in a context of strengthening regulations related to export control.**

### What concrete impact does this have on your activities?

We must systematically analyze our products to determine if they fall within the scope of export regulations. In 2024, **nearly 1,000 products** were reviewed in this respect. This is a strategic issue, because the procedures upstream of a license are often long, and poor anticipation of these procedures can lead to delays or even blockages in delivery.

To date, we have applied for and obtained various **temporary and permanent export licenses, which are necessary to comply with the regulations.**

### Does the international context play a role?

Absolutely. The current geopolitical context is pushing many countries to strengthen their own legislation on sensitive goods. There is great vigilance on the part of the customs services, with an impact on control. This means that NSE must be proactive, not only to comply with French regulations, but also to meet the growing demands of our international customers, who must themselves prove the compliance of the equipment they purchase.

### How does the company adapt to this complexity?

The stakes are such that in 2024, **the equivalent of full-time (FTE) is now dedicated to export control. This ramp-up is based on a solid foundation of the work carried out over the last 5 years.** This is an important mobilization, but necessary to guarantee compliance, secure our international contracts and support our customers in their own regulatory procedures.

### How does the company adapt to this complexity?

We are evolving in an environment where regulations are developing in the direction of becoming more complex. This is a major challenge, but also an opportunity for NSE to further structure its processes, enhance its regulatory expertise and strengthen the trust of its national and international trading partners.

### Sapin II Law – Anticipation of exceeding 100 M in turnover

In anticipation of crossing the €100 million turnover threshold at the end of 2024, NSE has initiated actions to comply with the Sapin II law (fight against corruption).

This has resulted in the development of a mapping of ethical corruption risks, in order to strengthen its integrity and transparency policy, from which the Code of Conduct will very soon be deployed after consultation with staff representatives.

### Insurance – Site Prevention and Compliance

NSE works closely with the prevention services of its insurer and now its insurance broker, proof of its commitment to ensuring the safety of people and property. Prevention visits allow the NSE group to ensure and maintain its industrial infrastructures up to standard. Since the end of Covid restrictions, the regular rhythm of visits has resumed on the various sites and has made it possible to measure the rigorous monitoring of prevention actions.

As such, NSE uses its various communication channels to disseminate to its employees all recommendations related to safety and risk prevention.



**Changing quality expectations of customers and regulators**

The Group maintains its high level of quality and continuously works to improve customer satisfaction. Its organization and quality approach are reviewed on a regular basis. The results of internal and external monitoring, as well as customer feedback and expectations, are analyzed. Opportunities are taken into account in the action plans implemented. Certificates and approvals, which demonstrate the Group’s commitment, are maintained and further developed. New approvals and certifications are obtained or in the process of being obtained to meet emerging requirements. Regulations are also evolving: safety management systems in aviation have been integrated into PART 21J/G and PART 145 regulations. Our organization is currently evolving to comply with these requirements.



**Responsible Purchasing Approach, Quality of Sourcing**

Effective supply chain management offers many benefits, including continuous production of electronic components and controlled procurement costs. In addition, compliance with international human rights and environmental standards along the entire value chain has positive consequences for NSE.

To seize opportunities, the Group is developing long-term partnerships with its strategic suppliers. As a result, the NSE Group has decided to affirm the priority nature of its relationships with its suppliers and subcontractors, which are essential to the quality of its activity, and to make sustainable sourcing a component of its CSR policy.

The elements concerning the responsible purchasing approach are developed in the chapter «Responsible Purchasing Approach».

**Circular economy**

The circular economy represents an opportunity to rethink our economic systems to be more sustainable and resilient. **By minimizing waste and maximizing resource reuse, this model can provide significant benefits.**

The transition to a circular economy has already been undertaken by NSE which requires concerted efforts between the different stakeholders.

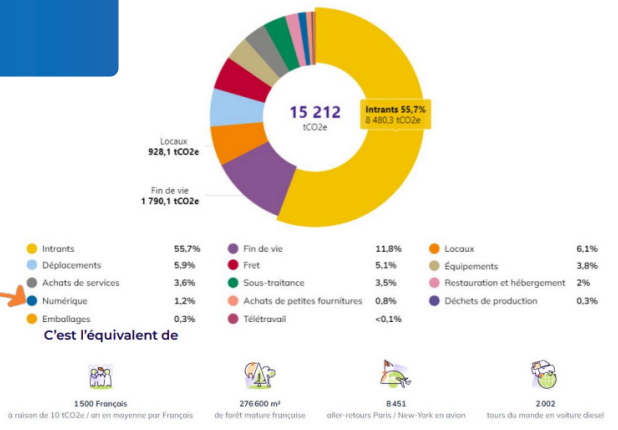
NSE has obtained the **QualiRépar label** (label launched in France in 2022 by eco-organizations, under the impetus of the government and the AGEC law (Anti-Waste for a Circular Economy), in order to encourage the repair and maintenance of household appliances, electronics and computers, after the legal warranty period.

Obtaining this label is perfectly in line with NSE’s CSR approach and makes it possible to consolidate the flow of out-of-warranty repairs (for the Electronics business) and to attract new ones.

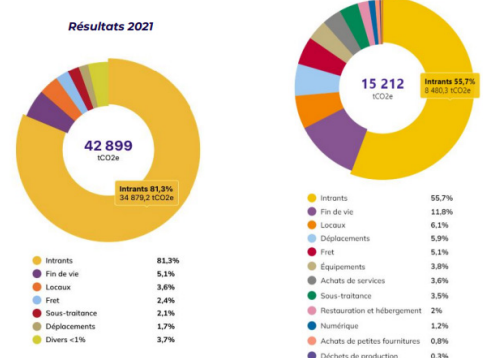
**The implementation of operational actions such as:**

- the use of washable wipes to eliminate waste at the source,
- the establishment of material recycling channels,
- the choice of purchasing recycled or eco-labelled materials,
- limiting the use of new packaging by reusing existing packaging,
- the provision of reusable cups and cups for employees to reduce disposables,

are part of a circular economy approach. These initiatives are maintained and developed continuously, with more to come to strengthen NSE’s commitment.



**Bilan carbone 2023**  
NSE



**2021 - 2023 Comparison**

A few details on the changes between the two carbon footprints:

Comparisons between 2021 and 2023 are difficult to make: the activity data in 2021 was based on high uncertainty. Most of the weights and quantities shared were only approximate, which has an upward influence on the results of the 2021 carbon footprint.

On the positive side, this 2023 carbon footprint allows us to gain greatly in accuracy and therefore offers us a more reliable and comparable first order of magnitude over the years to come. More precise work on the 2023 data collection has been carried out.

One of our main priorities is to make all this data reliable as we go along to stabilise the carbon footprint for the years to come.

**The key figures of our 2023 carbon footprint**

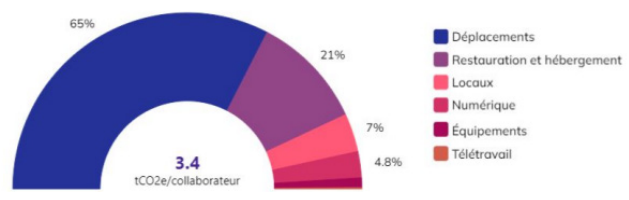
In the face of the persistent threat of the climate crisis, it has become crucial to understand our environmental impact and take appropriate action. In 2022, ADEME (Agency for Ecological Transition) and Bpifrance, in partnership with the Association Bilan Carbone, launched the Diag Décarbon'Action program to support the ecological and energy transition of French companies.

NSE has decided to engage in this approach in the second half of 2022. The Group has evaluated its 2021 emissions across scopes 1, 2 and 3. This analysis, conducted by the Sami Society, is a crucial tool for understanding our climate impact. By looking at our carbon footprint, we can identify areas where our influence is most significant and opportunities to reduce our emissions.

Since the 2021 review, it has been decided to carry out an evaluation every two years in order to measure changes from one year to the next and to better understand energy and climate issues. This approach will allow us to more accurately monitor progress and adjust our strategies accordingly to effectively respond to environmental challenges.

**Employee intensity 2023**

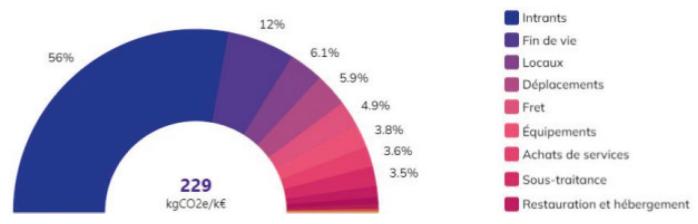
Employee intensity is the ratio of emissions related to our employees by the average number of employees over the year. It therefore only concerns certain items, namely: travel, meals, computer products, office and teleworking. The average number of employees is measured in full-time



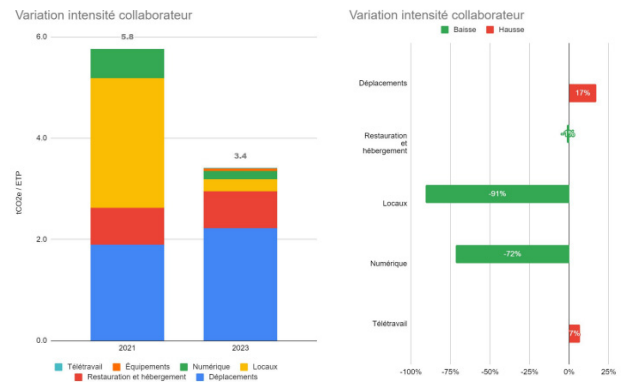
The graph on the left allows us to compare our carbon performance on the employee side between the two years, cancelling out the effect of the number of employees

**Economic intensity 2023**

Economic intensity is the ratio of our CO2e emissions to our turnover over the base year

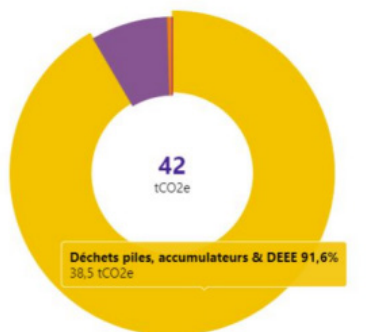
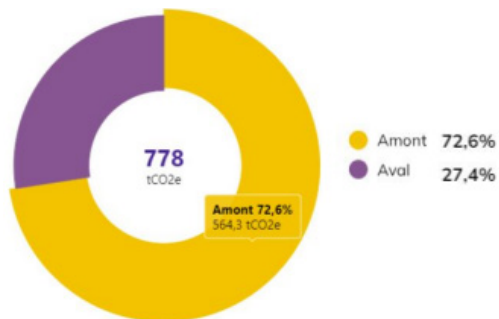


The graph on the right shows the rates of change in employee intensity between the two years. It allows us to identify the items with the most significant rates of change.



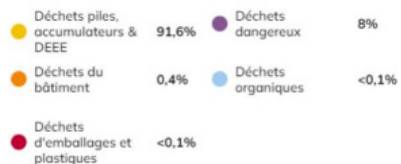
### FRET

3/4 of emissions associated with freight transport come from upstream freight. Most emissions come from the Services BU, which also concentrates the majority of the goods transported. Freight transport by air is associated with -10 times more emissions than road freight and -100 times more than sea and rail freight.



### Production waste

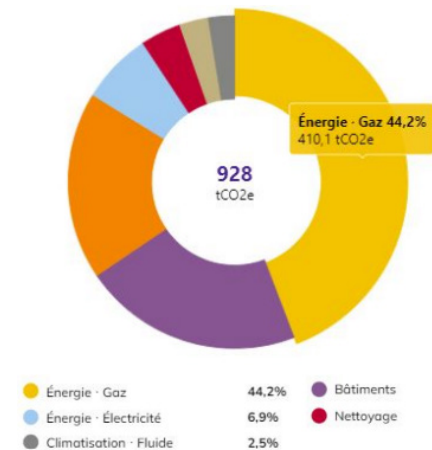
Of the 248 tons of waste, 187 tons are declared to be recovered (recycling, energy recovery, etc.). In the Carbon Footprint method, the emissions associated with the collection and treatment of recovered waste are attributed to the beneficiary of the recovery. There is therefore 0 kgCO2e associated with these 187 tons of recovered waste. The emissions associated with production waste come mainly from the collection and treatment of 54 tons of WEEE waste and 4 tons of hazardous waste.



### Premises

- This item includes the following issues:
- The energy consumption of the sites
  - The construction of the premises and car park, estimated based on their surface area, which is divided by their lifespan (50 years by default)
  - Refrigerant leaks from air conditioners, which are powerful GHGs
  - Maintenance expenses
  - Office waste

Gas combustion in our buildings accounts for almost half of the emissions associated with our premises. Moving towards a long-term exit from fossil fuels is an area of work that needs to be deepened.

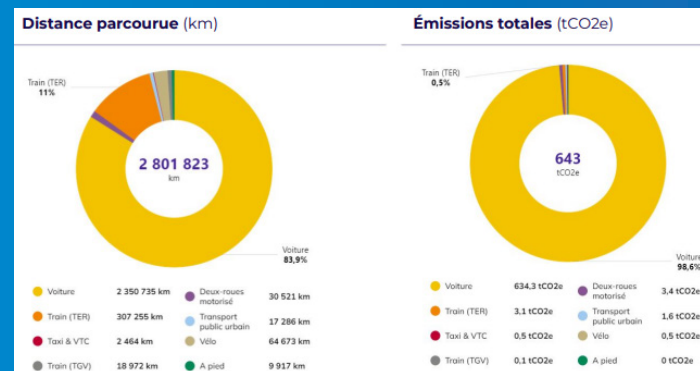


### Travel

Car travel is the main issue in this subcategory, with 84% of the km travelled and 99% of emissions.

This result confirms the need to work on mobility with our employees.

45% of home-work journeys made by car are less than 10 km, 9% are made by carpooling  
4% of home-to-work journeys are made by bicycle or electric bike

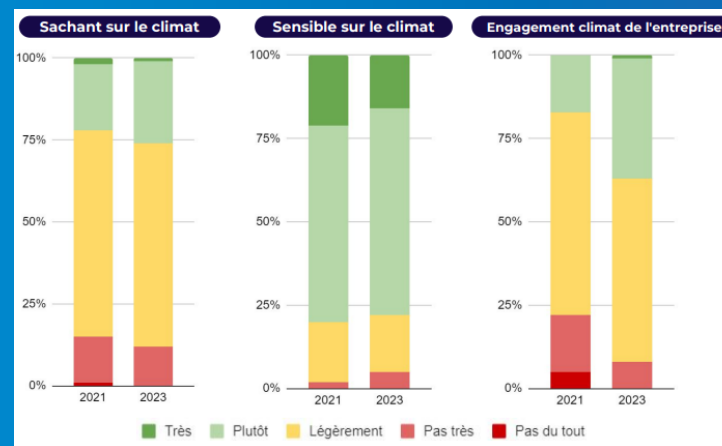


### Employee survey

75% of employees consider themselves to be fairly or highly sensitive to climate-related issues; the data was collected through an employee survey.

In 2023, employees report being slightly less sensitive but slightly more knowledgeable than in 2022.

The most significant change concerns the perception of the company's climate commitment, which increased from 17% to 37%.



## Actions following the carbon footprint

In 2024, as part of a process to continuously improve our performance, we deployed systematic monitoring of electricity and gas consumption on all our sites, via a platform that allows daily monitoring.

This initiative aims to strengthen our energy management, to identify optimization levers more effectively, and to mobilize each entity to reduce its impact.

In the interests of clarity and harmonization of our indicators, we have also begun to evolve our system. In addition to the data expressed in kWh, we now include monitoring of consumption in tons of CO equivalent (teqCO).

This conversion allows a more direct reading of the climate impact of our energy consumption, in line with our commitments in terms of decarbonization.



Enjeux matériels	Impacts négatifs potentiels	Résumé des actions menées	Indicateurs	Résultats
<b>ENTREPRISE RESPONSABLE</b>				
<b>Lutte contre la corruption</b>	<ul style="list-style-type: none"> <li>. Risque juridique et sanctions financières</li> <li>. Risque de réputation</li> </ul>	<ul style="list-style-type: none"> <li>. Communication et sensibilisation à la charte éthique à partager avec les fournisseurs et les collaborateurs les plus exposés</li> <li>. Dispositif d'alerte en place et complet</li> </ul>	Taux de collaborateurs exposés, formés à la prévention de la corruption	85% des collaborateurs occupant les fonctions les plus exposées aux risques sont sensibilisés
<b>Evolution des attentes des parties prenantes (hausse des réglementations, de la concurrence et des attentes sociétales)</b>	<ul style="list-style-type: none"> <li>. Risque de perte de commandes et de volume d'activité dû à la décroissance du marché de l'aéronautique</li> <li>. Risque sur la notoriété de la société</li> </ul>	<ul style="list-style-type: none"> <li>. Poursuite de la politique de management de la qualité mise en place avec des certifications reconnues</li> <li>. Poursuite du maintien d'une qualité de service optimum (excellence opérationnelle) et maintien du renforcement de nos méthodes</li> </ul>	Taux de renouvellement de nos certifications	Renouvellement de nos certifications avec succès pour l'ensemble des sites à 100%
<b>Cyber sécurité</b>	<ul style="list-style-type: none"> <li>. Risque de cyber attaque et perte ou corruption d'informations stratégiques</li> <li>. Déficit de confiance des clients et partenaires</li> <li>. Dégradation de l'image et notoriété de l'entreprise</li> </ul>	<ul style="list-style-type: none"> <li>. Renforcement des procédures, des moyens de protection et de l'organisation concernant la sécurité des systèmes informatiques</li> <li>. Formation des personnes clés</li> </ul>		Audit de certification par BV programmée en mai 2025 – 3 sites concernés Evaluation AirCyber Argent (AirCyber Gold depuis T2 2025)
<b>Politique achats responsable, qualité du sourcing et innovation</b>	<ul style="list-style-type: none"> <li>. Risque d'arrêt de production de composants électroniques et de hausse excessive des coûts d'approvisionnement</li> <li>. Risque RSE dans la chaîne de valeur</li> <li>. Risque d'être moins compétitif</li> </ul>	<ul style="list-style-type: none"> <li>. Connaissance et maîtrise de la chaîne d'approvisionnement</li> <li>. Partenariat avec les fournisseurs stratégiques en relation avec nos clients stratégiques.</li> <li>. Avoir des critères de sélection environnementaux et sociaux de notre panel fournisseur</li> <li>. Adhésion des fournisseurs à notre charte éthique</li> </ul>	Taux d'acheteurs formés aux achats responsables  Taux de retour des fournisseurs à la charte achats responsable	100% des acheteurs formés aux achats responsables  Adhésion à la charte Relations fournisseurs et achats responsables  Déploiement de notre charte achats responsables auprès de nos fournisseurs  Critères RSE intégrés dans notre processus d'habilitation des fournisseurs
<b>ENTREPRISE ENGAGÉE SUR SON TERRITOIRE</b>				
Développement de l'emploi sur le territoire Soutien aux réservistes Engagement des collaborateurs dans les actions de mécénat				

Enjeux matériels	Impacts négatifs potentiels	Résumé des actions menées	Indicateurs	Résultats
<b>EMPLOYEUR EXEMPLAIRE</b>				
<b>Dialogue social et Qualité de Vie et des Conditions de Travail (QVCT)</b>	<ul style="list-style-type: none"> <li>. Taux d'absentéisme</li> <li>. Turn over</li> </ul>	<ul style="list-style-type: none"> <li>. Élargissement de la politique santé-sécurité aux aspects QVCT</li> <li>. Réduction du taux d'absentéisme</li> <li>. Renforcement de la démarche de prévention en vue de réduire les risques TMS</li> </ul>	Taux de Fréquence	4% en 2024
			Taux de Gravité	0,02% en 2024
<b>Attractivité de l'entreprise, rétention des talents et capitalisation des savoirs</b>	<ul style="list-style-type: none"> <li>. Difficulté à attirer les talents dont les compétences techniques nécessaires au Groupe</li> </ul>	<ul style="list-style-type: none"> <li>. Communication externe</li> <li>. Évolution des modalités de recrutement</li> <li>. Engagement de l'entreprise dans la RSE, particulièrement attractive pour les jeunes</li> <li>. Politique salariale adaptée</li> <li>. Formation et plan de transmission des connaissances</li> <li>. Participation active « forums de recrutement »</li> <li>. Intervention dans les écoles métiers</li> <li>. Mise en place du télétravail</li> </ul>	% de répondants à l'enquête interne QVCT	61.5%
			Nombre de contrats d'apprentissage/Professionnalisation/Alternance	2 en 2024
<b>Diversité et égalité des chances</b>	<ul style="list-style-type: none"> <li>. Taux de femmes avec fonction managériale à maintenir et à accroître</li> </ul>	<ul style="list-style-type: none"> <li>. Politique proactive sur l'égalité entre les femmes et les hommes : plans de succession équilibrés H/F et maintien du recrutement systématisant la mixité des candidatures</li> </ul>	Taux de femmes dans l'effectif	41%
			Index égalité Femme/Homme	85/100
<b>ENTREPRISE DURABLE</b>				
<b>Transition énergétique et climatique</b>	<ul style="list-style-type: none"> <li>. Absence d'indicateurs, de mesure et de stratégie climat qui peut pénaliser l'entreprise de certains appels d'offre dans la sélection</li> <li>. Augmentation des coûts de l'énergie</li> </ul>	<ul style="list-style-type: none"> <li>. Réalisation d'un bilan carbone</li> </ul>	Intensité carbone économique	736 kg de CO2e / k€ de CA
			<ul style="list-style-type: none"> <li>Suivi des consommations électriques</li> <li>Suivi des consommations gaz</li> <li>Suivi des consommations d'eau</li> <li>Somme des déchets par catégorie</li> </ul>	<ul style="list-style-type: none"> <li>Se référer en page 33</li> <li>Se référer en page 33</li> <li>Se référer en page 33</li> </ul>
<b>Économie circulaire</b>	<ul style="list-style-type: none"> <li>. Règlements croissantes sur certaines matières</li> <li>. Enchérissement des matières premières et du coût de la gestion des déchets.</li> </ul>	<ul style="list-style-type: none"> <li>. Innovation au-delà du packaging sur l'introduction des principes de l'économie circulaire dans les processus industriels.</li> </ul>	Formation à l'éco conception	Obtention du label QualiRépar

## Social dialogue and quality of life and working conditions (QWLC)

The company's management at the highest level and management at all levels consider the promotion of safety and the improvement of working conditions to be key issues. Quality of life and working conditions (QWLC) is a concept that encompasses all the elements that contribute to the satisfaction and well-being of employees at work. It has become a growing concern.

### The challenges of implementing QWL

To measure QWLC, it is common to use internal surveys, in the form of questionnaires, to collect employees' perceptions and expectations in a concrete way. As QWL is an important issue, NSE has decided to conduct a questionnaire among all employees (France scope). This survey was launched following CSR Month in April 2023.

The challenges of implementing QWL for NSE are numerous:

1. Improving the quality of life of employees,
2. Promote their commitment and motivation;
3. Reduce absenteeism and turnover;
4. Strengthen the company's image;
5. Improving its performance and competitiveness

This approach aims to identify strengths as well as areas for improvement to optimize the well-being and satisfaction of employees. This survey was aimed at all NSE employees (France perimeter).

**The survey consisted of a total of 43 questions, including 7 open-ended questions.**

249

Responses received out of a total of 403 (Workforce as of 31/05/2023)

61,5%

return rate

**The QWLC action plan is currently being rolled out within NSE. The first results have been communicated to the teams to ensure transparency and To promote the commitment of all.**

## The main actions by QWL items

### 1 - Content of the

Setting up  
Position by profession/ Job  
description for all

Conducting Interviews  
Annual evaluation  
according to the schedule  
communicated by the  
Management (integration

Setting up meetings  
specific to the initiative  
of the Sites Directorate  
(inter-service meetings,  
presentations, reports, etc.)

#### FIRST RESULTS

100% completed

86.7 %

Monthly Meetings/  
quarterly depending on

### 2 - Occupational health

Setting up boxes  
books/ card game... In the  
common areas:

Renovation and  
Refectories and break  
rooms: the first costing  
has been carried out

Renewing the fleet of  
chairs (administrative,  
production, logistics, etc.)  
according to the needs per  
site

#### FIRST RESULTS

Creation of a rest area  
and reading for the Va-  
rennes/Allier site. Current-  
ly being deployed for the  
other sites concerned

Creating a new  
refectory for the Varennes/  
Allier site. Currently being  
deployed for the other sites  
concerned

Rolling out  
on the sites

Study in progress  
for the installation of  
communication screens  
in the NSE premises  
(communication of  
encrypted elements on the  
company, projects, etc.);

#### FIRST RESULTS

Riom, Abrest, Varennes

### 3 - Performance and Management

Training Implementation In Management :

Setting up a report astonishment for all the arrivals and/or taking up a new position:

Maintenance of HR communications of positions open to all, both internally and externally:

#### FIRST RESULTS

Action included in the 2025 training being rolled out

Completed

Regular communication on job openings

### 4 - Employability and professional development

Reminder by the HR department of the internal mobility process:

Communication of the training by the site management at the beginning of 2024

Carry out an audit of needs in «trades» training to establish a plan over several years

#### FIRST RESULTS

HR communication will be carried out in 2025

Released in 2025

Launch of the collection during the preparation of the 2026 training plan

### 5 - Working relationship and social

Organization of the galette in January 2024 and 2025

To promote convivial moments, NSE will contribute financially to the organization of one event/year with the

#### FIRST RESULTS

Completed

Completed

### 6 - Equal Opportunities

Maintenance of a day of teleworking for eligible positions. The rules are in place and followed by managers

Implementation and signing of the agreement QWLC

#### FIRST RESULTS

HR communication will be carried out in 2025

Completed

In addition, negotiations are underway to establish a QWLC agreement, aimed at formalizing the measures and guaranteeing their sustainability.



## Attractiveness of the group, talent retention and capitalization of knowledge

*NSE's attractiveness is based on its ability to attract, welcome and retain talent in the long term, based on a positive employer brand, favourable working conditions, real prospects for development, as well as a strong commitment to inclusion, diversity and well-being.*

### Strengthening the corporate culture to better integrate and retain

1. **Telecommuting:** encouraged to ensure greater flexibility and work-life balance.
2. **Increase in the training budget:** allowing us to develop the specific skills of our employees and to promote their continuous development of skills.
3. **Internal recruitment and co-optation:** with a reinforced internal mobility policy and the implementation of a co-optation system to enhance the employee network.
4. **Internal events:** challenges, galettes des rois, sports activities... so many opportunities to strengthen team cohesion.
5. **Increased visibility of the group:** presence at trade fairs, forums, social networks and school partnerships to promote our employer image.

### A structured welcome: the «welcome kit»

In a logic of continuous improvement of the employee experience, we have formalized a structured integration process accompanied by the «Welcome Kit». This scheme aims to:

- Prepare for the employee's arrival (position, equipment, welcome booklet, HR support)
- Ensuring a smooth start from day one
- Promote the creation of links with teams and business referents

**This attention to the welcome contributes directly to the loyalty of new arrivals, by offering them a positive experience as soon as they arrive.**

### The astonishment report: valuing the fresh look

We have also introduced the astonishment report, a listening tool set up during the first weeks after the arrival of an employee or during an internal mobility within another department/site. It allows you to:

- Collect objective and spontaneous feedback;
- Identify the points of satisfaction and areas for improvement in our organization;
- Feed our HR policy with concrete proposals from the field.

This system reinforces the feeling of recognition of new employees but also of existing employees and actively contributes to the adaptation and continuous transformation of our practices.

**Maintaining a positive employer brand image is a CSR strategic challenge for NSE. Our actions aim to create an ethical, inclusive and engaging work environment. By strengthening the integration, training and active participation of employees, we build a resilient, attractive and responsible company.**

## Commitment to diversity, equal opportunities and inclusion

*As part of our CSR policy, NSE affirms its commitment to equal opportunities, diversity and inclusion. These principles guide our actions to ensure a fair and respectful work environment.*

*Our ambition is reflected in concrete actions:*

- **Professional equality between women and men:** *NSE obtained a score of 85/100 on the professional equality index, reflecting its active policy on the subject.*
- **Integration of people who are far from employment:** *strengthening of work-study schemes and specific support for young people in difficulty.*
- **Inclusion of people with disabilities:** *actions to promote their integration and retention in employment.*
- **Support for senior employees:** *promotion of career paths and support in professional development.*

These commitments are part of a broader HR policy focused on developing human capital, aiming to:

- Identify and develop internal skills
- Integrate and support new employees in their career progression
- Recognize expertise and encourage internal mobility

**NSE leverages the richness of its talent to build an inclusive company where every employee can thrive and contribute sustainably to collective performance.**

## Employees have

- Days for sick and/or hospitalized children,
- Additional leave according to seniority,
- Leave for family events (marriage, civil partnership, birth, death of a loved one, etc.),
- A co-optation bonus
- One day of teleworking for eligible positions
- An additional day of leave to carry out the administrative procedures as part of an application for RQTH (Recognition or Renewal as a Disabled Worker)
- A bonus when the RQTH is handed over
- The possibility of donating leave to an employee of the company who is responsible for a child under the age of 20 suffering from an illness, a disability or the victim of a particularly serious accident making a sustained presence and restrictive care essential.
- Leave of absence up to 4 times a year, for a period of one hour to donate blood
- Lunch vouchers,
- A mutual health and provident insurance company

## List of agreements

- Complementary NAO agreement 2022
- Time Savings Account Agreement
- PV NAO salaries
- Minutes of disagreement Bridge closures and Solidarity Day
- PAP Agreement Professional Elections
- Amendment to the PAP Agreement for professional elections
- Agreement Electronic Voting Professional Elections
- UIMM classification method agreement
- Minutes of the NAO Agreement Closures, Bridges and Solidarity Day
- Collective agreement on quality of life at work 2024-2026
- Endorsement n°6 Health Expense Plans

**As part of our commitment to employee well-being and the energy transition, several concrete actions have been implemented in 2024 at our sites:**

### **1. Improvement of indoor air quality – Abrest site**

Air purifiers have been installed in the so-called «blind» rooms (without opening to the outside) to improve air quality and user comfort. This action contributes to creating a healthier working environment, especially in enclosed spaces, by limiting the accumulation of pollutants and enhancing the well-being of occupants. (photo)



### **2. Soft mobility – Bicycle and scooter shelter (Abrest and Varennes)**

In a logic of promoting soft mobility, secure shelters for bicycles and scooters have been installed on the Abrest and Varennes sites. These facilities aim to encourage active commuting, thereby reducing CO emissions from motorized travel while promoting a better quality of life. (photo)



### **3. Lighting modernisation – Abrest, Nizerolles (and Riom in 2025)**

The gradual deployment of more efficient and less energy-consuming LED lighting continued at the Abrest and Nizerolles sites. This modernisation programme will be extended to the Riom site by 2025. In addition to reducing electricity consumption, this initiative improves the visual comfort of employees.

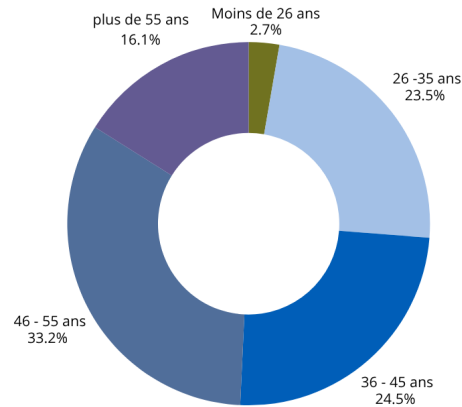


### **4. Energy optimization – Presence detection (Abrest)**

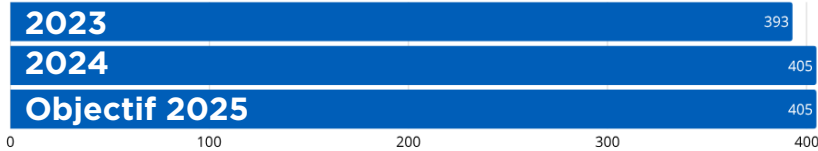
To limit unnecessary consumption, a presence detection system has been installed in the common areas of the Abrest and Riom site (break rooms, corridors, toilets, etc.). This automation allows the lighting to be switched off automatically when there are no occupants, thus contributing to more responsible energy management.



Number of staff



Workforce in France

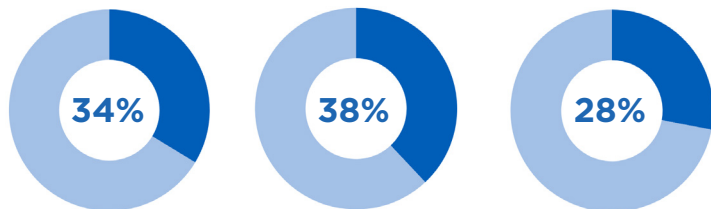


Permanent recruitment

Vocational training contract and apprenticeship



Workforce by socio-professional category



Workers / Employees

Technician / Supervisor

Engineers and managers

Safety-related training

In accordance with regulatory requirements, NSE implements various trainings, awareness-raising and exercises required to ensure a safe and secure working environment. In addition to meeting legal obligations, these training courses aim to strengthen the skills of employees, reduce the risk of accidents and promote a culture of safety within the company.

- Training and periodic refresher training for the use of forklifts and overhead cranes is provided to ensure safe and efficient handling of heavy and bulky loads.
- First aid training (First Aid at Work)
- Specific training for the management of fire situations, including the roles of guide and file holder, as well as the handling of fire extinguishers, is also provided.
- The risks associated with the use of chemicals and hazardous products are covered by dedicated awareness sessions.
- Training on the risks of diisocyanates & isocyanates
- For electrical risks, employees obtain appropriate authorizations to ensure their safety

82%

of employees are trained in the handling of fire extinguishers

66

employees are Occupational First Aiders (16%)

100%

of NSE sites are equipped with a defibrillator

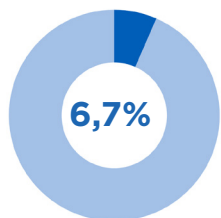
70

employees trained in the risk of isocyanates

Deployment of safety quarters of an hour

NSE has introduced safety quarters, these regular sessions make it possible to raise awareness among teams of potential risks and good safety practices at work. Each safety quarter of an hour is an opportunity to share feedback and strengthen collective vigilance. Topics covered in these sessions include topics such as «Risk and Safety Perception» where employees are encouraged to share their experiences and views on risks in the workplace. Topics such as «PPE wearing» are also discussed, highlighting the importance of wearing personal protective equipment to prevent accidents. The safety quarters also deal with specific topics such as chemical risk, by making employees aware of potential dangers and the preventive measures to be put in place. These moments of exchange foster a proactive safety culture, strengthen communication within teams, and help ensure a safer and more efficient work environment is healthy.

Measures taken in favour of people with disabilities

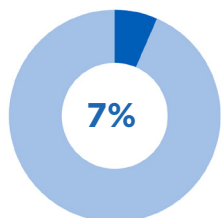


% of workers with disabilities on 31/12/2024

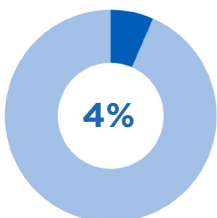
Dans le cadre de sa politique de sensibilisation au handicap, NSE a mis en œuvre différentes actions visant à encourager les collaborateurs en situation de handicap à se faire connaître auprès de la direction des ressources humaines. Cela inclut l'attribution d'une prime ainsi que de jours de congé supplémentaires pour faciliter les démarches administratives. Des initiatives locales sont également déployées pour favoriser l'inclusion lors des recrutements et pour assurer le maintien dans l'emploi. Par ailleurs, une partie des prestations est confiée à des structures spécialisées dans l'insertion professionnelle des personnes en situation de handicap, notamment par le biais d'achats de fournitures et de services auprès d'un Établissement et Service d'Aide par le Travail (ESAT) local.

Incidence rate of workplace accidents

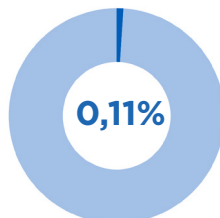
Seriousness rate of workplace accidents



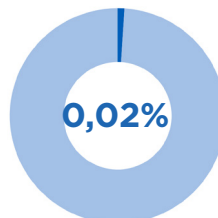
2023



2024



2023



2024

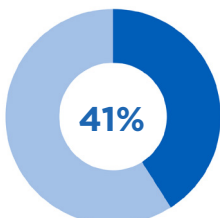
5130,5

Training hours in 2023

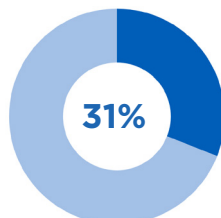
Fight against harassment and discrimination

The Corporate Code of Ethics is not limited to the principles ethical business conduct and the fight against corruption. It also affirms NSE's commitment to the prevention of harassment, the fight against discrimination, as well as the protection of the health and safety of employees and customers, considered a priority in the management of the company. In this context, a specific harassment prevention policy has been introduced, with the appointment of a referent person within the Group.

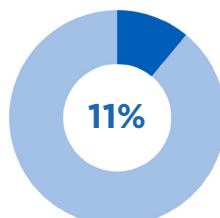
Equality between men and women



Women as a proportion of the total workforce in 2024



Women in the workforce 2024



Women in management bodies 2024

Dealing with an Accident at Work

Workplace accident management at NSE is based on a proactive and rigorous, aimed at minimizing risks and ensuring a safe working environment for all employees. A detailed internal investigation process is systematically put in place after each incident and is conducted as a team and in collaboration with a member of the Health, Safety and Conditions Commission to identify root causes and develop appropriate corrective measures. Employees are trained in accident prevention, including sessions on hazard identification and risk assessment. NSE encourages open communication and feedback from employees to continuously improve security practices. In the event of an accident, clearly defined emergency procedures are applied to ensure rapid and efficient care. Also, regular safety audits are carried out to verify compliance with standards and the effectiveness of the preventive measures put in place.

In-house further training is carried out by in-house trainers, with the advantage that it is particularly suitable for group training on topics relevant to the trainer's area of expertise.



External training is delivered by approved organizations. The employee can acquire a qualification or improve his or her skills through several actions: adaptation to new activities, promotion, annual interview or improvement of knowledge. Among the means of identifying training needs, the proposed professional interview to each Group employee every two years aim to discuss with them their professional development prospects, particularly in terms of qualifications and employment.

Skills development, training and internal mobility

Training is an essential tool to help maintain the quality of products and services. The requirements are constantly changing in terms of techniques, equipment and regulations and require the adaptation and matching of employees' skills. A training management procedure has been drafted and approved by the company's management.

The training is provided either internally or externally. It can call on the mobilisation of the professional training account (CPF) during working time. The process is then part of a process of co-decision between the employee and his employer.

As such, the professional interview is an essential managerial act from which the needs in terms of training and skills development can be identified and the actions to be implemented identified. To promote internal mobility, an HR Commission has been in place for several years, making it possible to study the evolution of employees' positions or salaries at the request of managers. The role of the HR commission is to gather and study once a month the HR requests for internal mobility / internal-external recruitment / bonus or other requests, from the employees of each NSE department (excluding requests for temporary work). Internal continuing education is carried out by internal trainers, with the advantage of being particularly suitable for group training on

## Brand attractiveness for new entrants

Human Resources participate in local events (trade fairs, job dating, etc.). This involvement in local life allows the group to be known in a new context and to meet potential candidates for internships or jobs. NSE works closely with local universities and institutions in different sectors of activity with the aim of using their resources to increase their skills through the recruitment of future employees, from support to the training of interns/work-study students.



### Our 2024 forums

**January**  
Inauguration GRETA

**February**  
Training and career forums

**Marth**  
Altern'up  
Career Fair - Cusset

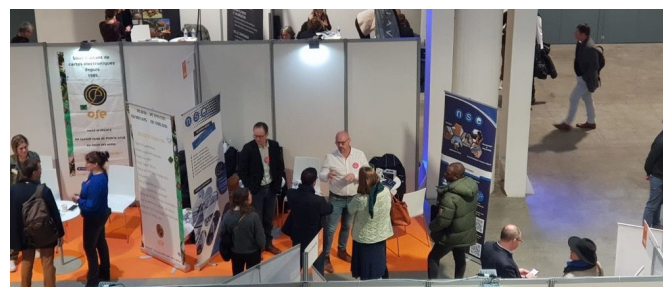
**June**  
Job Meeting Apec #TravaillerDemain

**September**  
Le Galop de l'Emploi - Hippodrome de Vichy

**October**  
Clermont Foot 63  
Employment and Industry Day (Cusset)  
E-Salon Euro Naval  
Multi-Sector Forum Defence Mobility

**November**  
Clermont Auvergne INP Engineering Forum 2022  
E-Salon Reveal your talent

**December**  
APEC Elan Vert Industrie (Lyon)



### Deployment of the responsible purchasing approach

NSE's approach is based on 3 pillars within which Responsible Purchasing is an essential axis.

#### ECONOMIC PILLAR

Ability to contribute to NSE's economic development. The purchasing department aims to make purchasing a sustainable competitive advantage over the competition, while maintaining a balanced relationship with its suppliers.

#### SOCIAL PILLAR

Social consequences of the company's activity (employees, suppliers, customers, communities, etc.).

The purchasing department has an ethical and professional responsibility in the relationship with its suppliers. In particular, he ensures that the values defined by NSE in its Code of Ethics are shared and respected by its suppliers.

#### ENVIRONMENTAL PILLAR

Compatibility between NSE activities and ecosystem maintenance (analysis of the impacts of NSE and its products in terms of resource consumption, waste production, emissions polluting conditions...). The purchasing department has a local network in its supplier panel in certain purchasing families. It is also, in liaison with the NSE Studies-Industrialization departments and the Suppliers, a source of proposals for eco-designed products.

### Organization of the Purchasing and Strategy Department

Purchases represent a significant part of the Group's turnover. Suppliers actively contribute to NSE's added value, reputation and customer satisfaction. As such, the Responsible Purchasing approach is an essential focus of the Group's CSR policy.

#### The purchasing department is organized around 2 axes:

##### Industrial purchasing

which include all the needs that go into the composition of the products sold to customers.

##### General Purchasing

which include all direct and indirect purchases devoted to the operation of the company.

In order to manage the performance of the supplier panel, NSE has set up an organization «Supplier Performance Management» attached to the Quality Department. This specific and cross-functional management system at the level of the NSE group makes it possible to constantly monitor, analyse and manage the performance of all NSE suppliers using key indicators (quality, deadlines, risk analysis, etc.).

#### The objective of the Purchasing strategy is to build with suppliers and partners identified long-lasting relationships based on trust, industrial excellence and technological leadership.

The supplier relationship is designed in a partnership logic to promote competitiveness, with the involvement of suppliers upstream, in the development phases, to better meet all customer requirements. This strategy is based both on the development of long-term partnerships with targeted suppliers and on permanent sourcing of new know-how.

In 2023, training on responsible purchasing was provided to the entire team. This training allowed each buyer to be aware of CSR issues, to understand the concept of sustainable development and prepare to integrate sustainable practices into their purchasing processes. A concrete action plan was deployed at the end of this training, making it possible to launch the work axes for 2024 now. Among the first actions taken:

##### Drafting of a responsible purchasing policy

This purchasing policy represents a commitment on the part of NSE. This document clearly defines our expectations of our suppliers and our internal practices. The deployment of this will take place in 2024-2025.

##### Adherence to the RFAR charter (Responsible Supplier Relations and Purchasing)

Adherence to the RFAR charter is also an element key to our approach. This membership demonstrates NSE's commitment to aligning itself with high standards of responsibility, while actively contributing to the promotion of sustainable procurement practices within our industry. The signing was effective in February 2024, so NSE is committed to implementing internal promotion, animation and awareness-raising actions for all the actors involved in the organization's Purchasing policy to inform them of the commitments it implies.



## THE WORD OF

**David Fournès**  
Industrial Purchasing  
Director

### Responsible cats: a structuring dynamic at NSE

*The Procurement function has always been a strategic lever for NSE. In 2024, we took an important step forward by further structuring our responsible purchasing policy, with a strong desire to work with committed, transparent and reliable suppliers over the long term.*

#### A responsible purchasing charter now integrated into key processes

Since 2024, our Responsible Purchasing Charter has been officially online on our website. It is now an integral part of the supplier selection process. Each new supplier receives the charter when it is authorized and can either sign it, apply its own equivalent charter, or indicate that it is not ready to commit, which, for us, becomes a decision-making criterion.

In addition, our Responsible Purchasing Charter, mentioned in our General Terms and Conditions of Purchase, is therefore applicable to all our purchase orders.



**The challenges of purchasing are to put together a panel that meets NSE's strategy..**

This document is much more than a symbol: it sets clear requirements on ethics, regulatory compliance, the fight against corruption, respect for human rights, environmental impact and cybersecurity (compliance with ISO 27001).

**Our objective for 2025 is clear: 100% of our 21 key industrial suppliers (target suppliers) will have to be in line with our Responsible Purchasing requirements (signing our Charter or having their own Charter in line with our requirements).**

#### Continuous risk assessment... with a reinforced CSR reading

In 2024, as part of the already existing management of our supplier risks, we expanded our risk matrix by adding a more structured CSR component. This new focus will now be integrated into supplier audits. It is not a question of systematically excluding a high-risk supplier, but simply of identifying and characterizing the risk and possibly opening a constructive dialogue with the supplier to establish an appropriate action plan to progress over time and minimize this risk.

The lack of transparency (absent indicators, refusals, etc.) can also be a warning signal requiring a willingness to understand for us.

Risk management is framed by a permanent monthly monitoring of our target suppliers on 3 axes (operational risk related to performance, industrial risk related to certification, financial risk related to financial health).

#### 2025 active: structure, monitor and empower

- The integration of the Responsible Purchasing Charter into the supplier accreditation process + 100% of our 21 key industrial suppliers (target suppliers) must be in line with our Responsible Purchasing requirements (signature of our Charter or existence of their own Charter in line with our requirements).
- Annual audits will now include verification of compliance with the Responsible Purchasing Charter
- The annual assessment will be made in the new supplier risk matrix, which now includes CSR indicators
- Monitoring of corrective action plans for at-risk suppliers
- The gradual rationalization of the entire panel of suppliers
- Our documents must meet ISO 27001 certification, effective in 2025

This approach aims to build a healthy, balanced and sustainable relationship with our suppliers.

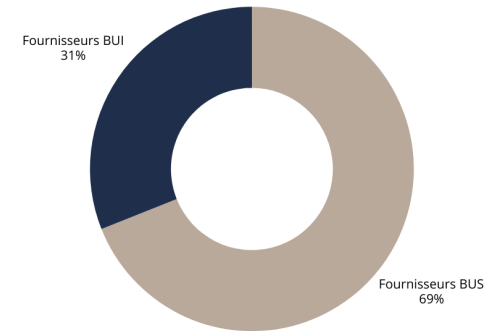
**«We want to be able to rely on our suppliers, build balanced trust relationships and rely on strong partners over the long term, to best serve ourselves, our end customers and our partners.»**

#### A procurement operation based on expertise and transversality

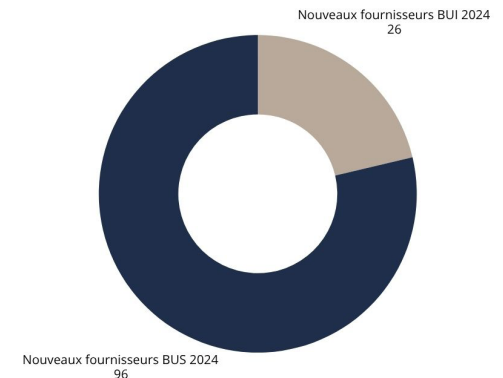
- Our purchasing organization is based on three pillars:
- Identifying, qualifying and contracting suppliers by buyers
  - Performance monitoring provided by a team of 4 people dedicated to supplier quality, organized by technical area and program
  - Cross-functional management of performance indicators, involving the purchasing, supply chain and supplier quality teams, each with a role of alerting and decision-making in the event of drift

### Purchasing in numbers

#### Distribution of BUS/BUI providers



#### New BUS/BUI providers



**Environmental Policy**

Expectations in terms of sustainable development, transparency and accountability continue to evolve in 2024, driven by a collective dynamic. New regulatory frameworks, such as the CSRD, offer companies the opportunity to further structure their CSR approach and strengthen their positive impact.

As part of our integrated Quality & Environment management system, and in accordance with the environmental axis validated by the Management Board in January 2025. We define and implement a policy that is fully in line with NSE's global commitments in terms of quality, social responsibility and sustainable performance.

In general, NSE ensures that:

- Recycling the waste generated and working to reduce it
- Controlling energy consumption
- Controlling water consumption
- Reduce your carbon footprint by carrying out a complete carbon assessment every 2 years

Our ambition is to consolidate our environmental commitment in line with the requirements of the CSRD directive and the expectations of our stakeholders. As such, we are pursuing a dynamism of continuous improvement aimed at:

- Reduce and prevent environmental impacts related to our activities;
- Promote responsible and economical use of natural and energy resources.
- Optimize the recovery and recycling of our waste.
- Strengthen the environmental performance of our processes, in line with climate issues and the ecological transition.

**52,4%**

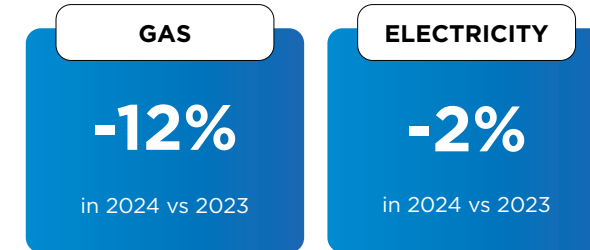
of NSE employees work at one of the ISO 14001 certified sites

**99,7%**

regulatory compliance in 2024

For non-certified sites, the Group pursues a proactive environmental policy leading to the deployment of best practices and the improvement of our multi-site environmental management.

Energy is a strong and priority for NSE. In a complex energy environment marked by price fluctuations, we remain firmly committed to optimizing our energy consumption and investing in more efficient and sustainable solutions.



**Volume of the main waste generated by NSE**

Type of waste (tonnes)	2020	2021	2022	2023	2024
Residual waste	24,17	38,24	34,59	22,75	12,07
Cardboard Waste	88,91	69,3	71,656	100,86	73,559
Wood Waste	35,67	25,31	30,29	45,14	63,16
Plastic Waste	6,832	9,964	8,71	9,087	26,70
DEEE	60,705	67,465	63,613	54,482	73,3
Soiled packaging	2,338	1,039	0,722	1,379	3,466
Metals	3,62	4,26	1,725	8,322	17,727

The analysis of the data collected reveals several changes in certain flows. These variations can be explained by a widening of the monitoring perimeter, an improvement in traceability, as well as occasional peaks in activity on certain sites. Volumes are also influenced by cleaning and decluttering operations.

As part of a sponsorship, NSE supported the «Cousins of the Desert» team in their **4L Trophy adventure**.

The NSE Group contributes to local economic development by **supporting the start-up cluster set up in Clermont-Ferrand** and set up in the place by Crédit Agricole (Le Village by CA Centre France: the ecosystem dedicated to innovation). This partnership demonstrates a commitment to the region and will allow NSE to benefit from a collaborative and local network in line with the Group's activities.

The Group is also involved in the Aerospace Cluster Auvergne- Rhône-Alpes to develop its visibility in this sector and a member of GICAT, GIFAS, CIMES etc...

For several years, NSE has been committed with the establishment of a partnership with the E2D association (**employment development durable**). This structure, recognized as being of social utility, is based on the Vichy basin (03) is at the service of people experiencing difficulties in accessing employment. Thus, NSE participates and contributes to the reintegration and professional development in the department.

**NSE donates its obsolete computer equipment to associations such as the LIBRAISOL association.**

NSE maintains the partnerships in place with establishments and **Work Assistance Service (ESAT)**.

In the municipality of Abrest, where NSE's administrative headquarters are located, our Group is participating with other local companies in the **financing of a 9-seater municipal minibus** designed to help Abrest's associations travel to local or national events. Through this action, NSE participates in and supports local initiative.

**NSE is a Silver sponsor of the Volcamp event.** It is an event that takes place in Clermont-Ferrand, France. It is a technical conference focused on IT development, new technologies and innovation. Professionals, developers, and enthusiasts come together to exchange ideas, share knowledge, and discuss the latest trends in technology.

**NSE, the high schools and GRETA have chosen to unite their efforts mainly around the Aeronautics and Maintenance sectors via a partnership.** It is with great pride that we participated in the inauguration of GRETA Auvergne.

Over the years, we have forged strong ties with these institutions in the form of a partnership, sharing a common vision of education and vocational training.

NSE materializes its civic approach by signing the «agreement in support of the military reserve policy».

Through this agreement, which facilitates the recruitment of reservists (relaxation of the notice period towards the company, 10 days paid by the employer), NSE is committed to supporting their employees by giving their time and know-how to the Ministry of the Armed Forces. NSE supports the Association of Wounded Soldiers.

NSE Participations, the holding company of the NSE Group, which manages the Air France contract, allows NSE to join the SAF Corporate AIR France programme. For example, NSE benefits from Air France's SAF Corporate program, an initiative to promote the use of sustainable aviation fuels (SAF). This program allows companies to actively contribute to the reduction of CO2 emissions in the aviation sector. Air France is committed to maximizing the use of SAF as of today.

Thanks to the contribution of NSE Participations, the volume of SAF purchased and used on future Air France flights will be increased. Sustainable aviation fuels (SAF) are substitutes for fossil kerosene.

Although they emit the same amount of CO2 during flight, SAF helps reduce emissions through its manufacturing process. The SAFs selected by Air France is made from such as waste oils, and reduce CO2 emissions by at least 65% over the entire life cycle, compared to kerosene.

In addition, they meet the criteria of the European Union, not competing with food chains and not being produced from oil of palm. By benefiting from this program, NSE was able to contribute to a reduction of 21.9 tons of CO2 over a three-year period (2023 for 4 tons of carbon vouchers, 2024 for 4.9 tons and 2025 for 13 tons of carbon vouchers), demonstrating its commitment to the environment and sustainability.



## Our highlights

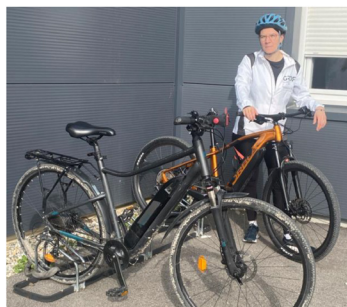
### Mobility Challenge 2024

NSE has taken up the challenge of the 2024 Mobility Challenge organised by the Auvergne-Rhône-Alpes region, and the results are up to our expectations! On June 4, 2024, 135 of our employees were mobilized, i.e. 35% of our workforce, covering 1890 km by using sustainable means of transport for their home-work journeys such as: carpooling, public transport, cycling and walking. We congratulate warmly all participants and we encourage you to continue your efforts beyond the challenge. See you next year in even greater numbers!



### Triathlon de Vichy-Bellerive 2024

600 participants and 55 companies present for the start of the race. An incredible team spirit during this sporting competition that opened the ball of the weekend's races! Congratulations to the NSE team who ranks in 6th place! Thank you to all participants.



### NSE presents the Michelin Cup prizes

On July 27, 2024, the Michelin Cup prize giving ceremony took place at Clermont-Ferrand Auvergne Airport. This event was an opportunity for NSE to promote the group because Ludovic SASSI, Director of the Aulnat site, presented the general aviation prize on this occasion. Our Bayo online driver equipment store provided prizes for the winners: 2 Garmin watches.

To win the Michelin Cup trophy, all FFA licensed pilots and partner flying clubs could participate in events between May and June on the following themes:

- The heart (follow a complex road with precision),
- Cylinders forbidden (avoid overflight areas),
- The climb (maintaining speed),
- Infinity (to hold oneself safely),
- The descent (stabilize your variometer),
- And the balls (crossing turning points).



## Our highlights

### Course Briv'Ekiden

A team of 6 people from the NSE site in Brive-la-Gaillarde took part in the Briv'Ekiden on Sunday, October 20, 2024. The Briv'Ekiden is a 42 km relay race organized by the Pays de Brive Athletic Club (PBAC) in partnership with the city of Brive, it donates part of the profits from registrations in order to finance the solidarity actions of the Secours Populaire.



### « Galette » Cake

Like every year, NSE celebrates the tradition of the galette des rois!



On the occasion of pink october, NSE has been keen to be actively involved in supporting the «Volvic en Rose» initiative in the fight against breast cancer. All the funds raised are entirely donated to the Jean Perrin Hospital Center. The run/walk took place on Saturday, October 19, 2024 in Volvic, and two of our employees, Sandy and Vincent, accompanied by their children, proudly participated in this solidarity event. A big thank you to them for their commitment and support in this great cause!



NSE also contributed to the «La Courstache» event in support of Movember, a great initiative dedicated to the fight against male cancers. This race took place in Aubière on Sunday, November 3, 2024, and 100% of the registrations were donated to the La Courstache Endowment Fund, dedicated to prevention, research and supportive care. We would like to thank Cyrielle, Thomas, Wilfried, Florian, Marie and Anaïs for their commitment and solidarity towards this event.



As part of its commitment to internal cohesion and solidarity, NSE organized a Christmas Challenge in three stages, mobilizing all its employees. During the first week, a solidarity collection was set up for the benefit of the Restos du Cœur, inviting everyone to bring a food or a hygiene product, thus showing our support for people in difficulty.

The second week saw the creativity of the teams expressed through a DIY Secret Santa, where each employee offered a creation personal (culinary dish, origami, jewelry, etc.) to a colleague. Finally, the third week brightened up the working environment thanks to the collective decoration of the offices on the theme of Christmas, strengthening conviviality and team spirit.



### Christmas Dinner

As part of our Quality of Life and Working Conditions (QWLC) approach, NSE employees benefited from a meal offered by NSE. An initiative that contributes to the well-being of the people daily.

	2020	2021	2022	2023	2024
<b>Effectif périmètre Monde</b>					
Effectif total des salariés (en ETP)	616	540	493	508	505
Effectif en France (en ETP)	407	399	379	391	392
Effectif hors France (en ETP)	209	141	114	117	113
<b>Effectif et type de contrat*</b>					
Effectif des salariés en France	407	399	383	393	405
Dont CDI	399	392	382	392	404
Dont CDD	8	7	1	1	1
Contrats de professionnalisation et apprentissage	9	9	8	7	2
<b>Effectifs par âge*</b>					
Moins de 26 ans	14	20	9	10	11
26-35 ans	69	71	75	86	95
36-45 ans	135	111	100	93	99
46-55 ans	133	137	133	136	134
Plus de 55 ans	56	60	66	67	65
Âge moyen	44,02	43,93	44,6	43,7	44
Ancienneté moyenne	12,6	12,7	13,28	12,23	12,19
<b>Effectif par catégorie socio professionnelle*</b>					
Ingénieurs et cadre en %	27%	28%	27%	28%	
Techniciens/Agents de maîtrise en %	37%	39%	39%	38%	
Ouvriers / Employés en %	36%	33%	34%	34%	
Cadre					31%
Non Cadre					69%
<b>Temps partiel*</b>					
Nombre de salariés à temps partiel	33	30	29	28	28
<b>Recrutements*</b>					
CDI	40	29	41	52	48
CDD	8	7	8	9	5
	2020	2021	2022	2023	2024
<b>Départs*</b>					
Nombre de départs	20	27	53	46	39
Nombre de licenciements	8	2	1	1	1
Nombre de départs en retraite	4	2	5	3	10
Nombre de transferts entre entités du groupe	5	3	0	0	1
<b>Turn over*</b>					
Taux d'instabilité (en % des effectifs)	8,85	9,39	12	12,65	10,84
<b>Absentéisme*</b>					
Taux d'absentéisme <sup>(1)</sup>	3,99	5,48	4,86	4,55	4,12
<b>Santé- Sécurité au travail*</b>					
Nombre d'accidents du travail avec arrêts	8	5	4	5	3
Nombre de jours d'arrêt	483	237	158	76	16,5
Taux de fréquence des accidents du travail (en %)	12	15	6	7	4
Taux de gravité des accidents du travail	0,65	0,32	0,22	0,11	0,02
Nombre de maladies professionnelles			3	2	0
Part de l'effectif bénéficiant d'une couverture santé <sup>(2)</sup>	86%	86%	90%	87%	89%
<b>Répartition des effectifs formés*</b>					
Part de la masse salariale brute consacrée à la formation	1,67%	1,85%	2,16%	2,83%	2,13%
Nombre de collaborateurs/trices <sup>(3)</sup> formés	270	599	347	445	353
Nombre total d'heures de formation (ensemble des salarié.e.s)	8646	6528	5992	8908	5130,5
Nombre de cadres formés	62	175	106	184	109
Nombre total d'heures de formation des cadres	4276	2071	1538	2463	1187,5
Nombre de non-cadres formés	208	424	241	261	244
Nombre d'heures de formation des non-cadres	4370	4457	4454	6445	3943

\*These indicators cover 77% of the workforce - Corresponds to the France perimeter

1. The absenteeism rate only takes into account illness, occupational injury and unjustified absences

2. NSE offers a compulsory and family health expenses contract to all its employees

3. As the counting is carried out in «number of trainees», an employee who has followed several training courses will be counted several times