



moving
mountains
together

Sustainability Report

2025



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01 Message from the CEO

Building momentum through action

In 2025, BIA Group reached an important milestone in its Sustainability journey. What began several years ago as a set of ambitions and commitments has now become fully embedded in the way we shape our future.

Sustainability is no longer a parallel workstream; it is an **integral part of our new Corporate Strategy “On the Road to 2030”** and one of the foundations of how we create long-term value for our stakeholders.

This progress has taken place in a context marked by economic uncertainty, geopolitical tensions, and evolving expectations regarding sustainable development. Yet our conviction remains unchanged: **sustainable growth is the only path forward**. In a world undergoing profound transformation, BIA chooses to stay focused on what matters most — delivering performance responsibly, supporting our customers' transition, and creating a positive impact wherever we operate.

Over the past years, we have built strong foundations. In 2024, we completed our first comprehensive Group-wide carbon footprint, providing the baseline needed to shape our climate ambitions and transition plan. In 2025, we have accelerated our climate strategy by strengthening our environmental governance, advancing our

decarbonization roadmap, expanding renewable energy initiatives, and further integrating sustainability considerations into our operational decision-making.

Our Sustainability strategy is now structured around six strategic pillars that guide our priorities across the Group:

- **Reducing our environmental footprint** by strengthening carbon measurement, advancing our decarbonization roadmap, and aligning our sites with international standards such as ISO 14001.
- **Enabling our clients' sustainability ambitions** through high-value solutions: from digital tools that optimize fuel consumption to rebuild programs that extend equipment life. Where sustainability and performance meet, real value is created.
- **Transforming our logistics and supply chain**, by optimizing transport modes and inventory management to reduce environmental impact.
- **Putting our people at the heart of our model**, fostering a culture of respect, diversity, safety, and wellbeing across all our operations.
- **Creating positive local impact** by investing in communities, supporting education, strengthening local economies, and partnering with stakeholders on the ground.
- **Maintaining the highest standards of ethics, governance, and compliance**, which remain fundamental to the trust placed in BIA by our customers, partners, employees, and shareholders.

The preparation of this Sustainability Report was guided by the principles and requirements of the Corporate Sustainability Reporting Directive (CSRD) and represents a first step in BIA

Group's journey towards CSRD compliance and more mature sustainability reporting practices.

Beyond compliance, this exercise has enabled us to better understand our impacts, risks, and opportunities, and to further integrate sustainability considerations into our strategic decision-making.

We firmly believe that **meaningful progress can only be achieved collectively**. The challenges of climate change, responsible resource management, workforce development, and sustainable industrial transformation require close collaboration between manufacturers, suppliers, customers, employees, local communities, and public stakeholders. Together, we can accelerate the transition of the industries we serve.

Finally, I would like to thank all our employees across the Group. Their commitment, expertise, entrepreneurial spirit, and daily efforts continue to transform our ambitions into concrete actions. Their dedication is the driving force behind our progress and the foundation of our future success.

At BIA, sustainability is not simply an obligation or an ambition—it is a business imperative. We are committed to building a resilient, responsible, and future-ready company, creating lasting value for our stakeholders and contributing positively to the communities and environments in which we operate.

Romain Bia
Chief Executive Officer, BIA Group



02

Executive summary



This 2025 Sustainability Report marks an **important step in BIA Group’s journey towards more structured, transparent and CSRD-aligned sustainability reporting.** Prepared on a voluntary basis, it presents the Group’s material sustainability matters, identified through BIA’s first Double Materiality Assessment, and sets out how sustainability is progressively embedded into governance, strategy, operations and value chain engagement.

The report reflects BIA’s role as a distributor, service provider and long-term partner to customers in mining, construction, transport and energy. It highlights both the **Group’s direct operational responsibilities and its broader influence across the value chain,** where key impacts, risks and opportunities are concentrated, particularly in relation to climate change, resource use, health and safety, responsible sourcing, business conduct and local communities.

In 2025, BIA structured its **Sustainability Action Plan 2030** around six focus areas: Environment, Sustainable Solutions, Sustainable Supply Chain, People, Communities, and Ethics & Governance. These priorities translate the Group’s strategic ambition into concrete actions, including climate mitigation initiatives, renewable energy deployment, logistics optimisation, circular economy solutions through Component Rebuild Centres, employee engagement and development programmes, community partnerships, and strengthened compliance and reporting processes.

The report also acknowledges areas where **BIA’s sustainability management and data systems are still developing.** Certain quantitative indicators and disclosures remain subject to progressive improvement, including climate transition planning, value chain data, EU Taxonomy-related information and selected ESRS data points. These limitations are clearly identified and will guide the strengthening of future reporting cycles.

Overall, this first report provides a **consolidated view of BIA’s sustainability priorities, performance and roadmap.** It establishes a foundation for continuous improvement, enhanced stakeholder dialogue and stronger integration of sustainability into decision-making, while supporting the Group’s transition towards future CSRD compliance.

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About this report



| [ESRS 2](#) | General Requirements

| [BP-1](#) | Basis for preparation of the sustainability statement

Reporting framework and materiality approach

This Sustainability Statement presents an overview of BIA Group’s material sustainability matters for the financial year 2025, covering the **reporting period from 1 January to 31 December 2025**.

It constitutes the Group’s first sustainability report prepared on a voluntary basis seeking alignment as far as possible with the requirements of the **Corporate Sustainability Reporting Directive (CSRD)**. Although BIA Group is not currently subject to mandatory CSRD reporting, this Statement has been developed in anticipation of future regulatory obligations.

The report has been prepared with reference to the draft revised European Sustainability Reporting Standards (ESRS) issued by EFRAG on 3 November 2025. As these standards currently remain subject to official publication in the official European Journal and were still in draft form at the time of the report preparation, BIA Group acknowledges that the finalised version might differ from the draft standard used. The Group intends to align its future reporting with the finalised ESRS and plans to transition accordingly for the 2026 reporting cycle.

This Sustainability Statement is based on **BIA Group’s first Double Materiality Assessment (DMA)**. The material impacts, risks, and opportunities (IROs) identified through this process form the basis of the disclosures included in this report and underpin the Group’s sustainability strategy and reporting approach.

Information omitted from this report

As part of its first sustainability reporting exercise, BIA Group has sought to align this Sustainability Statement with the ESRS to the greatest extent possible. However, certain disclosures are not yet included due to limitations in data availability and the ongoing development of reporting processes.

At this stage, the report does not include disclosures required under the EU Taxonomy Regulation, including taxonomy eligibility, alignment assessments, and related turnover, CapEx and OpEx KPIs.

In addition, a number of ESRS data points and quantitative indicators remain unavailable or insufficiently mature to support reliable Group-level reporting. These items are identified in Annex 1 (ESRS index table) and will be progressively integrated into future reporting cycles as data collection, consolidation, and assurance processes are strengthened.

Consolidation basis and reporting scope

This Sustainability Statement has been prepared on a consolidated basis and covers the same reporting perimeter as the Group’s financial statements. The terms “BIA Group” or “BIA” used throughout this report refer collectively to all entities included in the consolidation scope and not to any individual legal entity. Unless otherwise stated, disclosures relating to strategies, policies, actions, metrics, and targets are reported at the consolidated Group level.

Value chain considerations in reporting

The Sustainability Statement **considers the Group’s value chain to the extent that it is relevant** to the identification and disclosure of material sustainability matters. BIA’s value chain is described on page 18.

As part of the Double Materiality Assessment (DMA), BIA Group identified its material impacts, risks, and opportunities (IROs) across its own operations as well as its upstream and downstream value chain activities. This assessment was supported by targeted engagement with Tier 1 value chain stakeholders (see section 3.4 on pages 29, 30).

The outcomes of the DMA determine the inclusion of value chain-related information in this report. Where deemed material, relevant upstream and downstream aspects are incorporated into disclosures relating to the Group’s strategy, policies, actions, metrics, and targets.

Time horizons applied

The time horizons applied in this Sustainability Statement, including those used for the assessment of material impacts, risks, and opportunities (IROs), are aligned with the definitions set out in ESRS 1.

Accordingly, BIA Group applies the following time horizons:

- **Short-term:** the period corresponding to the Group’s financial year;
- **Medium-term:** the period extending from the end of the short-term horizon up to five years;
- **Long-term:** periods exceeding five years.





BIA Group develops and delivers equipment, services, and technologies designed to enhance productivity, improve safety, and reduce environmental impact.

Our governance

Our mission, culture and values

Driven by a strong commitment to supporting its customers, **BIA Group develops and delivers equipment, services, and technologies** designed to **enhance productivity, improve safety, and reduce environmental impact**.

This ambition underpins the Group's operations across Europe and Africa and shapes a corporate culture focused on long-term, sustainable, and independent growth.

Rooted in close customer relationships, innovation, collaboration, and disciplined execution, BIA Group's business model translates this ambition into consistent day-to-day practices. It enables the Group to operate effectively across diverse markets while maintaining the agility required to respond to a changing environment, strengthen its core activities, and capture new opportunities, thereby creating sustainable value for its stakeholders.

→ [See next page](#)



Our vision

Driven by passion, we provide the best equipment, services, and technologies to increase our customers' productivity, improve safety and reduce environmental impact.



Our mission

BIA aims to become an independent and sustainable group, with majority family ownership, by strengthening its presence in Europe and Africa.

BIA continues to consolidate its growth and profitability as a Komatsu distributor, recognized by its customers for the quality of its products, integrated solutions and services, focused on the construction and mining industries.

BIA will continue to reinforce its position in the transport and energy sectors while exploring new markets and developing innovative solutions.



Our mindset

Customer Intimacy

- Understanding customer needs
- On-site presence
- Sense of urgency
- Balanced partnership

Execute

- Safety first
- Clear ownership
- Respect of commitments
- Keep it simple

Collaborate

- "One Team" spirit
- Transparent communication
- Dare to challenge
- Diversity is a strength

Innovate

- Creating value
- Addicted to progress
- Pragmatic solutions



Our values

- Excellence
- Sustainability
- Passion
- Entrepreneurship

Our governance structure

| Gov-1 | The role of the administrative, management and supervisory bodies in relation to sustainability

BIA Group has established a **structured governance framework** designed to ensure effective oversight, clear accountability and strong alignment between strategic direction, operational execution and sustainability priorities.

→ [See next page](#)

At the highest level, **Shareholders (General Assembly)** define the Group's long-term orientation. Sustainability is directly integrated at this level:

- The Group's **sustainability strategy, progress and key achievements** are formally **presented to Shareholders once per year**, ensuring transparency and alignment with long-term value creation objectives.
- the General Meeting also approves the **annual report and the Group's annual Sustainability Report**.

The **Board of Directors** is responsible for defining the Group's overall strategy, supervising management, and ensuring the long-

term resilience of its activities. While the Board is supported by specialised committees—including the Audit Committee, the Strategic Committee, and the Nomination & Remuneration Committee, **sustainability-related matters are primarily addressed within the Nomination & Remuneration Committee**. The other committees contribute indirectly within their respective mandates, notably in relation to financial oversight and strategic direction.

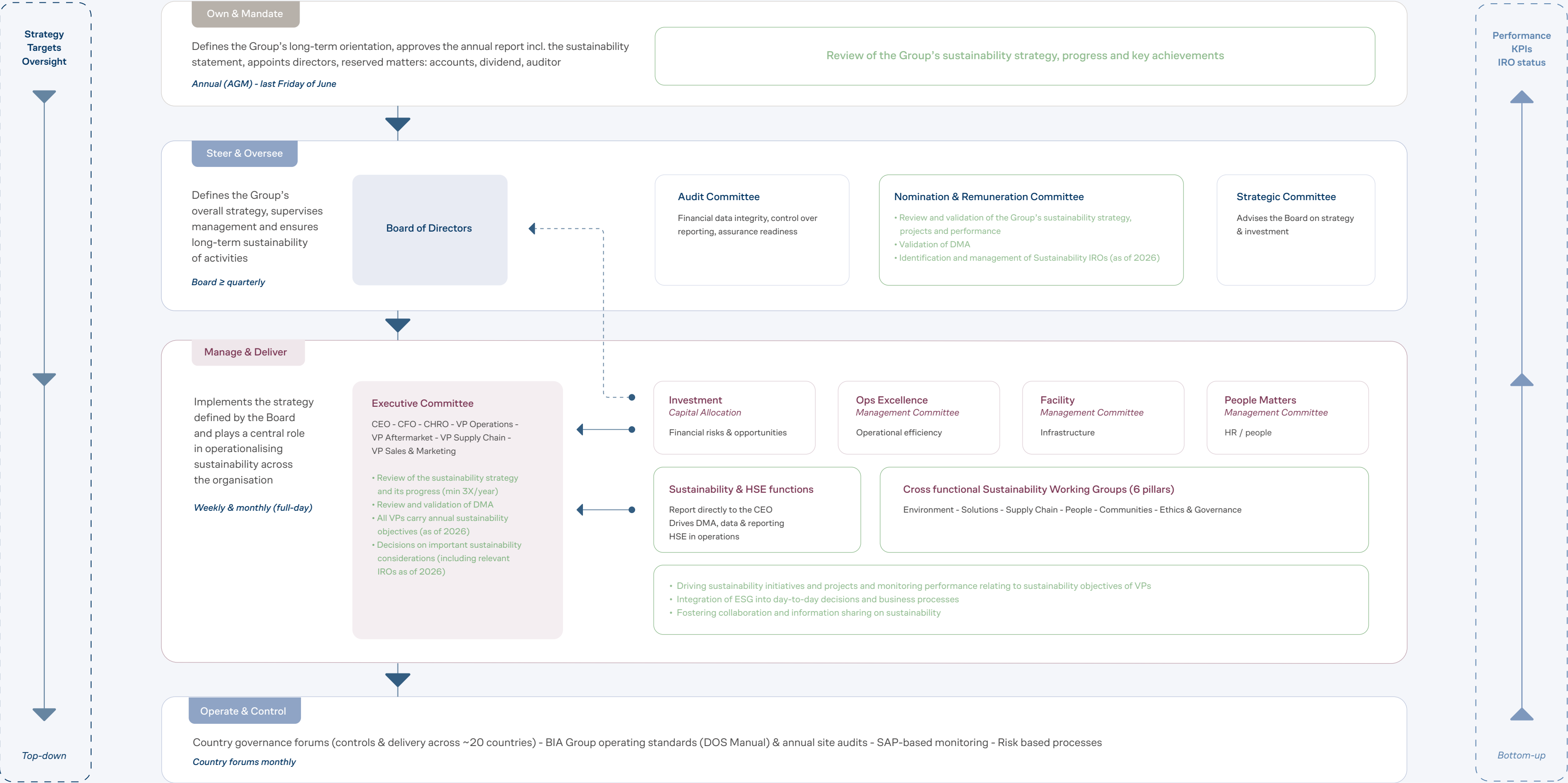
In **2025** in particular:

- The Board reviewed and validated the **Group's new sustainability strategy and performance objectives**, ensuring alignment with business priorities and overall governance.
- Sustainability-related matters were formally reviewed and **discussed by the Nomination & Remuneration Committee in June and December**, with a focus on assessing sustainability performance and its alignment with strategic objectives, governance practices, and management incentives.

Following the completion of the Group's first Double Materiality Assessment (DMA) in 2026, the integration of sustainability-related impacts, risks, and opportunities (IROs) into governance processes has been identified as a priority and will be progressively implemented from 2026 onwards. This will include their incorporation into the Board's oversight, its committees' work, and the Group's risk management and strategic decision-making processes.

The Board of Directors is responsible for defining the Group's overall strategy, supervising management, and ensuring the long-term resilience of its activities.





There are no employee or other-worker representatives on the Board. Workforce perspectives are nonetheless conveyed directly through regular business reviews presented by operational leaders (including Vice-Presidents, country, and operations managers), who attend Board meetings on a rotating basis alongside the CEO and CFO. In addition, employee views are captured through local social dialogue mechanisms and the annual employee engagement survey (2025: 86% participation rate; 82% engagement rate), with results reported to the Nomination & Remuneration Committee.

The governance bodies collectively ensure that appropriate sustainability expertise is available to effectively oversee these matters, through a **combination of internal competencies, continuous development and, where relevant, the use of external advisors**. In practice, this is anchored by the Nomination & Remuneration Committee’s review of Board and executive composition and competence — including on sustainability.

The **Executive Committee** is responsible for implementing the strategy defined by the Board and plays a central role in operationalising sustainability across the organisation.

In **2025**, Sustainability was integrated into the work of the Executive Committee through the following mechanisms:

- In its development phase, the **Sustainability Strategy 2030 was presented to the Executive Committee on a near-monthly basis**, with a total of seven sessions dedicated to progress review and follow-up.
- The Sustainability Strategy 2030 has been structured around six strategic pillars, with **each Executive Committee member (Vice President) assigned responsibility for the execution**

- and performance of a specific pillar**, thereby strengthening accountability and enabling effective cascading of related initiatives throughout the organisation.
- All Executive Committee members (Vice Presidents) were assigned **annual sustainability-related objectives**, strengthening accountability and alignment with performance management.

From 2026 onwards, sustainability-related objectives will be more closely linked to variable remuneration, building on existing practices already in place for the Chief Executive Officer in 2025. In addition, sustainability considerations, including material impacts, risks, and opportunities (IROs) identified through the Double Materiality Assessment, will be embedded into decision-making processes and monitored through the Executive Committee’s activities.

At the executive leadership level, **the sustainability function reports directly to the Chief Executive Officer**, ensuring strong visibility, strategic alignment and influence in decision-making. The sustainability team coordinates the deployment of the Group’s sustainability strategy and monitors progress through regular reporting to governance bodies.

At the **operational level**, sustainability is embedded across all functional areas—including **Human Resources and Internal Communication, Finance, Legal and Compliance, Operations, Sales and Marketing, Aftermarket, and Supply Chain**. Each function is responsible for executing the Group’s sustainability strategy within its respective scope and contributes to integrating sustainability considerations into day-to-day decision-making and business processes.

In **2025**, the operationalisation of the sustainability strategy was initiated through:

- The establishment and engagement of **dedicated cross-functional working groups structured around each strategic pillar**—Environment, People, Ethics & Governance, Communities, Sustainable Solutions, and Supply Chain—to drive initiatives, monitor performance, and foster collaboration across the organisation; these working groups met on average every two months.

- The active contribution of all functions to the **definition and structuring of the Group’s sustainability objectives**, supporting their progressive integration into operational practices.

From 2026 onwards, sustainability-related impacts, risks, and opportunities will be systematically identified and managed at the operational level and escalated through appropriate reporting lines, in line with the outcomes of the Double Materiality Assessment and the progressive strengthening of the Group’s governance processes.

BIA Group Board of Directors ↓



This **integrated governance model** ensures that **sustainability is embedded across all levels of the organisation**—from Shareholders to operational teams—rather than managed as a standalone topic. It is supported by structured reporting lines, formal decision-making processes, oversight of impacts, risks, and opportunities, performance management, and cross-functional collaboration.

This approach enables BIA Group to combine robust oversight with operational agility, fostering transparency, accountability, and long-term sustainable value creation, while supporting **both top-down and bottom-up integration of sustainability objectives across the organisation**.

| GOV-2 | Integration of sustainability-related performance in incentive schemes

In **2025**, BIA focused on developing its Sustainability Strategy 2030 and defining related priorities and projects. Consequently, **no specific sustainability-related objectives were embedded in the individual short-term incentive schemes** of Executive Committee members, including Vice Presidents and Heads of functions. At the same time, variable remuneration at Group level remained exclusively linked to financial KPIs, with no sustainability-related criteria included in the corporate performance bonus.

An initial step was nevertheless introduced through a **transversal objective applicable to all employees**: under the “I am a BIA ambassador” framework, employees are expected to adhere to the Group’s sustainability strategy and contribute to its implementation in line with key policies. This objective reflects a general commitment rather than measurable performance targets.

BIA intends to progressively strengthen the **integration of sustainability into its performance and incentive frameworks from 2026**, including the introduction of specific sustainability-related objectives at Executive Committee level (including the CEO) and within VP departments. A first step is planned through the

introduction of a sustainability criterion linked to the timely publication of the 2025 Sustainability Report in a non-recurring collective bonus scheme in Belgium.

| GOV-3 | Statement on due diligences

The table below presents how the key aspects and steps of the due diligence process, as set out in ESRS 1 General Requirements, are reflected and disclosed across this Sustainability Statement.

Table – Statement on due diligences

MAIN ASPECTS OF DUE DILIGENCE PROCESS	DISCLOSURES IN SUSTAINABILITY STATEMENT
Embedding due diligence in governance, strategy and business model	ESRS 2: GOV-2, GOV-3, SBM-1, SBM-2, SBM-3
Engaging with affected stakeholders	ESRS 2: GOV-2, GOV-3, SBM-1, SBM-2, SBM-3, IRO-1 ESRS S: S1-2, S2-2, S3-2, S4-2 ESRS G: G1-1
Identifying and assessing negative impacts on people and the environment	ESRS 2: SBM-2, SBM-3, IRO-1, IRO-2
Taking action to address negative impacts on people and the environment	ESRS E: E1-5, E3-2, E5-2 ESRS S: S1-3, S2-3, S3-3, S4-3 ESRS G: G1-2
Tracking the effectiveness of these efforts	ESRS E: E1-6, E1-7, E1-8, E5-3, E5-4, E5-5 ESRS S: S1-4 to S1-16, S2-4, S3-4, S4-4 ESRS G: G1-3, G1-4, G1-5, G1-6



Our activities and strategy

|SBM-1| Strategy, business model and value chain

Who we are

BIA Group is a **long-established equipment distributor and service provider** with more than a century of experience **supporting the mining, construction, transport and energy sectors across Europe and Africa**. Over time, the Group has developed strong expertise in these industries, combining the distribution of leading equipment brands with comprehensive technical capabilities and a deep understanding of customer operations.

Beyond equipment supply, BIA delivers **fully integrated solutions covering the entire lifecycle of customer projects**. The Group supports clients from the early stages through project study and sizing, financing and equipment delivery, and continues with spare parts supply, maintenance, repair and rebuild services, and training programs. Its **network of workshops, warehouses and rebuild centers** enables proximity to customer sites and ensures high equipment availability and performance.

BIA also leverages **innovation and digital technologies to enhance customer performance**, notably through solutions such as fleet management and predictive maintenance platforms. In addition, the Group offers flexible solutions such as equipment rental and supports customers in optimizing operations, improving safety and controlling costs.

Through this combination of equipment, services and digital capabilities, BIA operates as a full-service solutions provider, addressing the needs of a wide range of applications—from mining and quarrying to infrastructure development, transport and energy generation—while ensuring long-term support and value creation for its customers.

Our 2030 strategy

BIA’s “**On the Road to 2030**” strategy sets out a structured roadmap to drive sustainable growth and long-term value creation. It is built around **five strategic pillars**, supported by a set of cross-functional initiatives aimed at **transforming BIA from an equipment supplier into a solutions provider**, enhancing customer value and experience, expanding digital capabilities, and strengthening core functions such as supply chain and management systems.

This strategy is underpinned by **strong foundations**, including **Safety, Compliance, ESG, financial performance** and **BIA culture**, ensuring a coherent, responsible and future-ready approach across all activities.

Our 2030 Strategy is built around five strategic pillars, supported by a set of cross-functional initiatives aimed at transforming BIA from an equipment supplier into a solutions provider.

BIA's strategic pillars



Preferred Partner

BIA is the partner of choice for its customers and its OEMs – trusted, innovative, easy to do business with – in delivering customer success through integrated solutions and best-in-class expertise.



Sustainable Growth

Deliver profitable growth as a leading Komatsu distributor by maximizing our current portfolio and footprint, while strategically pursuing new markets and complementary offering.



Strong Network

Reinforce existing network, upgrade facilities and enhance country autonomy to answer local market demand.



Best People

As employer of choice, we attract, empower, engage, develop and retain the best talent through a strong culture and an agile, future-ready organizational model.



Smart Operations

Elevate efficiency and operational excellence, through digital transformation and simplification, to reduce our costs and to deliver superior value to our customers.

Safety

+

Compliance

+

ESG

+

Financial

+

BIA culture

BIA's value chain and positioning

Building on its business model and strategic ambition, BIA operates at the center of a complex and interconnected value chain. As a **distributor**, the Group acts as a **critical bridge between leading OEMs and end customers** across mining, construction, transport and energy sectors.

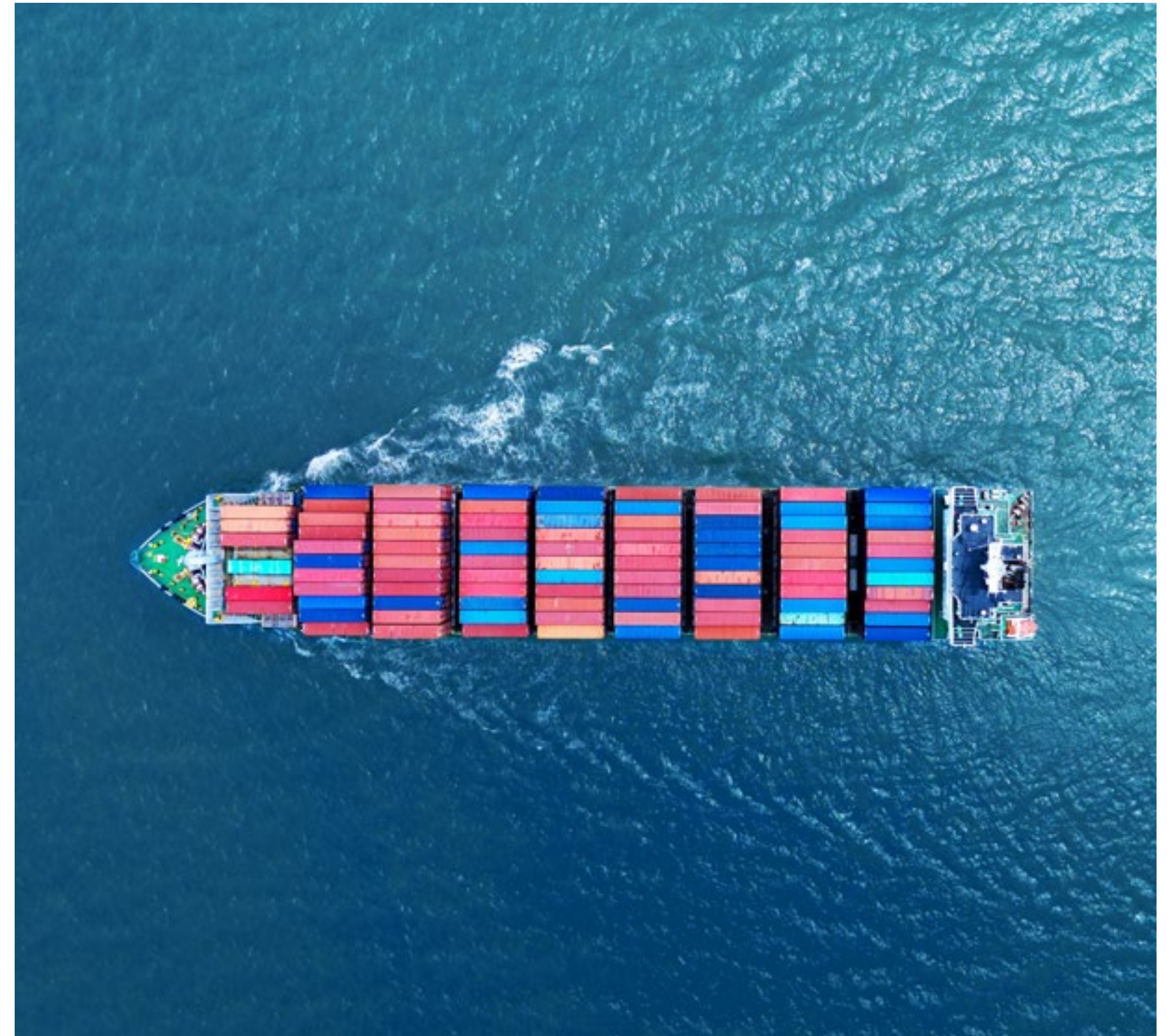
→ [See BIA's Value Chain on next page](#)

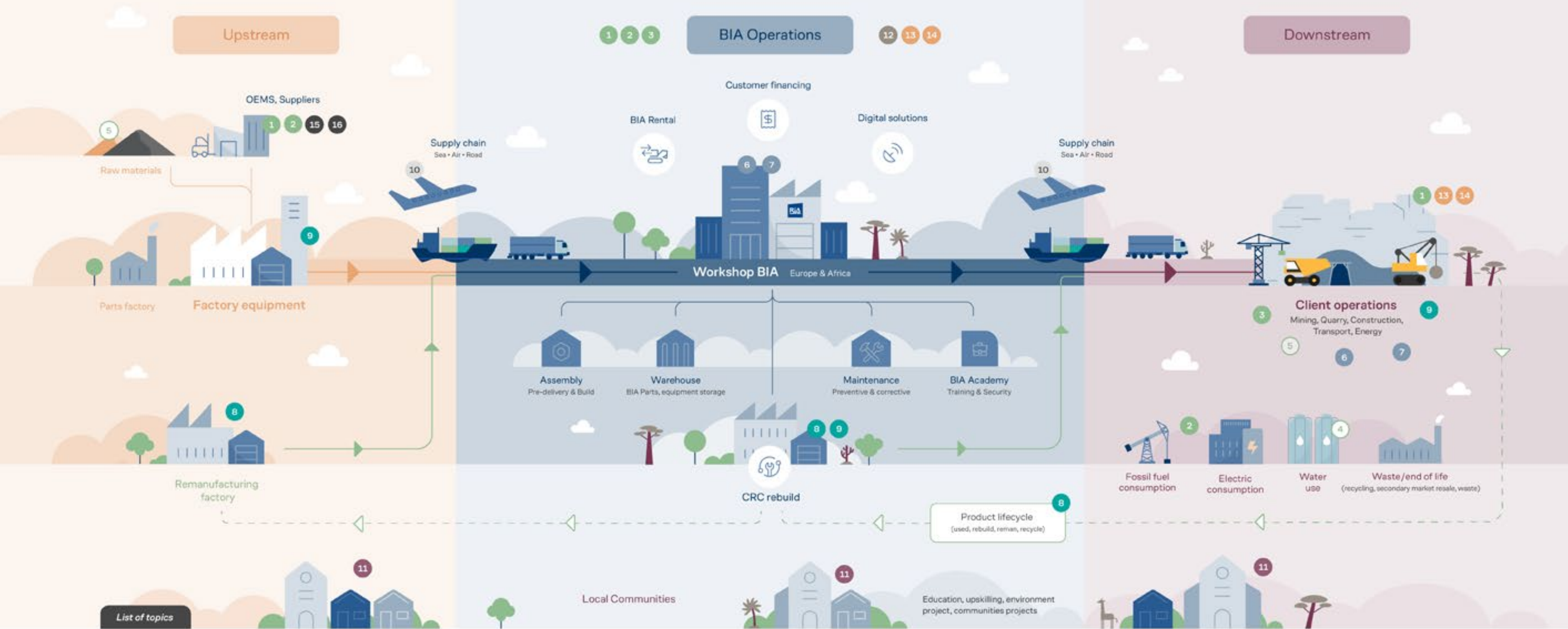
Upstream, BIA works closely with OEM partners and suppliers.

This includes sourcing equipment, components and technologies, as well as managing international logistics and supply chain flows. These activities are closely linked to key material topics such as responsible sourcing, supplier engagement, logistics optimization and climate impact.

At the core of the value chain, BIA's operations create value through a broad range of activities: equipment assembly, warehousing, delivery, financing solutions and digital services. Most importantly, BIA differentiates itself through strong aftermarket capabilities, including maintenance, repair, rebuild (CRC) and technical training through its training centers (BIA Academy). These activities extend the product lifecycle, improve asset efficiency and contribute to circular economy principles and resource efficiency.

Downstream, BIA supports its customers in operating, maintaining and optimizing their equipment in challenging environments. Through on-site services, digital fleet management solutions and performance-based contracts, BIA helps clients improve productivity, safety and cost control, while reducing fuel consumption, emissions and waste. End-of-life considerations, such as refurbishment and reuse, further reinforce this lifecycle approach.





Environment

- 1 E1 Climate adaptation
- 2 E1 Energy and GHG emissions
- 3 E2 Pollution of air, water and soil
- 4 E3 Water resources management (Value chain topic)
- 5 E4 Biodiversity and natural resources (Value chain topic)

People

- 6 S1/S2 Fair working conditions and employee development
- 7 S1/S2 Health and safety

Sustainable Solutions

- 8 E5 Circular economy and resource use
- 9 S4 Trusted products, safety and digital solutions

Sustainable Supply Chain

- 10 G1 Partnerships and supply chain management

Communities

- 11 S3 Community support and socio-economic development

Ethics & Governance

- 12 G1 Ethics, compliance and anti-corruption
- 13 Entity-specific: Geopolitical context
- 14 Entity-specific: AI and digital transformation

Link with sustainability strategy and material topics

BIA’s Sustainability Action Plan 2030 is structured around **six focus areas** that translate the Group’s ambitions into concrete actions across its value chain. Each priority area addresses specific **material topics** identified through the Double Materiality Assessment (DMA) and is supported by **targeted projects** and **measurable objectives**.

→ [BIA’s Sustainability Action Plan 2030 on next pages](#)

Together, these six focus areas provide a comprehensive and structured response to BIA’s material topics. They reflect the Group’s role along the value chain and its capacity to drive positive impact through its operations, its solutions and its partnerships.



Environment

The Environment pillar focuses on **minimizing climate impact and protecting natural resources**. It directly addresses key material topics such as climate change adaptation, energy use and GHG emissions, pollution prevention, and biodiversity and water management. Actions include the deployment of a carbon footprint and transition plan, the rollout of solar panels, the implementation of ISO 14001 standards. These projects aim to reduce emissions, improve energy efficiency and limit environmental impacts across BIA operations.



People

The People pillar embeds social responsibility at the core of BIA’s operations, covering material topics such as **fair working conditions, employee development, health and safety, and human rights**. The Group promotes a strong corporate culture through initiatives such as annual global employee surveys, wellbeing programmes, leadership development and robust HR policies. These actions aim to ensure safe, inclusive and engaging workplaces while supporting long-term skills development across the organization.



Sustainable Solutions

The Sustainable Solutions pillar reflects BIA’s ambition to **support customers in their own sustainability transition**. It covers material topics such as circular economy and resource use, as well as product performance, safety and digital solutions. The Group actively promotes low-impact technologies, including electric and hybrid equipment, and leverages digital tools such as SmartFleetDX to optimize fleet efficiency and reduce idle time. Rebuild and remanufacturing activities further contribute to extending product lifecycles and reducing waste.



Communities

The Communities pillar focuses on BIA’s impact beyond its direct operations, addressing material topics related to **community support and socio-economic development**. The Group implements projects in areas such as education, skills development, women empowerment, support to local SMEs and environmental protection. Its ambition is to deliver tangible benefits in each country of operation, reinforcing local development and contributing positively to society.



Sustainable Supply Chain

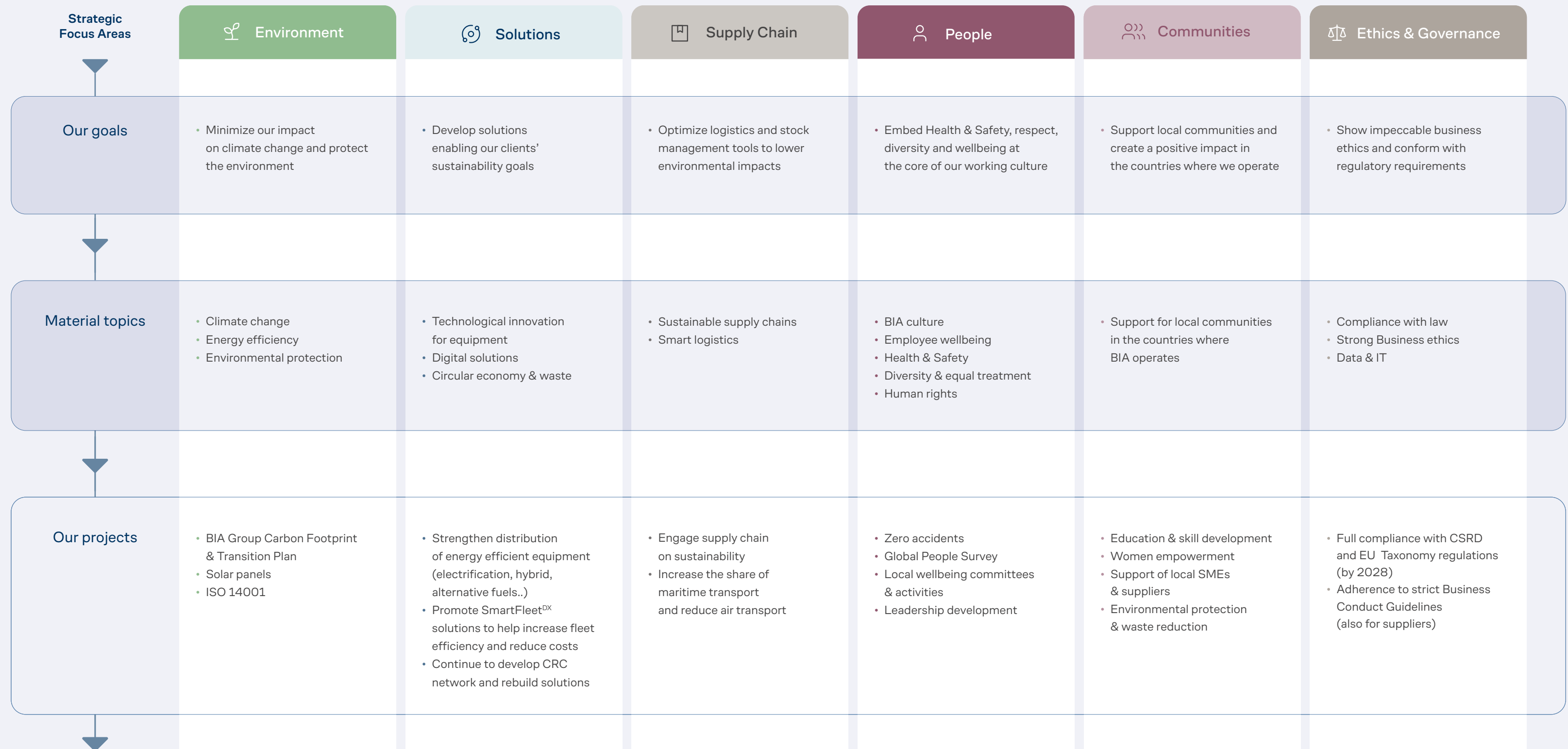
The Sustainable Supply Chain pillar addresses material topics related to partnerships and supply chain management. It focuses on **improving the environmental footprint of logistics and strengthening responsible sourcing practices**. Key initiatives include engaging suppliers on sustainability criteria and shifting transport modes from air to more efficient maritime solutions. These actions contribute to reducing indirect emissions and enhancing transparency and resilience throughout the value chain.



Ethics & Governance

The Ethics & Governance pillar ensures that **all activities are conducted with integrity and in compliance with applicable regulations**. It covers material topics such as business ethics, compliance, data management and internal audit. Key initiatives include the implementation of CSRD and EU Taxonomy requirements, strengthening of Business Conduct Guidelines for both employees and suppliers, and the development of high-quality ESG data and reporting processes. These actions support transparency, accountability and responsible business practices across the Group.

BIA Group Sustainability Action Plan 2030



BIA Group Sustainability Action Plan 2030

Strategic Focus Areas	Environment	Solutions	Supply Chain	People	Communities	Ethics & Governance
Our targets towards 2030	• Increase production of renewable energy on BIA sites • Reduce our Scope 1 & 2 CO₂e emissions • Reduce/ban single use plastics	• Increase capacity and volume of rebuild solutions versus new equipment • Help our clients reduce their costs and CO₂e emissions through digital solutions and fleet monitoring	• Reduce the weight of non-urgent orders (stock order) per air transport to max 1% • Engage 100% of our critical suppliers on sustainability	• Achieve ISO 45001 certification in Senegal, Ivory Coast, Burkina Faso and ISO 14001 certification in Zambia and Ivory Coast • Organize min 5 wellbeing activities per year in each BIA country • Hold the Yearly People Survey and implement a yearly follow-up action plan • Develop a training annually on a sustainability topic • Zero Human Rights infringements	• Adopt a group-wide local communities' strategy • Execute one impactful project for local communities per year in every BIA country	• Fully CSRD & EU taxonomy compliant Annual Report by 2028 • Continued impeccable compliance with all applicable rules and regulations
Our targets for 2026	• Solar panels installed in 4 African countries (SEN, IC, BF, ZMB)	• Measure CRC capacity baseline and set a 10% increase • Engage with 2 key customers to develop joint use cases on fleet efficiency and cost/CO₂e reductions	• Lower the weight of non-urgent stock transports from 10% to 6% • Engage min 25% of critical suppliers on sustainability (through our sustainable procurement policy and questionnaire)	• Reduce accident severity and frequency rates by 50% (v. 2025 baseline) • Provide budgets and support to local wellbeing committees for the organization of min 5 wellbeing activities in every country • Hold the 2026 People Survey and develop a follow-up action plan • Develop and deploy a group-wide E-learning to train all employees about the 2030 Sustainability Strategy and Action Plan	• Execute one impactful local communities project in the following countries SEN, BEN, ZMB, BF, DRC, IC	• Review and reinforce our Business Conduct Guidelines • Establish our first Double Materiality Analysis (CSRD) • Publish our 2025 Sustainability Report integrating a first voluntary ESRS compliance (first phase of CSRD voluntary reporting)

Our contribution to the UN sustainable development goals

BIA's Sustainability Action Plan 2030 contributes most directly to selected United Nations Sustainable Development Goals by translating its six focus areas into concrete actions across its operations and value chain.

Through its People pillar, BIA supports **SDG 3 – Good Health and Well-being** by strengthening health, safety and wellbeing at work, and **SDG 4 – Quality Education** through employee development, technical training and skills-building initiatives.

Its Environment pillar supports **SDG 13 – Climate Action** by reducing emissions, improving energy efficiency and advancing its transition plan, while its Sustainable Solutions and digital services contribute to **SDG 9 – Industry, Innovation and Infrastructure** by promoting innovation, circularity, equipment efficiency and low-impact technologies.

Through responsible growth, fair working conditions and local socio-economic contribution, BIA also supports **SDG 8 – Decent Work and Economic Growth**. Finally, its partnerships with OEMs, suppliers, customers, NGOs and local communities reinforce **SDG 17 – Partnerships for the Goals**, enabling collaborative solutions and shared progress across the markets where BIA operates.



| [SBM-2](#) | Interests and views of stakeholders

BIA Group maintains a structured and **ongoing dialogue with its stakeholders**, which is **embedded in its business practices**. Operating across multiple countries, the Group adapts its engagement approach to diverse social, environmental, and economic contexts. Stakeholder engagement is not treated as a standalone activity; rather, it is fully integrated into operational decision-making processes and informs the Group’s long-term strategy.

The outcomes of stakeholder engagement, including the results of the annual employee engagement survey and the stakeholder inputs collected through the Double Materiality Assessment, **are reviewed by the Executive Committee and regularly communicated to the Board of Directors** through the Group’s sustainability governance processes. These insights support the identification and validation of material impacts, risks and opportunities, and are progressively integrated into strategic and operational decision-making, including business planning, sustainability priorities, risk management and the execution of the **Group’s Sustainability Action Plan 2030**.

The table below outlines BIA Group’s key stakeholder groups, the methods of engagement, and the associated objectives and outcomes. Stakeholders are categorized as internal (I) or external (E).

↘ **Table** – BIA Group’s key stakeholder groups

KEY STAKEHOLDERS	METHODS OF ENGAGEMENT	PURPOSE OF ENGAGEMENT	CONTRIBUTION TO STRATEGY & BUSINESS MODEL	REF. TO PAGES
Own employees (I)	- Global People Engagement Survey, social dialogue with employees and/or employee representatives - “Trusted Person” and HR Business Partner - Performance reviews, training and workshop sessions - Internal communication platforms - Internal meetings and events, whistleblowing channel	Understand employee satisfaction, challenges, engagement, safety concerns, and skills needs. Supporting employee retention, development and attraction.	Improved HR policies, stronger company culture, talent development, training content and wellbeing initiatives.	See pages 72, 79-80, 81, 101
Management (incl. senior leadership) (I)	- Global People Engagement Survey, social dialogue with employees and/or employee representatives - “Trusted Person” and HR Business Partner, performance reviews, training and workshop sessions - Internal communication platforms - Internal meetings and events, whistleblowing channel	Align operational performance with strategic objectives and BIA Group priorities.	Informed strategic decision-making, improved operational efficiency, integration of sustainability into business planning.	See pages 12, 13, 72, 79-81, 101
Shareholders (I)	- Annual Meetings - Financial reporting - Investor presentations - Internal meetings and events - Whistleblowing channel	Provide transparency on financial and ESG performance, understand expectations on returns and risk.	Alignment of business model with shareholder expectations, enhanced governance, long-term value creation focus.	See pages 11-13, 101
Executive Committee (I)	- Executive meetings Strategic reviews - Internal meetings and events - Whistleblowing channel	Integrate stakeholder insights into governance, risk management and strategy.	Decisions on strategic direction, ESG integration, capital allocation and risk mitigation.	See pages 11-13, 101
Employee representatives (e.g. unions, works councils) (I)	- Social dialogue meetings, collective bargaining, consultations, where applicable - Internal meetings and events - Whistleblowing channel	Ensure fair labor practices, address working conditions and employee rights.	Enhanced labor relations, compliance with regulations, improved working conditions.	See pages 72, 73, 77

▾ **Table** – BIA Group’s key stakeholder groups

KEY STAKEHOLDERS	METHODS OF ENGAGEMENT	PURPOSE OF ENGAGEMENT	CONTRIBUTION TO STRATEGY & BUSINESS MODEL	REF. TO PAGES
Workers in the value chain (E)	- Indirect engagement, desk research (report, publications) - Whistleblowing channel	Understand working conditions, labor rights, health and safety and human rights impacts/risks.	Informed responsible sourcing procedures, identification of potential impacts/risks.	See pages 87-89
OEMs (E)	- Partnership meetings, workshops, contract negotiations - Whistleblowing channel	Align on product quality, innovation, sustainability standards, and supply continuity.	Strengthened partnerships, improved product/service offering, alignment on sustainability standards.	See pages 16-18, 22, 107
Suppliers (E)	- Supplier assessments, procurement processes - Whistleblowing channel	Ensure responsible sourcing, quality assurance, and supply chain resilience.	Improved supply chain sustainability and operational continuity.	See pages 17-22, 100-102
Key clients (E)	- Customer satisfaction surveys and NPS, site visits, contract discussions - MyBIA Portal - Whistleblowing channel	Understand client needs, service expectations and market trends.	Enhanced customer experience, tailored service offerings, business growth opportunities.	See pages 15-22, 95-98, 100, 101, 107
Local communities (E)	- Meetings with local partners, ESG initiatives, local engagement programs - Whistleblowing channel	Understand community impacts, expectations, and social license to operate.	Improved community relations, targeted investments, reduced operational risks.	See pages 17-22, 90-94
NGOs (E)	- Partnerships, consultations, participation in initiatives - Whistleblowing channel	Address environmental and social impacts, align with best practices.	Strengthened ESG performance, credibility, and contribution to local socio-economic development.	See pages 22, 90-94
Banks and insurers (E)	- Financial reporting, risk assessments, ESG disclosures - Whistleblowing channel	Secure financing and insurance, communicate risk profile and ESG performance.	Access to funding, improved risk management, alignment with ESG financing criteria.	See pages 12, 17-21, 100-104
Consultants (E)	- Advisory engagements, audits, ESG assessments - Whistleblowing channel	Gain expert insights on strategy, compliance and sustainability practices.	Improved compliance, enhanced ESG strategy, adoption of best practices.	See pages 17-21, 71, 72, 76, 101



Our Double Materiality Assessment and IRO management

|SBM-3| Interaction of material impacts risks and opportunities with strategy and business model, and financial effects

In **2025**, BIA conducted its **first Double Materiality Assessment (DMA)** to evaluate both impact and financial materiality, providing a comprehensive view of its sustainability-related impacts, risks, and opportunities (IROs). The assessment covered environmental, social, governance (ESG), and entity-specific topics.

Applying the rigorous methodology described in IRO-1, BIA identified and validated **158 IROs, of which 77 were assessed as material**. These results highlight the Group’s most significant sustainability challenges and opportunities and are reflected in the double materiality matrix.

This DMA establishes a robust foundation for strategic decision-making, supporting regulatory compliance while ensuring alignment with BIA Group’s “On the Road to 2030” strategy.

Material topics identified through the DMA include **those that are material from a double materiality perspective**, as well as **topics identified as material from either an impact or a financial perspective alone**. These topics are closely linked to BIA Group’s strategy and business model as a distributor of equipment and service provider in the mining, construction, transport, and energy sectors.

Environmental topics are primarily driven by **greenhouse gas (GHG) emissions, energy consumption, and resource use**. These impacts largely arise across the value chain, notably from upstream equipment manufacturing and the downstream use of heavy machinery in carbon-intensive and hard-to-abate sectors such as mining, quarrying, and construction. Additional environmental impacts, including **biodiversity loss** and **pressure on water**

resources, are also predominantly associated with these activities, particularly in connection with mining operations. This exposure generates both transition risks—such as evolving regulatory requirements and increasing stakeholder expectations—and opportunities to support customers with more efficient and lower-emission solutions. At the same time, **BIA’s value chain contributes to enabling the low-carbon transition**, as the sectors it serves are critical for supplying materials required for renewable energy and electrification. This reinforces the importance of close collaboration with suppliers and customers, as well as the progressive development of a structured decarbonisation approach.

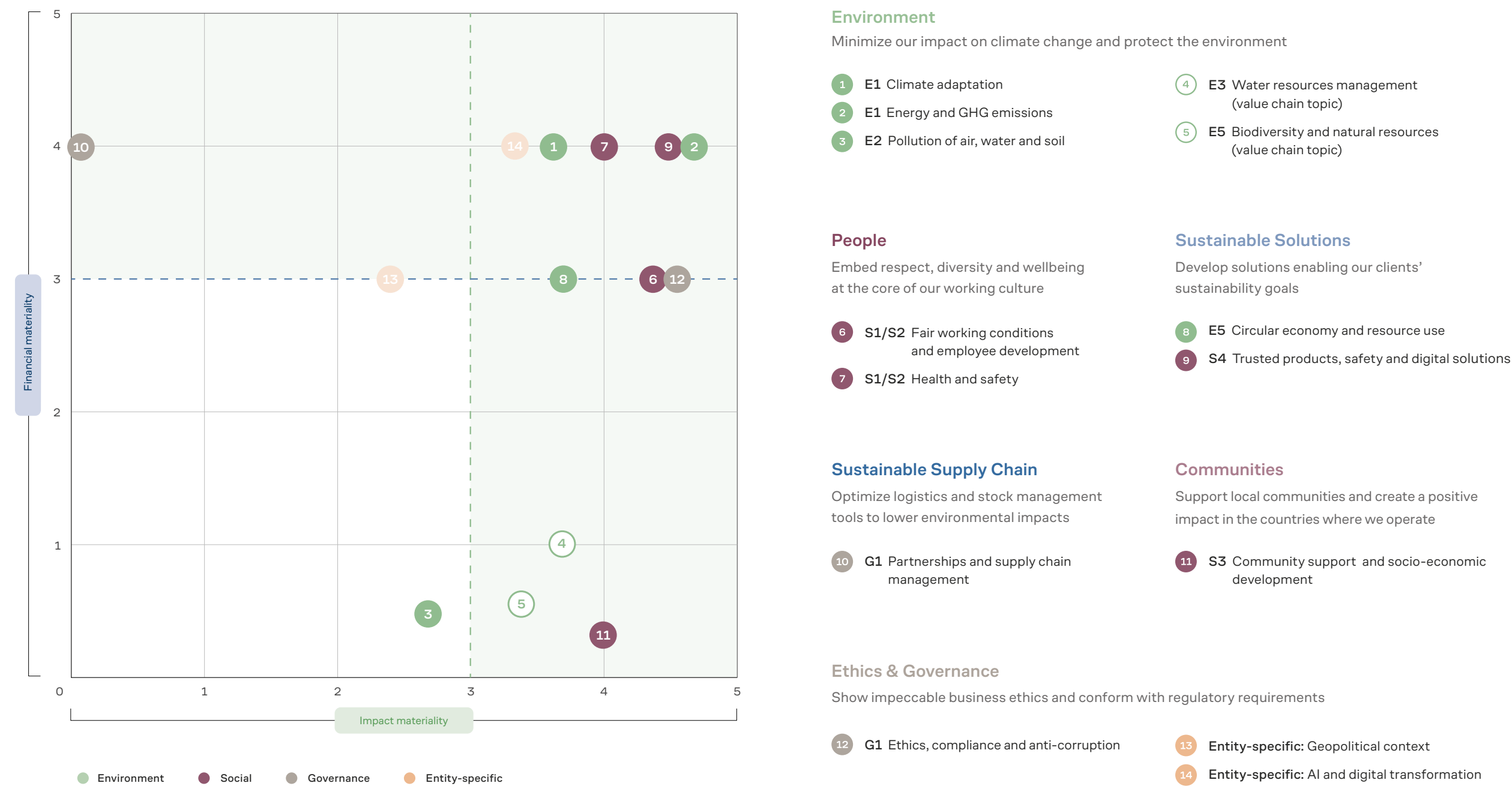
Social topics mainly relate to **working conditions, employee development**, and health and safety, both within BIA’s operations and across its value chain. Given the operational and technical nature of its activities, and the environments in which its customers operate, **health and safety remains a critical priority**, directly influencing workforce protection, operational continuity, and service quality. In parallel, BIA’s reliance on skilled labour makes talent attraction, retention, and development key strategic priorities.

158 IROs
identified and validated by BIA

77 IROs
were assessed as material

BIA’s Double Materiality Assessment Results

The following matrix illustrates the outcome of BIA’s Double Materiality Assessment, based on the general topics defined by the ESRS, complemented by entity-specific topics and linked to “BIA on the Road to 2030” Strategy.



As an intermediary between manufacturers and end-users, **a significant share of impacts and risks is concentrated within the value chain**, requiring robust supply chain management and long-term partnerships. **Community-related impacts** and contributions to socio-economic development are closely linked to BIA’s activities in local markets, particularly in regions where industrial and extractive sectors play a central economic role. Maintaining a **strong social licence to operate** therefore requires continuous engagement with local stakeholders and contributions to local development.

The **geopolitical context** constitutes an important entity-specific factor, given BIA’s presence in regions exposed to political instability, regulatory uncertainty, or complex governance environments. These factors may affect operations, supply chains, and partnerships, and require ongoing monitoring and adaptation.

Finally, **ethics, compliance, and anti-corruption** are essential across all activities, particularly in higher-risk environments. In parallel, **digitalisation and artificial intelligence** act as key enablers to improve operational efficiency, enhance service offerings, and support customers in optimising their performance.



A detailed description of the identified material impacts, risks, and opportunities (IROs), as well as their management, is provided in the respective topical sections in accordance with ESRS requirements (SBM-3 and IRO-2). For each IRO, disclosures specify whether it is actual or potential, its nature (impact, risk, or opportunity), its positive or negative character, its location within the value chain, the relevant time horizon, and a corresponding description.

|IRO-1| Description of the process to identify and assess material IROs and material information to be reported

The Double Materiality Assessment (DMA) is a structured approach used to identify, assess, and prioritize the sustainability issues most relevant to BIA. It takes into account both **BIA’s actual and potential impacts on the environment and society**, whether positive or negative, as well as the **financial risks and opportunities that these sustainability matters may create for BIA**.

The DMA is a core requirement under the CSRD and is conducted in accordance with ESRS 1 – General Requirements. This assessment has been carried out following the EFRAG non-binding Implementation Guidance on Double Materiality.

The process was conducted through several key stages:

- (i) Definition of the context
- (ii) Identification of relevant Impacts, Risks, and Opportunities (IROs)
- (iii) Evaluation and scoring of these IROs

- (iv) Stakeholder engagement and
- (v) Consolidation and validation of the results.

The **results of the DMA directly shape the content of this report** by identifying the material sustainability topics to be disclosed, while also providing a structured basis for prioritizing and steering BIA’s future sustainability efforts.

Definition of the context

The first step of the process consisted in establishing a dedicated core team to lead the DMA exercise and training key responsible stakeholders within BIA, including internal experts on relevant sustainability topics. Defining the context was a critical foundation of the assessment, requiring a thorough understanding of BIA’s activities, business environment, and sector-specific characteristics. During this stage, the reporting scope was also defined, and BIA’s value chain (see section 3.3, pages 17-18). was mapped to provide a comprehensive view of key actors, relationships, and dependencies.

Identification of relevant IROs

The process continued with a relevance screening of sustainability topics based on ESRS 1 Appendix A, complemented by two entity-specific matters reflecting BIA's activities. This screening covered all ESRS topical standards and enabled the selection of the most relevant sustainability topics.

Based on these short-listed topics, BIA then conducted a structured identification of associated IROs across its entire value chain. Each identified IRO was described and further characterized according to its nature (actual or potential), its location within the value chain (upstream, own operations, or downstream), and its time horizon (short-, medium-, or long-term).

Evaluation and scoring of IROs

Impact materiality

Positive and negative impacts were assessed based on their severity, considering scale and scope. For negative impacts, the assessment also incorporated the extent to which the impact can be remediated, in line with due diligence principles defined by the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. In the case of potential negative human rights impacts, severity was considered to take precedence over likelihood.

Each severity criterion (scale, scope, and, where relevant, irremediability) was scored on a scale from 1 to 5. A severity score was then calculated as the average of the applicable criteria. For potential

impacts, this severity score was multiplied by a likelihood factor, scored from 1 to 4, to determine the final impact materiality score.

Financial materiality

Risks and opportunities were assessed based on the magnitude of their potential financial effects on BIA, ranging from minor to substantial effects, together with their likelihood of occurrence. The magnitude of financial effects was scored on a scale from 1 to 5, while likelihood was assessed on a scale from 1 to 4. The final financial materiality score was calculated by multiplying these two factors.

Threshold

Once the scoring was completed, the materiality threshold was defined, all IROs equal or above 3 were considered material to BIA. This step allowed to create a first double materiality matrix, helping to visualise the results before the review from key internal experts and external stakeholders.



Stakeholder engagement

As part of the DMA, BIA focused its engagement efforts on capturing internal and external insights on relevant sustainability IROs, but also on challenging and validating the DMA outcome.

Chart – BIA Group’s key stakeholder groups



Step 1: identification of stakeholders

The process started with a comprehensive mapping of stakeholders connected to BIA Group’s activities across its value chain, including internal and external stakeholders.

Step 2: prioritisation and selection

The selection criteria included the strategic importance of the relationship for BIA Group and the relevance of the stakeholder’s expertise or perspective on ESG topics.

The stakeholder categories with which BIA engaged for this purpose were:

- BIA’s employees,
- OEMs and key clients,
- Suppliers, and
- NGOs.

This targeted engagement allowed BIA to move beyond general stakeholder dialogue and obtain precise and valuable input.

Step 3: engagement phase

BIA Group adopted a differentiated engagement approach depending on the stakeholder category, in order to ensure relevance, efficiency and alignment with the objectives of the DMA.

Internal stakeholders

BIA Group’s **own employees were engaged through the Global People Engagement Survey**, which is conducted annually across the Group. This survey covers a broad range of social topics, including employee satisfaction, working environment, working conditions, health and safety, well being, and personal and professional development. The results of this survey provide valuable insights into employees’ expectations and perceptions and support the identification of social priorities and strategic focus areas for BIA Group on a year to year basis.

The annual engagement survey is continuously reviewed and improved. In the next survey, additional sustainability related topics will be integrated, with the objective of covering a broader spectrum of ESG themes and enabling year on year monitoring of trends and progress.

In addition, **direct engagement with management and the Executive Committee** was conducted as part of the DMA process. This engagement aimed to challenge and validate the preliminary results of the DMA, drawing on the leadership team’s operational knowledge and field expertise. Their input contributed to ensuring the business relevance and strategic alignment of the final outcomes.

External stakeholders

BIA Group adopted a qualitative, **interview-based approach**, conducting discussions **with four key clients, four suppliers, and two NGOs**. Interviews were held with sustainability managers and/or other internal representatives considered best positioned to respond to the DMA-related questions.



Interview-based approach

BIA Group adopted a qualitative, interview-based approach, conducting discussions with engaging key clients, suppliers and NGOs.

These discussions strengthened the materiality assessment by challenging internal assumptions, validating key topics and integrating stakeholder perspectives.

This interview approach enabled BIA Group to gather in depth, qualitative insights on ESG priorities, value chain impacts, expectations and emerging sustainability trends relevant to its activities and sector.

Overall, **the results of the DMA and the stakeholder engagement process proved to be strongly aligned**. Internally, the interviews—leveraging operational expertise—enabled certain topics to be challenged in terms of their materiality, thereby strengthening the robustness of the underlying reasoning and scoring of relevant matters. In addition, these discussions led to the identification and integration of additional impacts and risks that were not captured in the initial internal DMA exercise.

Externally, stakeholder feedback largely confirmed the outcomes of the initial internal assessment, reinforcing the validity of the identified material topics.

The value added of these exchanges and the feedback collected from stakeholders contributed to strengthening the overall assessment, challenging internal assumptions, and integrating stakeholder views and interests on material topics.

BIA intends to progressively expand this structured engagement approach to additional stakeholder categories (e.g. additional business partners, etc.), building on the methodology tested in 2025. The objective is to further deepen stakeholder insights and ensure continuous alignment between BIA’s sustainability strategy and stakeholder expectations.

Consolidation and validation of the results

As part of the consolidation and validation phase, the outcome of the **DMA was presented to the Executive Committee and to the Board’s Nomination and Remuneration Committee**. This step ensured that the results were reviewed at the highest level of governance and aligned with BIA Group’s strategic priorities. Following this review, the DMA results were formally validated, confirming their relevance as a foundation for the company’s sustainability strategy and disclosures.

|IRO-2| Material IROs and disclosure requirements included in the Sustainability Statement

The above methodology resulted in the identification of **77 material IROs, covering 21 out of the 37 sustainability topics** listed in ESRS 1 Appendix A (revised ESRS), complemented by **two entity-specific topics**. A comprehensive overview of both material and non-material topics, including their respective ESRS standards, as well as details on omitted disclosure requirements, is provided in Annex 1 (ESRS index table) . The material IROs are detailed at the beginning of each section of this report, as required by SBM-3.

Certain disclosure requirements are not included in the Sustainability Statement either because they were assessed as being below the materiality threshold or because the required data could not be collected for the current reporting period. Disclosure requirements considered below the materiality threshold include all DRs related to the topical standard on Pollution, as well as DR E3-4 (Water) and DR E4-1 and E4-5 (Biodiversity and Ecosystems).

Identification of both material and non-material IROs in BIA Group

77

material IROs identified

21

sustainability topics listed in ESRS 1 Appendix A (revised ESRS)

02

entity-specific topics

04

Environmental transition

Climate change 33

Pollution 53

Water 55

Biodiversity 57

Circular economy 59



Environmental transition



As a distributor, service provider and long-term partner to customers operating in sectors such as mining, quarrying, construction and infrastructure, BIA Group occupies a specific position in the environmental transition.

Most of its **environmental impacts are not limited to its own operations**, but are **embedded throughout its value chain**: upstream, through the manufacturing of equipment, parts and materials by OEMs and suppliers; and downstream, through the transport, use, maintenance and end-of-life of equipment operated by customers.

This intermediary role means that BIA's ability to reduce environmental impacts depends not only on internal actions, but also on **close collaboration with suppliers, logistics partners and customers** across the full equipment lifecycle.

For this reason, BIA takes its role very seriously in supporting customers to improve their environmental performance. Beyond reducing emissions, resource use, waste and water-related risks within its own operations, the Group focuses on **practical services**

and solutions that can **help customers decrease the environmental footprint of their activities**. These include digital solutions such as **SmartFleet^{DX}** to optimise fleet efficiency and reduce fuel consumption, circular economy solutions through **Component Rebuild Centres** and overhaul services to extend equipment lifetimes, **rental models** to improve asset utilisation, **logistics optimisation** to reduce transport-related emissions, and **sustainable procurement** practices to strengthen upstream engagement. Through these levers, BIA aims to act as an enabler of more efficient, lower-impact and more resilient operations across its ecosystem.

Climate change

Climate change represents one of the most significant global sustainability challenges, with far-reaching implications for environmental integrity, economic stability, and societal wellbeing. In this context, BIA Group acknowledges its responsibility to **contribute to climate change mitigation** and to support the transition **towards a low-carbon and climate-resilient economy**, in line with the objectives of the Paris Agreement.

Climate change management

BIA Group applies a **double materiality perspective**, considering both the impacts of its activities on the climate and the financial risks and opportunities that climate change presents for its operations and broader ecosystem. The Group recognizes that its **value chain plays a central role** in its climate impact, with the **majority of its greenhouse gas (GHG) emissions** arising from **upstream and downstream activities** (Scope 3 emissions). This reflects the nature of BIA Group's business model as a distributor of equipment and service provider.

These emissions are primarily driven by the **upstream manufacturing of equipment** by its Original Equipment Manufacturers ("OEMs") and the **downstream use of heavy machinery** in the sectors where BIA's clients operate — such as **mining, quarrying, construction** — which are inherently carbon-intensive and hard-to-abate sectors and industries. As a result, **close collaboration with suppliers and customers across the value chain** is essential to identify and implement effective decarbonization levers.

At the same time, BIA Group recognizes that its value chain also plays a **strategic role in enabling the low-carbon transition**, as mining and related activities are critical to supplying the **metals and materials required for renewable energy technologies and electrification solutions**, including photovoltaic systems, batteries, and electric vehicles. This dual dimension reinforces the importance of adopting a balanced and forward-looking approach to climate change management.

Since 2020, BIA Group has measured its **GHG emissions (Scope 1, 2, 3)** to inform decision-making. Building on this, the Group takes a structured approach to managing **climate mitigation levers** across its operations and value chain, supporting targeted actions to reduce its carbon footprint.

This section outlines BIA Group's governance, strategy, targets, and actions related to climate mitigation, including its approach to managing GHG emissions and progressing towards a structured climate transition plan.

| **ESRS 2** | General Disclosures

| **SBM-3** | Material impacts, risks, opportunities and their interaction with strategy and business model

➤ **DMA topic:** Climate adaptation

ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
Climate adaptation	Impacts through customers in high impact sectors, contributing to environmental degradation, increased climate risk exposure, and pressure on adaptation resources.	- Downstream	- Short-term - Medium-term - Long-term
Climate adaptation	Enabling clients to supply critical raw materials required for the energy transition, supporting climate resilience.	- Downstream	- Short-term - Medium-term - Long-term
Climate adaptation	Increasing extreme weather events drive higher input costs and disrupt supply chains (e.g. raw material price volatility, transport delays, route disruptions, supplier shifts).	- Upstream - Own operations - Downstream	- Short-term - Medium-term - Long-term

➤ **DMA topic:** Energy and GHG emissions

ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
Climate mitigation	Own operations and value chain activities contribute to global CO ₂ emissions.	- Upstream - Own operations - Downstream	- Short-term - Medium-term - Long-term
Climate mitigation	BIA Group digital solutions improve equipment energy efficiency and extend asset lifetime, reducing emissions.	- Downstream	- Short-term
Climate mitigation	Growing demand for energy-efficient products and services.	- Downstream	- Short-term - Medium-term - Long-term
Energy	Increased use of renewable energy across operations reduces CO ₂ emissions.	- Own operations	- Short-term - Medium-term - Long-term
Energy	Energy cost increases driven by price volatility and geopolitical context in operating countries.	- Own operations	- Short-term
Energy	Expansion of efficiency services and renewable energy production reduces overall energy demand.	- Own operations - Downstream	- Short-term - Medium-term - Long-term



| E1-1 | Transition plan for climate change mitigation

BIA Group is taking progressive steps towards the **development of a climate transition plan**, which will define its long-term decarbonisation pathway and alignment with climate objectives. While this plan is still under development, the Group has already initiated **measures to support GHG emissions reduction**.

| E1-2 | Identification of climate-related risks and scenario analysis

At the reporting date, **BIA Group has not yet conducted a comprehensive climate risk assessment** or scenario analysis. The Group plans to initiate this work ahead of the next reporting cycle, including the identification and assessment of physical and transition risks across its operations and value chain, and the development of an ESRS-aligned methodological framework.

BIA Group recognizes **climate-related risks as financially material**, given its diverse operations, including significant activities in Africa. It is therefore committed to strengthening its capabilities in this area, notably through the implementation of climate scenario analysis, to enhance resilience and support informed strategic decision-making.

| E1-4 | Policies related to climate change mitigation and adaptation

BIA Group does not yet have formalised policies specifically dedicated to climate change mitigation and adaptation. However, several existing frameworks contribute to its mitigation efforts, notably the **Group HSE framework** and the deployment of the **5S methodology**, which support responsible resource use, waste minimisation and eco-efficient practices at workstation level (see page 82 and following).

In parallel, BIA Group is developing a comprehensive **environmental management system aligned with ISO 14001** principles, with a progressive rollout planned across selected entities in the coming years to strengthen its structured approach to environmental management.



ISO 14001

BIA Group is developing a comprehensive environmental management system aligned with ISO 14001 principles.



| E1-5 | Actions and resources in relation to climate change mitigation and adaptation

BIA Group implements a range of **actions to mitigate its climate impact** across its operations and value chain. These actions address both direct emissions (Scope 1 and 2) and indirect emis- sions (Scope 3), while also supporting customers in reducing the carbon footprint of their activities.

Driving decarbonisation across our operations (Scope 1 & 2)

BIA focuses on reducing emissions from its own operations through energy efficiency, renewable energy deployment and more sustainable mobility practices.

1. Renewable energy

BIA has been investing in renewable energy solutions since 2018 to reduce reliance on external electricity supply at its sites. In Belgium, photovoltaic installations have been deployed at key locations.

The table below provides an overview of photovoltaic installations in Belgium, including capacity, energy production, associated emissions reductions and the share of green electricity generated*.

24 tCO₂e

GHG Emissions avoided

1,200 SQM

of solar panels in Belgium sites

210,467 kWh

2025 production on Belgium sites

Table – Overview of photovoltaic installations in Belgium

Site	Installation Date	Number	Surface	Annual Energy Yield	Power	2025 Production	2025 % Autoconsumption	GHG Emissions Avoided	% On site green energy
Fleurus	2018	486	800 m ²	120 000 kWh	130 kWp	98 650 kWh	60%	10 tCO ₂ e	22%
Overijse	2024	245	400 m ²	97 000 kWh	105 kWp	111 817 kWh	72%	14 tCO ₂ e	24%

* At the Fleurus site, a technical failure in the monitoring system has prevented continuous real-time tracking of solar generation. While isolated measurements were provided by the certified inspection body, these datasets cover only partial periods and do not allow reconstruction of a full year. In the absence of reliable and complete data for 2025, annual production has been estimated using the historical average, i.e. 98.65 MWh.

2. Infrastructure and energy efficiency

BIA is implementing measures to reduce Scope 1 and 2 GHG emissions, focusing on decarbonising infrastructure and on-site energy use :

- Improving the energy performance of its facilities through the installation of **heat pumps and double-flow ventilation systems** at the Overijse and Fleurus sites.
- Deploying **low-energy adiabatic cooling systems** in Burkina Faso.
- Promoting natural, **electricity-free cooling solutions** in Zambia and Burkina Faso.
- Systematically adopting **LED lighting** across newly constructed or renovated sites.
- Integrating **low-carbon design and equipment choices** into new infrastructure projects, such as for the construction of the Overijse warehouse in 2025, where heat pumps were installed, materials were selected with energy performance considerations, and all forklifts and operational equipment were fully electrified. → [See Pratical Case on next page](#)



45%

of the passenger car fleet in operation in Belgium is fully electric

3. Sustainable mobility and fleet transition

Fleet electrification in Europe: Since 2024, all newly ordered company vehicles in Belgium must be fully electric. This transition is supported by the deployment of charging infrastructure across key sites (Overijse, Fleurus, Izegem and Alleur) as well as at employees' homes, accelerating the phase-out of internal combustion vehicles. As at 31 December 2025, 45% of the passenger car fleet in operation in Belgium (excluding vans) was fully electric, with the ambition to reach a fully electric fleet by the end of 2028.

In Africa, electrification remains constrained by limited availability and higher costs of electric vehicles, as well as infrastructure challenges. As an alternative, some entities organise **collective transport solutions** (e.g. shuttle services) to reduce individual transport emissions.



PRACTICAL CASE

Building a Sustainable Warehouse

A new logistics hub in Belgium designed to combine operational efficiency with low-carbon infrastructure and circular resource management

In 2025, BIA made a strategic decision to reintegrate logistics operations for its Belgian customers through the development of its own dedicated **warehouse in Overijse**, adjacent to the Group's headquarters. This new facility reflects BIA's ambition to combine operational efficiency with low-carbon and resource-efficient infrastructure.

The Overijse warehouse was designed and constructed in line with BIA's **commitment to energy performance** and **environmentally responsible building practices**. The facility prioritises energy efficiency through the installation of a **heat pump** system for heating and the integration of targeted **insulation solutions**, including the insulation of office spaces such as the manager's office to minimise heat loss. These design choices contribute to reducing the building's direct and indirect energy consumption.

Beyond construction, the operational model of the site has been developed to support the Group's decarbonisation objectives. All material **handling equipment**, including forklifts, is **fully electrified**, eliminating direct on-site fuel combustion. In addition, the implementation of a **Kardex automated storage system** enables the vertical storage of thousands of parts, significantly reducing the required floor space. By optimising storage density, this system limits the need for additional built surface area and thereby

reduces land use and associated environmental impacts, including the extent of ground sealing.

BIA has also embedded **circular economy** principles into the day-to-day operations of the warehouse, particularly in relation to **packaging materials**. The site operates under a strict approach to minimise waste and avoid the purchase of new plastic materials:

- All packaging materials used are 100% recyclable.
- Adhesive tapes and filling materials are paper- or cardboard-based, with no plastic purchased for these purposes.
- Cardboard boxes and rigid packaging received from OEMs are systematically reused to the fullest extent possible.
- Plastic filling materials received from suppliers are also reused internally, avoiding the need for new plastic inputs.
- Even administrative supplies such as envelopes are selected to be fully recyclable.

Through this combination of low-energy building design, full electrification of equipment, space optimisation, and circular material management, the Overijse warehouse illustrates how BIA integrates sustainability considerations across both infrastructure and operational practices. The project demonstrates a concrete contribution to the **reduction of Scope 1 and Scope 2 CO₂ emissions** while also addressing **resource use** and **waste generation**.



The project demonstrates a concrete contribution to the reduction of Scope 1 and Scope 2 CO₂ emissions while also addressing resource use and waste generation.

Driving value chain decarbonisation and client solutions (Scope 3)

BIA contributes to reducing indirect emissions across its value chain through improved logistics practices and solutions that support customers in decarbonising their operations.

1. Optimisation of logistics and reduction of air freight

Efficient supply chain management is a key lever to reduce Scope 3 CO₂ emissions. BIA continuously improves stock planning and transport organisation in close collaboration with OEM partners and customers. Transport choices prioritise lower-carbon options:

- **Maritime transport is the default mode** for heavy equipment, with air freight limited to exceptional, time-critical situations.
- **Preference is given to barge transport over road transport where feasible**, in particular for quay transfers and the upstream transport of large excavators from Germany for instance.
- **For local transport in Africa, BIA has also carried out selected operations by rail** in Guinea in collaboration with customers; however, these remain limited in scale due to the generally under-developed condition of railway infrastructure across the region.

In addition, BIA generally seeks to strengthen collaboration with carriers demonstrating strong environmental practices.

A key priority is the **modal shift from air to maritime transport for spare parts**, as air freight is significantly more carbon-intensive.

Analysis of 2025 logistics flows highlights that **air freight**, even when not predominantly used, **has a disproportionately large impact on transport emissions** due to its significantly higher carbon intensity compared to maritime transport:

- For **emergency and machine-down orders**, air transport is predominant, reflecting the need to ensure continuity of customer operations and avoid disruptions to mining or quarry activities.
- For **planned and stock orders**, while air transport accounts for only about 3% of the total transported volume (t.km), it contributes disproportionately to transport-related emissions because of its significantly higher carbon intensity. As a result, transferring even a limited share of non-urgent shipments—such as stock and planned orders—from air to sea freight remains an important opportunity for reducing emissions.

BIA contributes to reducing indirect emissions across its value chain through improved logistics practices and solutions that support customers in decarbonising their operations.

Maritime transport is the default mode for heavy equipment ↓

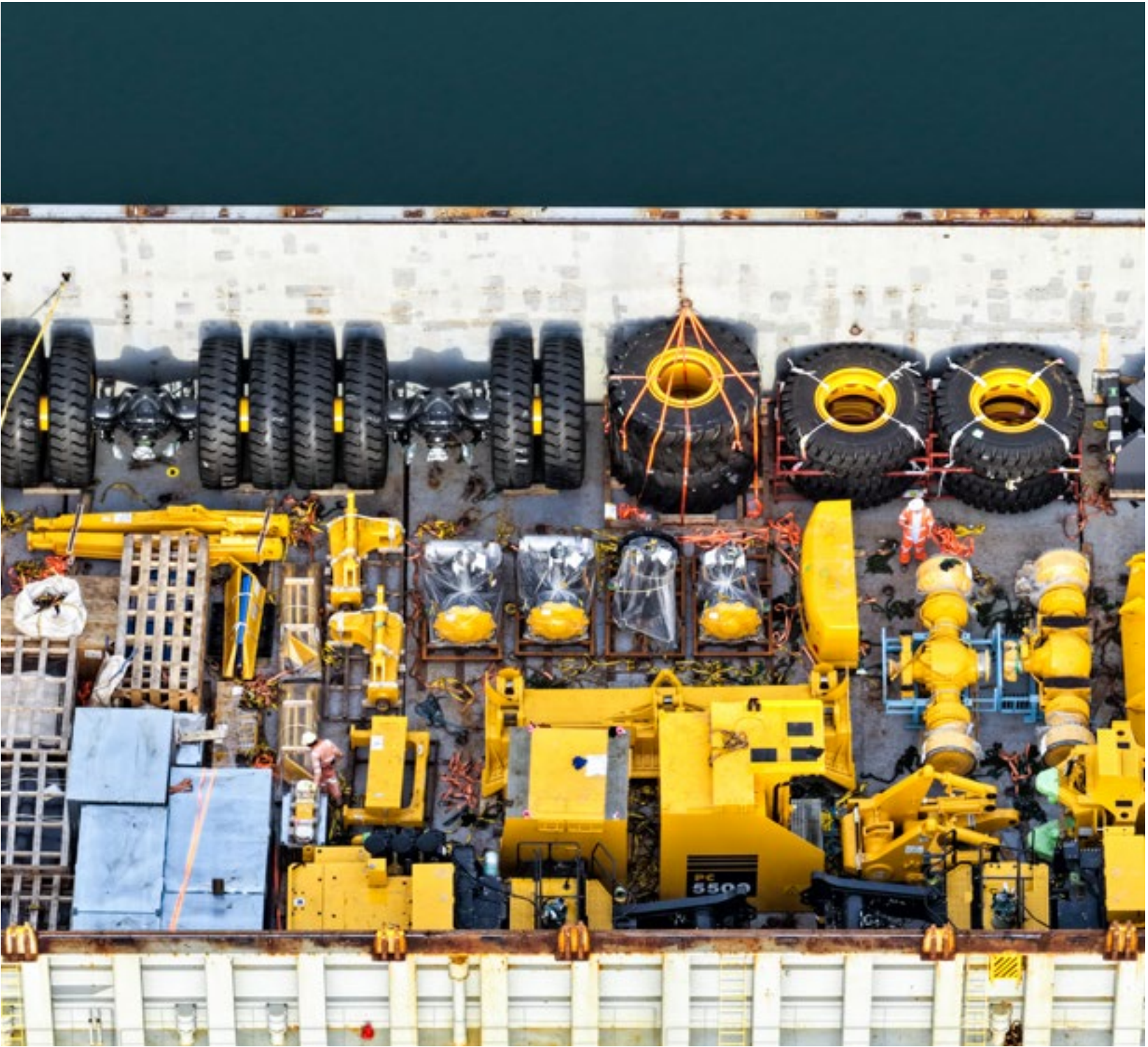
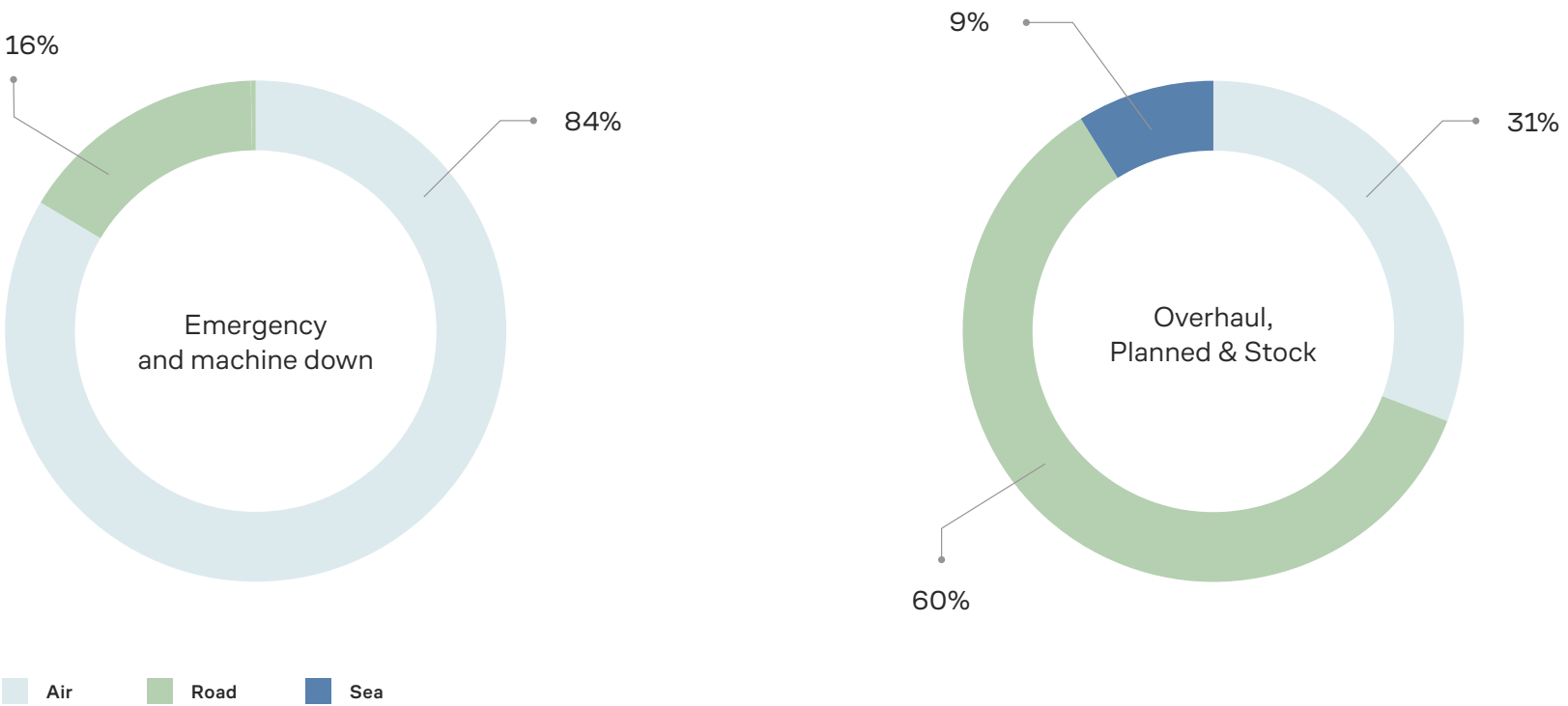


Table – Breakdown of transport CO₂ emissions by mode

SALES ORDER TYPE	MODE	T.KM *	EMISSIONS
Emergency & Machine down	Air	38.5 %	83.6 %
	Road	44.0 %	15.9 %
	Sea	17.5 %	0.5 %
Overhaul, Planned & Stock	Air	2.8 %	30.8 %
	Road	33.0 %	60.3 %
	Sea	64.2 %	8.9 %

* t.km (tonne-kilometer): A transport activity indicator representing the movement of one tonne of goods over one kilometer. It combines the weight transported and the distance travelled and is commonly used to measure freight transport volumes and assess transport-related environmental impacts.

Graph – Focus on emissions linked to parts logistics



The table & graph on the left show the breakdown of transport CO₂ emissions by mode (air, road, sea) for two groups of order types: urgent orders (Emergency & Machine down) and non-urgent orders (Overhaul, Planned & Stock). For urgent orders, air transport dominates both volume and emissions, as these shipments are time-critical. For non-urgent orders, air represents only a small share of the volume transported but still accounts for a large share of emissions, reflecting its very high carbon intensity compared with road and sea, which is where the main reduction opportunity lies.

BIA therefore prioritises the **reduction of air freight for planned and stock orders**, by strengthening demand forecasting, improving inventory management and increasing anticipation of customer needs. This will enable a progressive shift towards maritime transport where operationally feasible.

At the same time, the Group recognises that **reducing air freight for emergency and machine-down orders remains structurally limited**, as these shipments are critical to maintaining operational continuity for customers. This targeted approach allows BIA to focus decarbonisation efforts where flexibility exists, while preserving service reliability for critical operations, thereby contributing to a gradual reduction in transport-related emissions across its value chain.

2. Collaboration with customers for responsible stock management

Achieving efficient and lower-carbon logistics requires close collaboration with customers. BIA encourages customers to adopt more proactive and structured approaches to maintenance and procurement:

- Promoting **predictive and preventive maintenance** to reduce emergency orders.
- Encouraging **improved operational planning** and local stock management.
- Supporting customers in **forecasting parts consumption**.

These practices help reduce reliance on urgent air freight, thereby lowering emissions while improving operational efficiency.

3. SmartFleet^{DX} digital solutions: improving operational efficiency

BIA supports customers in reducing fuel consumption and emissions through its **SmartFleet^{DX}** digital solutions. These tools leverage data analytics to optimise machine performance, fleet utilisation, and operational processes.

By providing actionable insights and recommendations—such as optimised routes, reduced idle time and improved operational cycles— **SmartFleet^{DX}** enables:

- **Fuel consumption reductions estimated between 15% and 30%.**
- Corresponding **decreases in CO₂ emissions**.
- **Improved resource efficiency** and reduced energy losses.

In addition, these solutions extend equipment lifespan and reduce unnecessary resource consumption across the value chain by enhancing maintenance and operational practices. As such, **SmartFleet^{DX}** represents a **key enabler of more sustainable fleet operations** in sectors such as mining, construction and quarrying.

→ [See Pratical Case on next page](#)

PRACTICAL CASE — 1/3

SmartFleet^{DX} - Client case study

Enabling customer decarbonisation and operational efficiency

As part of its commitment to reducing value chain CO₂ emissions (Scope 3) and supporting customers in their sustainability transition, BIA leverages the SmartFleet^{DX} digital solutions. These solutions play a key role in helping customers optimise their Total Cost of Ownership (TCO) while significantly reducing the environmental impact of their operations.

SmartFleet^{DX} provides a **suite of data-driven tools and digital applications** designed for heavy equipment fleets operating in sectors such as mining, quarrying and construction. By collecting and analysing real-time data from connected machines (including engine parameters, fuel consumption, idle time and operational cycles and more), the solution delivers actionable insights and targeted recommendations to improve fleet efficiency, reduce waste and enhance operational decision-making.

Through this approach, SmartFleet^{DX} enables:

- **Fuel consumption reductions typically ranging from 10% to 30%, and up to 40% in optimised conditions.**
- **Idle time reductions of 10% to 30% on average**, with significantly higher improvement potential depending on baseline practices.
- **Direct CO₂ emission reductions**, linked to lower fuel use

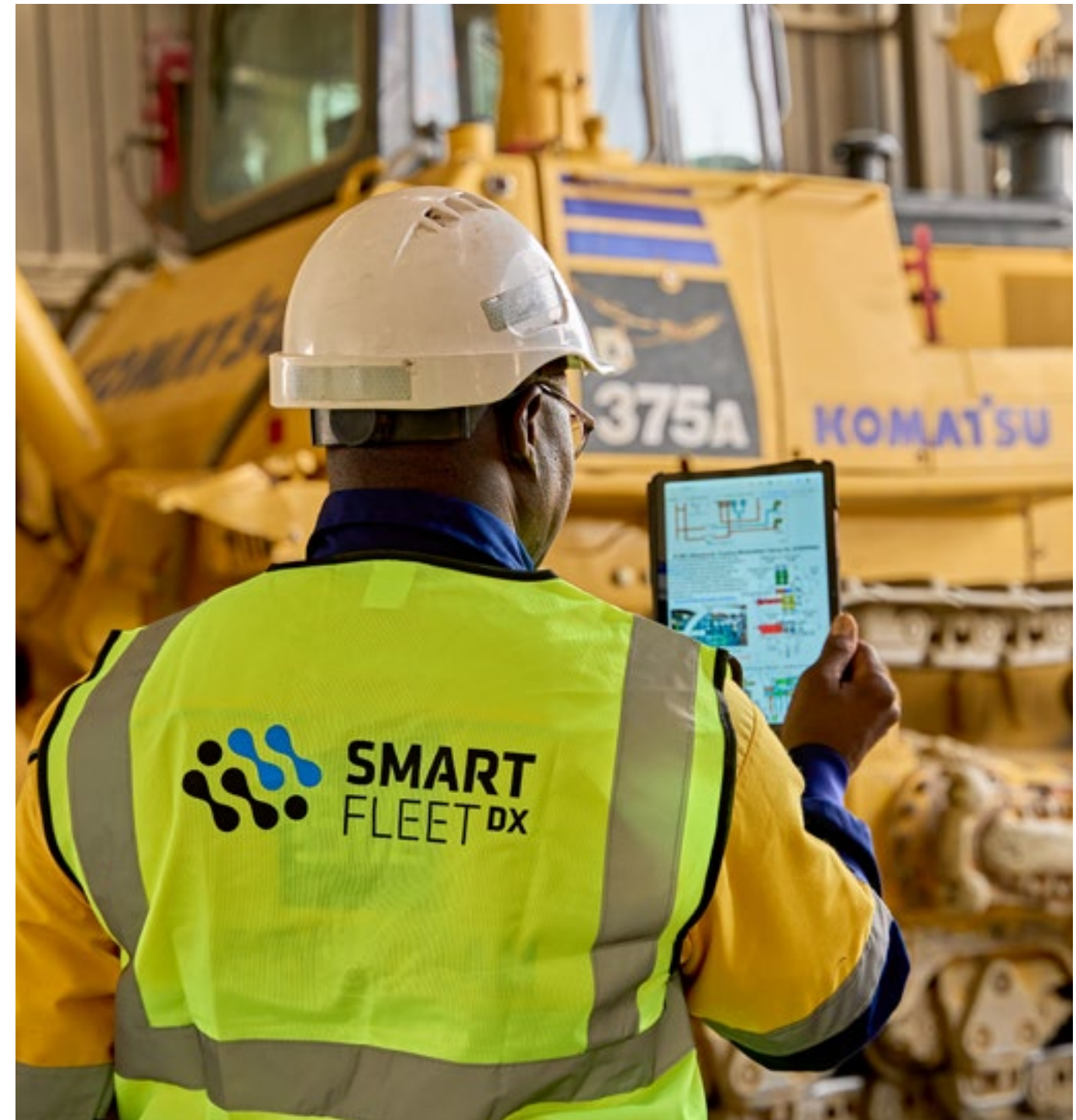
- **Extended equipment lifespan**, through reduced main component wear and data-driven predictive maintenance.
- **Improved productivity**, including higher output per litre of fuel consumed.
- **Enhanced safety**, through monitoring of operator behaviour and integration of safety systems.
- **Streamlined ESG reporting**, via centralised and digitalised fleet data.

40%

reduction of fuel consumption
in optimised conditions

30%

average idle
time reduction



PRACTICAL CASE — 2/3

SmartFleet^{DX} - Client case study

Optimising cycle times for efficiency & sustainability

Discover how SmartFleet^{DX} LIVE cut idle fuel by 20%, reduced CO₂ by 34,653 kg and boosted productivity by 31% using real time cycle optimisation. [Read more.](#)

Our client, a large-scale mining operation, sought to **enhance productivity** while meeting its **environmental objectives**. Despite operating a fleet of 41 trucks and completing 28,504 cycles to move over 2.5 million tonnes of material, the operation faced inefficiencies caused by **queuing and cycle delays**.

Analysis with [SmartFleet^{DX} LIVE](#) revealed that **queuing and idle periods were responsible for excessive fuel consumption and**

CO₂ emissions (177,155 kg), which had a direct impact on cost and sustainability performance.

Using [SmartFleet^{DX} LIVE](#), the operation gained **real-time visibility into these inefficiencies**: excessive idling zones during loading and unloading, over trucking near excavators, and recurring bottlenecks across specific stages of the haul cycle.

Targeted actions were quickly implemented through dynamic fleet coordination and supervised dispatching:

- **trucks were reassigned in real time** to balance workloads and reduce congestion,

- **continuous monitoring of queue times** from the start of each shift allowed immediate corrective actions,
- while **better control of idle time** improved traffic flow across the site—without adding new equipment.

The results were both **operationally and environmentally significant**:

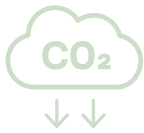
- **Queuing time reduced by 15%** (from 3.55 to 3 minutes)
- **Cycle delays reduced by 34%** (from 3.05 to 2 minutes)
- **Productivity increased by 31%**, with cycles rising from 28,504 to 30,265
- **Material moved increased** to 3,375,120 tonnes
- **Fuel cost savings reached ~\$15,500 in one month**
- **Fuel consumption and CO₂ emissions decreased**, contributing to a lower environmental footprint.

Overall, this case demonstrates that improving operational efficiency is a powerful lever for sustainability. By reducing idle time and optimizing flow, the operation achieved higher output while lowering costs and emissions.

But reducing idling goes beyond immediate fuel and CO₂ savings: it also extends equipment lifespan, reduces maintenance needs, and lowers lifecycle environmental impacts—making it a critical driver of long-term sustainable performance.



12,930
litres of fuel saved



34,653
kg of CO₂ avoided



-20%
consumation of fuel and CO₂



+31%
cycles of work



+\$15,500
monthly savings

PRACTICAL CASE — 3/3

SmartFleet^{DX} - Client case study

Optimising dozer fleet efficiency through SmartFleet^{DX} Insights

Discover how SmartFleet^{DX} enabled a 24.3% idle reduction in 8 months, cutting fuel costs, extending engine life and driving operational efficiency. [Read more.](#)

A large-scale mining operation operating in a high-intensity production environment sought to improve the efficiency and cost performance of its dozer fleet. The primary **objective was to reduce excessive idle time**, which was identified as a major source of fuel waste, accelerated equipment wear, and underutilisation of assets. To address this, *SmartFleet^{DX} Insights* provided continuous, fleet-wide visibility on idle time, including operator-level performance and benchmarking capabilities. This allowed site supervisors to identify abnormal behaviours, implement corrective actions, and closely monitor progress over time.

Significant reduction in idle time and fuel waste

The analysis revealed initially high idle levels exceeding **30% across all monitored units**, with some fleets reaching substantially higher levels. Over a monitoring period from September to June, targeted actions based on SmartFleet^{DX} data led to substantial improvements:

- **D375A dozers:** Idle time reduced from **45.75% to 19.43%**, representing a **57.5% improvement**
- **D475A dozers:** Idle time reduced from **37.29% to 11.25%**, representing a **69.8% improvement**
- **Overall fleet idle reduction: 24.3% decrease over eight months.**

These reductions directly translated into **lower fuel consumption**, significantly decreasing operating expenses associated with non-productive engine running.

Lower maintenance costs and extended asset life

Beyond fuel savings, reduced idling delivered **measurable mechanical benefits**. Diesel engines are designed to operate under load, and prolonged idling leads to incomplete combustion, causing carbon build-up, oil degradation, and increased wear.

By reducing idle time, the client achieved:

- **Lower engine wear**, limiting premature degradation of key components
- **Extended service intervals**, reducing maintenance frequency and associated costs

- **Reduced workshop pressure**, freeing maintenance capacity for higher-value activities.

These improvements contributed to a more efficient maintenance strategy and a **lower total cost of ownership** for the fleet.

24.3%

idle reduction in 8 months, cutting fuel costs, extending engine life and driving operational efficiency





04

Component Rebuild
Centers (CRCs)



64%

average reduction in GHG emissions
through component reconditioning

47%

average reduction in GHG emissions
through remanufactured parts

4. Circular economy solutions through Component Rebuild Centers (CRCs)

BIA contributes to value chain decarbonisation through its **renovation, overhaul, remanufacturing (reman) and rebuild solutions**, delivered via a network of **Component Rebuild Centers (CRCs)** located in Belgium, Senegal, Burkina Faso and Zambia.

These solutions extend the lifespan of equipment and components, significantly reducing the need for new material extraction and manufacturing and associated emissions :

- **Full equipment renovation can reduce CO₂ emissions by up to 92%** (e.g. Komatsu HD605 dump truck).
- **Component reconditioning achieves average reductions of 64%.**
- **Remanufactured parts reduce emissions by around 47%** compared to new parts.

In addition, by restoring components to “as-new” condition, these processes :

- Reduce waste and material consumption.
- Avoid emissions linked to the production and transport of new equipment.
- Support circular economy principles.

Remanufacturing and rebuild solutions also provide **economic benefits to customers**, with significantly lower costs compared to new equipment, while maintaining similar operational performance and lifespan (see section 4.5 on Circular economy for more information).

5. Strengthening sustainable procurement and supplier engagement

BIA has adopted a **sustainable procurement policy**, supported by a dedicated supplier questionnaire, to systematically integrate environmental and social criteria into its purchasing practices. Through this framework, the Group engages with key suppliers to better assess their sustainability performance, improve transparency and promote the adoption of responsible and lower-carbon practices across the value chain.

Overall, BIA adopts a pragmatic approach to climate mitigation, combining operational improvements (Scope 1 and 2) with value chain engagement and customer-focused solutions (Scope 3), thereby contributing to broader decarbonisation efforts across its ecosystem.

| E1-6 | Targets related to climate change

BIA Group is developing a structured climate transition plan, with defined targets and actions to reduce greenhouse gas emissions across its operations and value chain.

While this plan is still under development, the Group has identified key priority areas and initial targets, structured around Scope 1, Scope 2 and Scope 3 CO₂ emissions.

Targets for operational emissions reduction
(Scope 1 & 2)

BIA aims to progressively reduce emissions from its own operations through energy efficiency improvements, electrification and increased use of renewable energy.

Key target areas include:

- **Energy efficiency of facilities**
As of 2026, the Group will initiate energy audits at selected sites (offices and workshops) to identify opportunities for improving energy performance. These measures are expected to result in reduced energy consumption and associated CO₂ emissions.
- **Transition to lower-carbon electricity**
BIA intends to increase the share of green electricity contracts, where available and economically feasible, in order to reduce Scope 2 emissions.

- **Deployment of renewable energy solutions**
Building on existing installations in Belgium, BIA plans to further expand on-site solar energy production in Africa. In 2026, photovoltaic projects are planned in four additional countries (Senegal, Zambia, Ivory Coast and Burkina Faso). These installations aim to reduce reliance on grid electricity and diesel-based generators, particularly in regions where electricity supply is carbon-intensive or unstable.
- **Electrification of company vehicles in Belgium**
By 2028, BIA aims to achieve a fully electric passenger car fleet in Belgium, building on the 2024 policy mandating all newly ordered company vehicles to be fully electric and supported by expanded charging infrastructure at sites and employees' homes.



BIA has defined a target to reduce the share (weight) of stock order volumes transported by air from approximately 10% in 2025 to 6% in 2026, by improving demand forecasting and inventory management.

Targets for value chain emissions and client impact (Scope 3)

Given that the vast majority of BIA's emissions are linked to its value chain, the Group prioritises actions that enable both **internal Scope 3 CO₂ reductions** and **customer decarbonisation**.

Key target areas include:



- **Logistics optimisation**

BIA has defined a target to reduce the share (weight) of stock order volumes transported by air from approximately 10% in 2025 to 6% in 2026, by improving demand forecasting and inventory management. This target focuses specifically on orders where transport flexibility exists, while maintaining air freight for critical emergency situations.

- **Deployment of SmartFleet^{DX} solutions:**

BIA aims to scale up SmartFleet^{DX} pilot projects with customers to demonstrate and quantify the benefits of digital fleet optimisation. These solutions are expected to:

- Reduce fuel consumption and CO₂ emissions.
- Minimise idle time and operational inefficiencies.
- Lower Total Cost of Ownership (TCO).
- Extend equipment lifespan through predictive maintenance.

The objective is to support customers in integrating these solutions into their operations and accelerating their decarbonisation trajectory.

- **Expansion of circular economy solutions (CRC network)**

BIA plans to increase the capacity and utilisation of its Component Rebuild Centers (CRCs), enabling higher volumes of components refurbishment and rebuild. This contributes to reducing emissions associated with the production of new equipment and supports circular economy principles. In this context, BIA also plans to expand its CRC network in the coming years, with additional capacity under consideration, including a project currently envisaged in Ivory Coast.

- **Development of rental solutions to promote a usage-based model**

BIA aims to expand its rental business in both Europe and Africa, supporting a gradual shift from equipment ownership to a usage-based model. This model is already operational in Belgium, Senegal and Ivory Coast, and is planned to be deployed in the Togo/Benin entity in 2026. By increasing equipment utilisation rates and enabling multiple users to share the same assets over time, the rental model contributes to reducing the need for new equipment production, optimising resource use and lowering lifecycle emissions. It also supports customers in accessing more efficient or lower-emission equipment without requiring upfront investment, thereby facilitating the adoption of more sustainable technologies.

- **Strengthening sustainable procurement and supplier engagement**

BIA will screen 25% of critical suppliers on environmental and social practices in 2026 through the deployment of BIA's sustainable procurement policy and dedicated supplier questionnaire, to improve transparency and reduce upstream emissions.

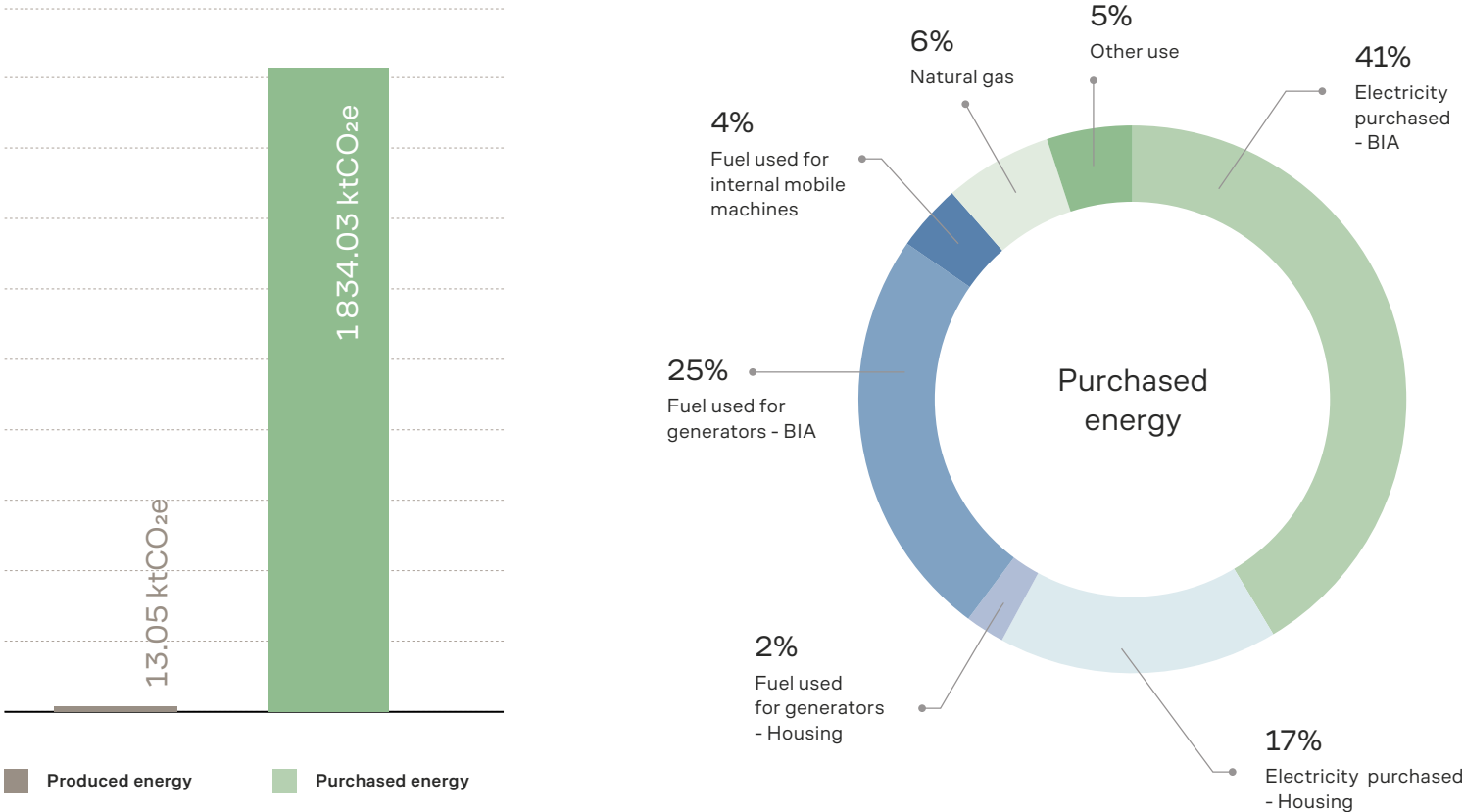
Overall, BIA's climate-related targets reflect a **progressive and operationally grounded approach**, combining improvements in its own operations (Scope 1 and 2) with a **strong focus on value chain engagement and customer solutions** (Scope 3). These priorities will be further formalised and quantified as part of the Group's upcoming transition plan.

Climate change mitigation

| E1-7 | Energy consumption and mix

Energy-related CO₂ emissions are overwhelmingly driven by purchased energy (99%), while on-site renewable generation remains minimal—highlighting a clear opportunity to scale up solar production and strengthen energy self-sufficiency.

➤ **Graphs** – Breakdown of energy emissions (purchased vs produced)



➤ **Table:** Energy consumption and mix

INDICATOR	UNIT	2024	2025
Total energy consumption	MWh	9 897.74	12 825.06
Total energy consumption from fossil sources	MWh	9 778.57	12 684.88
Total energy consumption from nuclear sources	MWh	-	-
Total energy consumption from renewable sources	MWh	119.17	140.18
Total energy consumption from fossil sources	MWh	9 778.57	12 684.88
Fuel consumption from coal and coal products	MWh	-	-
Fuel consumption from crude oil and petroleum	MWh	7 791.72	10 054.30
Fuel consumption from natural gas	MWh	500.00	479.57
Fuel consumption from other fossil sources	MWh	-	-
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	MWh	1 486.85	2 151.01
Total energy production	MWh	119.17	210.47
Non-renewable energy production	MWh	-	-
Renewable energy production	MWh	119.17	210.47



| E1-8 | Gross scope 1, 2, 3 GHG emissions

Scope of reporting and calculation methodology

BIA’s greenhouse gas inventory (GHG inventory) is prepared in accordance with the Greenhouse Gas Protocol. It was initially established in 2020 on a limited subset of operational entities and has been progressively expanded to improve completeness over time. As of **2024**, the reporting perimeter—defined in line with the Group’s CSRD consolidation scope and applying an operational control approach—already **covered all entities with substantive operational activities** and therefore serves as **the baseline year**.

→ [See data and BIA's entities on next page](#)

In **2025**, the **organizational boundary was further refined** to include additional entities.

Under the GHG Protocol operational control approach, the Group includes all entities over which it exercises control within the GHG inventory boundary. Entities without operational activities are considered immaterial to the inventory and are therefore excluded from emissions calculations.

The detailed methodology applied for the calculation of BIA’s carbon emissions inventory, including scope definitions and calculation approaches, is provided in Annex 3.

Gross GHG emissions and intensity indicators

In 2025, BIA Group’s total gross greenhouse gas (GHG) emissions amounted to 1,111,518 tCO₂e, representing an increase of approximately 7.8% compared to 2024 (1,030,834 tCO₂e, baseline year)*.

This increase is explained by a combination of structural business growth and methodological enhancements in emissions accounting.

- **Structural drivers** include **business growth in key markets**, leading to higher emissions from the use of products sold (+4.1%), purchased goods and services (+18%), as well as logistics and other energy-related Scope 3 categories.
- **Methodological drivers** reflect **improved completeness and accuracy**, including the expansion of the reporting perimeter to additional entities in 2025 and enhanced coverage of Scope 3 emissions.

Key intensity metrics show mixed trends between 2024 and 2025, reflecting both operational evolution and structural changes in BIA’s activity**.

The slight increase in emissions per FTE (+0.8%) and the more pronounced increase per M€ turnover (+8.2%) indicate that overall emissions grew faster than both workforce and revenue. This trend is primarily driven by higher scope 3 activity, notably linked to equipment use and purchasing, suggesting increasing emissions intensity relative to business growth despite some operational stability.

Table – Key intensity metrics

INDICATOR	2024	2025	EVOLUTION
tCO ₂ e per FTE	750	756	+0.8%
tCO ₂ e per M€ turnover	1732	1886	+8.2%

* The 2024 GHG emissions have been restated (1,030,834 tCO₂e) compared to the figure initially reported in 2024 (1,003,658 tCO₂e) to ensure completeness and accuracy in line with ESRS E1 requirements. The restatement reflects the correction of material errors, including the omission of certain equipment purchases (Scope 3 – Category 2: capital goods) and a misstatement in upstream leased assets (Scope 3 – Category 8). These adjustments improve the reliability and comparability of disclosed information over time.

** The 2024 intensity indicators have been recalculated (750 tCO₂e v. 730 tCO₂e per FTE and 1732 tCO₂e v. 1686 tCO₂e per M€ turnover) to reflect the restatement of total GHG emissions for 2024, in line with ESRS requirements on consistency and comparability. This restatement follows the correction of material errors identified in Scope 3 emissions, including the omission of certain equipment purchases (Category 2: capital goods) and a misstatement in upstream leased assets (Category 8), thereby improving the reliability of the reported indicators.

Illustration map: Scope of reporting and calculation methodology

As of 2024, the reporting perimeter—defined in line with the Group’s CSRD consolidation scope and applying an operational control approach—already covered all entities with substantive operational activities and therefore serves as the baseline year.

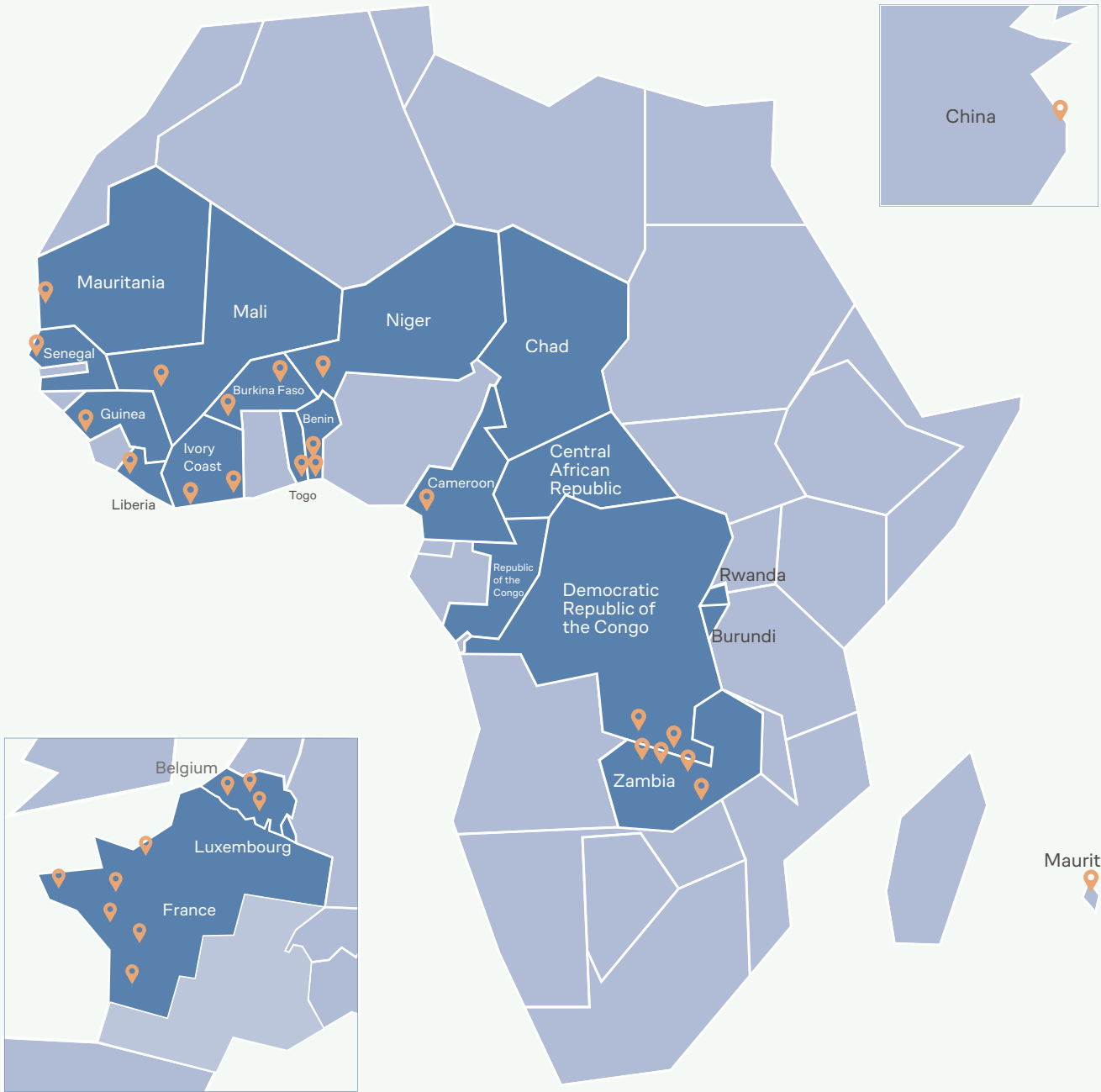


Table: Gross scope 1, 2, 3 GHG emissions

INDICATOR	UNIT	2024	2025
Total gross GHG emissions (location-based)	tCO ₂ e	1 030 834.43	1 111 517.77
Total gross GHG emissions (market-based)	tCO ₂ e	-	-
Gross Scope 1 GHG emissions	tCO ₂ e	2 529.59	2 646.13
GHG emissions from emission sources subject to EU ETS	tCO ₂ e	-	-
Percentage of Scope 1 GHG emissions from EU ETS	%	0.00	0.00
Gross location-based Scope 2 GHG emissions	tCO ₂ e	485.25	1 059.25
Gross market-based Scope 2 GHG emissions	tCO ₂ e	-	-
Total gross Scope 3, indirect GHG emissions	tCO ₂ e	1 027 819.59	1 107 812.38
1. Purchased goods and services	tCO ₂ e	170 002.55	200 158.18
2. Capital goods	tCO ₂ e	534.71	1 036.40
3. Fuel and energy-related activities (not included in scope 1 or scope 2)	tCO ₂ e	450.62	618.28
4. Upstream transportation and distribution	tCO ₂ e	3 161.78	4 403.86
5. Waste generated in operations	tCO ₂ e	339.83	1 184.90
6. Business traveling	tCO ₂ e	2 789.99	3 361.18
7. Employee commuting	tCO ₂ e	1 042.76	2 642.59
8. Upstream leased assets	tCO ₂ e	490.99	97.50
9. Downstream transportation	tCO ₂ e	5 160.71	9 835.60
10. Processing of sold products	tCO ₂ e	0.00	0.00
11. Use of sold products	tCO ₂ e	809 468.37	842 646.10
12. End-of-life treatment of sold products	tCO ₂ e	34 377.29	41 827.78
13. Downstream leased assets	tCO ₂ e	0.00	0.00
14. Franchises	tCO ₂ e	0.00	0.00
15. Investments	tCO ₂ e	0.00	0.00
Direct biogenic CO ₂ emissions from the combustion or biodegradation of biomass separately from Scope 1 GHG emissions	tCO ₂ e	-	-

GHG emissions by scope

Overall, the results indicate that **BIA's GHG emissions profile is predominantly driven by its value chain**, with the most significant contributions arising from Scope 3 categories, particularly capital goods, purchased products, downstream transportation, and the use of sold products.

This makes Scope 3 a strategic priority for the Group, **requiring BIA to actively engage with its value chain**, leverage its position with clients and suppliers, and collaborate on the identification and deployment of **transition solutions to reduce emissions associated with the use of sold equipment** and the broader ecosystem.

At the same time, Scope 3 emissions represent **BIA's most significant decarbonization challenge**. As an intermediary, BIA has limited direct control over these indirect emissions and over the pace and nature of decarbonization across its value chain. The Group is therefore highly dependent on original equipment manufacturers (OEMs) and other partners, while a **substantial share of its business is tied to sectors that are inherently hard to abate**. Consequently, strategic, technological, and regulatory decisions taken in these sectors in the coming years will have a decisive impact on BIA's ability to implement and achieve its own decarbonization trajectory related to value chain emissions.

Scope 1 GHG emissions

In 2025, BIA's **Scope 1 emissions** (direct emissions from operations) reached approximately **2,646 tCO₂e**, compared to about 2,530 tCO₂e in 2024, reflecting a moderate increase overall.

Scope 1 emissions at BIA come primarily from two types of activities:

- **Stationary combustion** (1-1) refers to the use of fuels on sites, such as generators, heating systems or workshop equipment.
- **Mobile combustion** (1-2) relates to fuel used by company vehicles and internal mobile equipment (e.g. forklifts, service vehicles or on-site machinery).

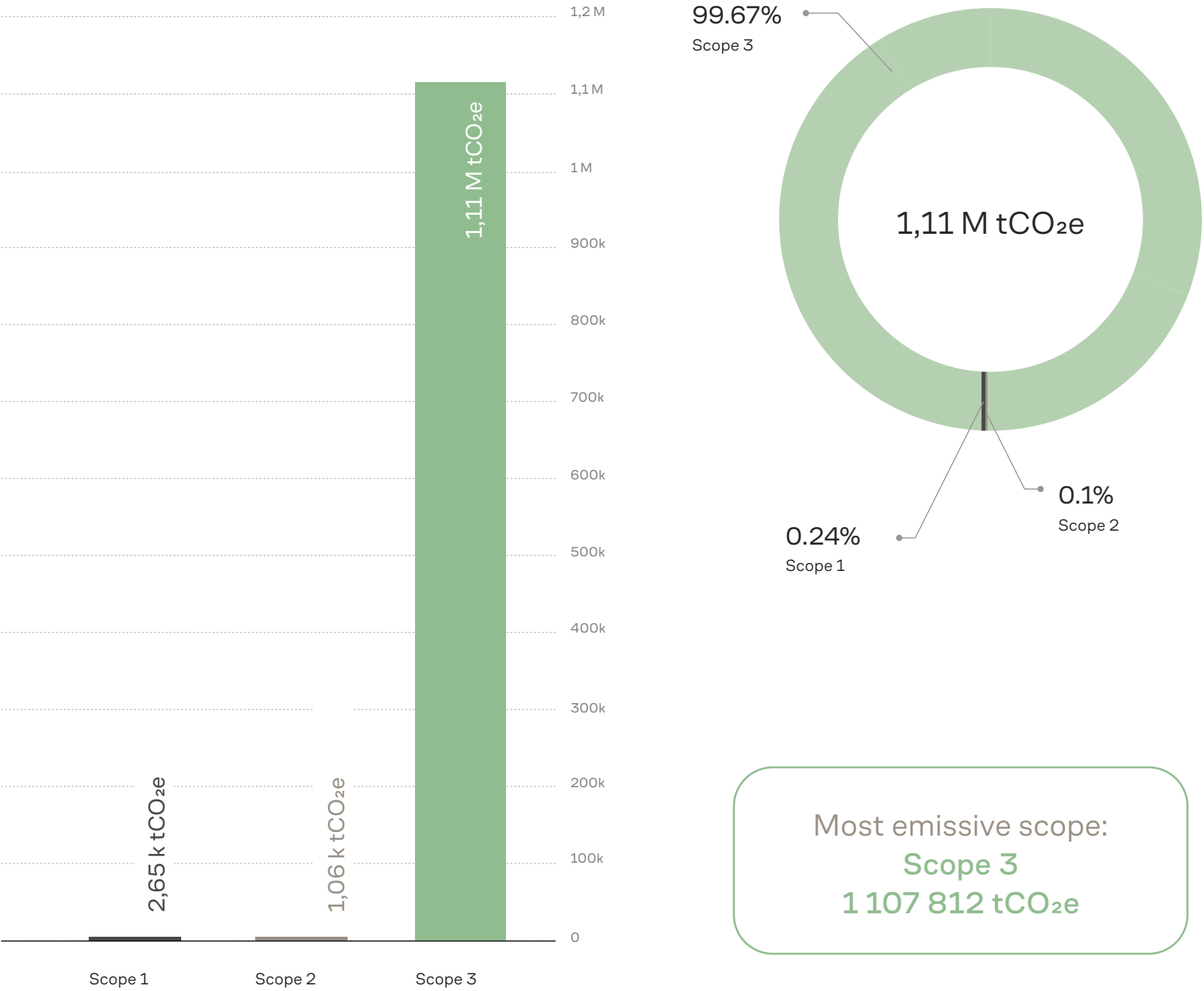
The increase observed in 2025 is therefore largely linked to **higher activity levels and fuel consumption in mobile operations** (i.e. fuel consumed by mobile combustion sources, including company vehicles and internal mobile equipment such as forklifts, service vehicles and other on-site machinery), which represent the largest share of Scope 1 emissions.

Scope 2 GHG emissions

In 2025, BIA's **Scope 2 emissions** (indirect emissions from energy use) amounted to approximately **1,059 tCO₂e**, compared with around 485 tCO₂e in 2024, reflecting a significant increase (+118%).

Scope 2 emissions correspond to the **electricity consumed by BIA's sites**, including offices, workshops, warehouses and technical facilities. While these emissions are not produced directly on-site, they are associated with the generation of electricity purchased from the grid. **Purchased electricity** accounts for the **majority of energy-related emissions** while **on-site production remains limited**, with only a small contribution from solar panels installed in Belgium.

➤ Graphs – BIA's carbon footprint by scope in 2025





The increase observed between 2024 and 2025 results from a combination of factors, including a real rise in electricity demand (approximately +45%), partly driven by an expanded reporting scope now encompassing expatriates’ electricity consumption, as well as an update of location-based emission factors; it therefore reflects both higher operational activity and improved data quality.

Scope 3 GHG emissions

In 2025, BIA’s **Scope 3 emissions** (indirect emissions across the value chain) reached approximately **1,107,812 tCO₂e**, compared with around 1,027,820 tCO₂e in 2024, confirming both a significant increase and the fact that Scope 3 represents by far the largest share of the Group’s carbon footprint (99%).

Scope 3 emissions relate to **activities that take place outside BIA’s direct operations**, such as the production of equipment and parts purchased, their transport, the fuel consumed by equipment when used by customers, the end-of-life treatment of products, as well as business travel and employee commuting.

The increase between 2024 and 2025 was mainly driven by higher emissions from **use of products sold, purchasing of equipment and parts**, and **logistics**, reflecting increased activity levels across the business.

- The largest contribution to Scope 3 comes from the **use of products sold**, which amounted to approximately **842,646 tCO₂e in 2025**, compared with 809,468 tCO₂e in 2024. This category alone represents 76% BIA’s total carbon emissions. It reflects the diesel consumed during 2025 by equipment once it is in use by customers, with around

260 million liters of diesel consumed in 2025. These volumes are accounted through BIA SmartFleet^{DX} solutions and data, based on OEM telematics from the machines, they reflect the fuel consumptions of the KOMATSU equipment in operation during the year, including equipment still in use even if not sold within that particular year.

- In 2025, emissions from **purchased products and services** reached approximately **200,158 tCO₂e**, up from 170,003 tCO₂e in 2024, making this the second largest contribution to Scope 3 (18%). These emissions primarily relate to **the production of equipment and parts procured and placed on the market by BIA**. Equipment alone accounts for ~90% of purchasing-related emissions, with the remaining share attributable to parts, service activities, raw materials, digital footprint, and water consumption.
- Emissions from the **end-of-life treatment of sold products** reached approximately **41,828 tCO₂e** in 2025, up from 34,377 tCO₂e in 2024, making this another significant contributor to Scope 3 (4%). These emissions relate to the **future disposal and processing of equipment and parts placed on the market** by BIA. The category is predominantly driven by equipment waste (81%), with a smaller contribution from parts waste (19%). The largest impacts stem from metal, tyre and plastic waste streams.

- **Logistics** is another material contributor to Scope 3. In 2025, **upstream transportation and distribution** represented about **4,404 tCO₂e** and **downstream transport of goods** about **9,836 tCO₂e**, for a total of roughly 14,239 tCO₂e. These emissions come from **moving equipment and parts across BIA's supply chain**, whether by sea, road or air. Equipment logistics mainly rely on sea and road transport, while parts logistics are more exposed to air freight, which is much more carbon-intensive (air transport has an emission factor ~x79 higher than sea transport).

Certain types of orders, such as **emergency and machine-down orders** for parts, generate particularly high emissions because **they rely heavily on air transport**, while more planned orders rely more on road and sea transport. This means that the speed required to serve urgent customer needs can significantly increase the carbon footprint of logistics.

For **stock orders**, air freight generates ~1,160 tCO₂e versus ~331 tCO₂e for sea freight. Although air represents only about 3% of transported volume (t.km), it accounts for a large share

of transport emissions due to its very high carbon intensity. Shifting even a small part of this air volume for non-urgent orders (stock and planned orders) to sea therefore still represents a key reduction opportunity.

- Finally, **mobility** remains a relevant, though smaller, source of Scope 3 emissions. In 2025, **business travel** accounted for approximately **3,361 tCO₂e** and **employee commuting** for around **2,642 tCO₂e**. In 2025, BIA employees travelled approximately 32.3 million km by plane, which is 8.7% higher than the distance in 2024.

The increase between 2024 and 2025 was mainly driven by higher emissions from use of products sold, purchasing of equipment and parts, and logistics, reflecting increased activity levels across the business.





Pollution

Pollution has been assessed as a **non-material topic for BIA** in the context of the Double Materiality Assessment (DMA). This assessment reflects the relatively limited exposure to pollution risks within BIA’s own operations compared to its upstream and downstream value chain.

Within its own operations, **BIA’s exposure to pollution is limited in scope and scale, and pollution risks are effectively managed** through a robust Health, Safety and Environment (HSE) framework, preventive measures, and strong employee awareness.

The company has recorded a limited number of environmental incidents, and potential impacts—primarily linked to accidental oil spills—would generally remain localized and limited in geographic extent. Established HSE procedures are designed to prevent such incidents and ensure rapid containment and remediation, ensuring that any potential impacts on air, water, or soil remain low and well controlled. Employees are regularly trained and familiar with emergency response protocols, enabling effective and timely action should an incident occur.

In **2025**, BIA recorded **two environmental incidents**. The first involved soil contamination caused by a motor oil spill. The second occurred when a technician dropped a 5-litre paint tin from an unsecured pallet jack, resulting in approximately half of the paint being spilled onto the warehouse ramp. Both incidents were recorded, followed up through the monthly HSE reporting process,

and managed through appropriate corrective and preventive actions to limit environmental impact and prevent recurrence.

BIA monitors its **assessment of specific pollution vectors on a monthly basis**, including soil and water pollution, air pollution, and hazardous substances. The results are documented in the monthly HSE report and include, where relevant, the follow-up of hazardous waste generation, spill events, emissions-related issues, storage conditions, environmental non-conformities, corrective actions and improvement measures. This structured reporting process enables BIA to maintain oversight of environmental risks, ensure action traceability, and strengthen continuous improvement across its operations.

BIA's assessment regarding specific pollution vectors:

- **Soil and water pollution:** The main potential source relates to hydrocarbons (e.g., oil spills). However, strict HSE procedures, including spill prevention measures, containment systems, and response protocols, significantly reduce both likelihood and impact. Any incident would be quickly contained with minimal environmental spread.
- **Air pollution:** BIA's operations generate limited emissions. Activities involving painting of equipment, which may release particulate matter or volatile substances, are carried out in dedicated, controlled environments designed to prevent dispersion into the air and surrounding environment.
- **Hazardous substances:** BIA makes limited use of substances classified as highly hazardous under ESRS definition. The few relevant substances are mainly linked to maintenance activities such as painting, cleaning, degreasing and workshop operations. Their management is supported by Safety Data Sheets, which enable the identification of risks and the definition of appropriate control measures for handling, storage, use and disposal according to the type of substance. These measures include labelling, segregation of incompatible substances, PPE, spill prevention, waste management and employee awareness. BIA applies strict HSE procedures to minimise risks to people and the environment and seeks to reduce or substitute hazardous substances where feasible.

While pollution is considered non-material for BIA's own operations, the topic remains **material at the level of its value chain, where potential impacts are inherently higher**. Both BIA's OEM partners and key customers apply stringent environmental standards, including **comprehensive environmental management systems such as ISO 14001**. For critical suppliers, these requirements are systematically considered and verified through BIA's Sustainable Procurement Policy, ensuring that value chain partners effectively manage pollution-related risks.

In parallel, although exposure within its own operations is limited, **BIA remains committed to continuously strengthening its environmental performance**. The Group is therefore deploying a robust environmental management system aligned with ISO 14001 standards and plans to progressively pursue ISO 14001 certification in selected countries of operation.

The Group is deploying a robust environmental management system aligned with ISO 14001 standards and plans to progressively pursue ISO 14001 certification in selected countries of operation.





Water

Water is a **material topic for BIA Group exclusively through its value chain**, as the Group’s own operations have a limited direct impact on water resources.

The materiality of this topic stems primarily from the high water intensity of the sectors in which BIA’s customers operate, particularly mining and quarrying. Through its value chain, BIA is linked to significant water use and associated potential scarcity risks both upstream and downstream, as water plays a critical role in mineral extraction and processing activities, including ore washing, dust suppression, and material transport.

Within its own operations, however, **BIA’s direct water consumption remains limited** and is not associated with industrial processes. Water is mainly used for domestic and corporate purposes—such as employee facilities and canteen services—while the main operational interaction with water relates to the **cleaning of equipment and parts following maintenance or prior to commissioning**.

| ESRS 2 | General Disclosures

| SBM-3 | Material impacts, risks, opportunities and their interaction with strategy and business model

➤ DMA topic: Water resources management

ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
– Water	BIA operates in water-intensive sectors, placing significant pressure on water resources across its value chain.	- Upstream - Downstream	- Short-term - Medium-term - Long-term

Water management

| E3-1 | Policies related to water

BIA currently **does not have a specific standalone policy dedicated to water usage or water treatment**. However, water-related aspects are managed through broader **Health, Safety and Environment (HSE)** processes, which include measures to prevent contamination of water resources (e.g. hydrocarbons) and to ensure compliance with local environmental regulations.

| E3-2 | Actions and resources related to water

Although direct water consumption at BIA is limited—mainly covering domestic uses such as employee facilities and canteen services—the Group has implemented targeted **actions to minimize water impacts**, particularly in relation to **equipment cleaning activities**.

In BIA entities equipped with washing stations, closed-loop greywater treatment systems are in place to significantly reduce water consumption and avoid water contamination.

In BIA entities equipped with washing stations (including in Belgium and in Burkina Faso), **closed-loop greywater treatment systems** are in place to significantly reduce water consumption and avoid water contamination. Wastewater generated during industrial cleaning is collected immediately after use and directed into a series of **settling tanks**, where sludge, oil, and water are progressively separated. The clarified water is then further treated through **sand filtration** and reused in subsequent cleaning operations. This system enables significant savings of water per year, while part of the process can also rely on **rainwater collected on-site**.

The residual sludge, oil, and solid waste are handled by **certified external companies**, responsible for their transport, treatment, and annual cleaning of the installations. All treatment processes are carried out in approved facilities, in line with local environmental standards. In addition, regular laboratory analyses are conducted to ensure that treated water does not contain hazardous substances, hydrocarbons, or toxic chemicals before discharge.

For **domestic water use**, drinking water quality is regularly monitored, while wastewater is collected via septic systems and treated by approved local service providers in compliance with applicable environmental requirements. In several African entities, additional testing is conducted to ensure that discharged water meets environmental standards.

These actions primarily address **potential pollution risks to soil and water**, particularly from hydrocarbons during maintenance activities, and contribute to limiting BIA’s environmental footprint.





Biodiversity

Biodiversity is primarily a value chain topic for BIA, reflecting the nature of its activities and the sectors in which it operates. While the Group’s direct impact remains limited, biodiversity is progressively being integrated into its sustainability approach through targeted initiatives and local actions.

➤ DMA topic: Biodiversity and natural resources

ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
Biodiversity and ecosystems	BIA’s sectors contribute to biodiversity loss, land-use change, and deforestation across the value chain.	- Upstream - Downstream	- Short-term - Medium-term - Long-term

Biodiversity management

Biodiversity is considered a **material topic at the level of BIA’s value chain**, rather than within its own direct operations. This reflects the nature of BIA’s activities, which are primarily related to the distribution, maintenance, and servicing of equipment, and therefore have a **limited direct footprint on ecosystems** compared to the sectors in which it operates.

Through its value chain—particularly **OEM manufacturing activities and downstream customer operations in the mining and quarrying sectors**—BIA is linked to activities that have a significant potential impact on biodiversity, including land use change, habitat degradation, and ecosystem disruption. In this context, BIA notes positively that many of its major OEM partners and clients are increasingly **integrating biodiversity considerations into their practices and reporting**, including the development of biodiversity programmes and the rehabilitation of mining sites, which is becoming standard practice in certain regions, notably in Europe.

Given the **limited direct impact of its own operations**, BIA does not currently disclose quantitative biodiversity metrics. Nevertheless, the Group recognizes biodiversity as an important environmental topic and has integrated it into its Sustainability Action Plan, with the objective of progressively strengthening its contribution to ecosystem preservation at a local level.

As part of this commitment, BIA has started implementing a **“BIAdiversity Plan” at its headquarters in Overijse (Belgium)**, aimed at enhancing local biodiversity and promoting more nature-positive site management. The initiative is based on an initial ecological diagnosis and mapping of the site, followed by the definition of target ecological states per zone and tailored management recommendations. The plan focuses in particular on transforming traditionally managed lawns—previously subject to intensive mowing—into more ecologically managed green spaces.



BIAdiversity Plan

The initiative is based on an initial ecological diagnosis and mapping of the site, followed by the definition of target ecological states per zone and tailored management recommendations.





Circular economy

Circular economy is embedded in BIA's business model through the way equipment and components are managed throughout their lifecycle. By combining lifecycle extension, resource efficiency and usage-based solutions, the Group creates value while contributing to a more efficient use of resources.

BIA's business model is intrinsically linked **to resource use and the lifecycle management of heavy equipment and components**, making circular economy principles central to its sustainability approach. Through its activities, BIA both contributes to resource consumption via the sale of equipment and parts and enables lifecycle extension, waste reduction, and improved resource efficiency across its value chain.

In addition, BIA's **rental activities** represent a complementary circular business model by promoting a **shift from proprietary ownership to usage-based access**. By enabling multiple users to share the same equipment over time, rental solutions contribute to higher asset utilisation rates, reduced demand for new equipment production, and optimisation of resource use across the lifecycle. This model supports the decoupling of revenue generation from material consumption and is therefore increasingly considered a lever for circular value creation.

BIA's business model is intrinsically linked to resource use and the lifecycle management of heavy equipment and components, making circular economy principles central to its sustainability approach.

| ESRS 2 | General Disclosures

| SBM-3 | Material impacts, risks, opportunities and their interaction with strategy and business model

➤ DMA topic: Circular Economy and Resource Use

ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
- Resources inflows/ Resources outflows	BIA’s core business—equipment and parts sales—relies on significant resource use and manufacturing.	- Upstream - Own operations - Downstream	- Short-term - Medium-term - Long-term
- Resources outflows (waste)	Waste is primarily generated through BIA’s service provision, as well as across the value chain.	- Upstream - Own operations - Downstream	- Short-term - Medium-term - Long-term
+ Resources inflows	Four Component Rebuild Centers extend product lifespan and durability.	- Own operations	- Short-term - Medium-term - Long-term
☆ Resources inflows/ Resources outflows	Longer equipment lifecycles and circular practices enhance competitiveness and support business growth.	- Upstream - Own operations - Downstream	- Medium-term - Long-term
☆ Resources outflows (waste)	Developing new partnerships in end-of-life and waste management can reduce costs and improve environmental performance.	- Own operations - Downstream	- Medium-term





Circular economy management

| E5-1 | Policies related to resource use and circular economy

As of 2025, BIA does not have a standalone circular economy policy. However, principles related to resource efficiency, waste reduction, lifecycle extension and asset optimisation are embedded within its broader **operational and Health, Safety and Environment (HSE) and business conduct frameworks**.

While these elements are operationally implemented, further formalisation into a dedicated circular economy framework is identified as an area of development.

| E5-2 | Actions and resources related to resource use and circular economy

In practice, the Group's circular economy approach is structured around five key orientations, each supported by targeted initiatives and operational measures:

1. Extending the lifespan of equipment and components

A core pillar of BIA's circular strategy is the extension of asset lifespans through maintenance, repair, rebuild and overhaul activities. This is primarily enabled by the Group's **four Component Rebuild Centers (CRCs)**, located in Belgium (Fleurus), Zambia (Kitwe), Senegal (Dakar), and Burkina Faso (Koubri).

These facilities specialise in the **rebuild of high-value components**, including engines, transmissions, and hydraulic systems, restoring them to original performance standards. By **extending the useful life of components**, BIA reduces the need for new manufacturing and limits the extraction of virgin materials.

In parallel, BIA is pursuing **continuous improvement in the quality and performance of its rebuild activities** through the progressive implementation of **Komatsu's certifications** within its CRC network. This certification framework is an original equipment manufacturer (OEM)-led programme designed to assess and recognise the maturity and performance of rebuild and service facilities. It covers criteria such as technical capabilities, process standardisation, quality control, safety practices, workforce competencies, and operational management systems. Achieving and expanding certifications across CRCs ensures alignment with OEM standards, reinforces operational excellence, and enhances customer confidence in rebuild components.

Complementary services such as preventive maintenance, repair operations, and selective refurbishment further contribute to prolonging equipment life and ensuring consistent asset performance for customers.

→ [See Practical Case on next page](#)

PRACTICAL CASE

Measured impact of overhaul and reconditioning solutions

A dedicated carbon impact assessment study conducted in partnership with external consultants demonstrates the **significant environmental and economic benefits** of **BIA's overhaul, rebuild and remanufacturing solutions** compared to the purchase of new equipment.



92%

Reduction in CO₂ emissions
through full renovation

64%

Average reduction in CO₂
emissions through component
reconditioning

47%

Reduction in CO₂ emissions
through remanufactured
components

**Substantial CO₂ emission reductions
across equipment lifecycle**

The study shows that extending equipment life through renovation can drastically reduce lifecycle emissions. In a case study on a Komatsu HD605 dump truck, a full overhaul generates only **21.9 tons of CO₂**, compared to **262.5 tons for a new machine**, resulting in **up to 92% reduction and 241 tons of CO₂ avoided**.

This saving is equivalent to approximately **80,000 litres of fuel**, illustrating the material impact of circular solutions on climate performance.

Beyond full equipment overhaul, similar benefits are observed at component level:

- Reconditioning (rebuild): **~64% reduction** in CO₂ emissions
- Remanufacturing (OEM-certified): **~47% reduction** in CO₂ emissions

The study demonstrates that lifecycle extension solutions are a high-impact lever, combining up to 60-90%+ CO₂ emissions reductions with double-digit cost savings.

**Strong economic value
for customers**

These environmental gains are directly aligned with tangible financial benefits for customers:

- Overhaul costs represent approximately **55% to 65% of the cost of new equipment**
- Renovation solutions typically deliver **40% to 60% cost savings** compared to replacement
- Extending equipment life can **double the lifespan** of assets, significantly reducing total cost of ownership.

**Circularity as a lever for combined environmental
and economic performance**

By reducing the need for new manufacturing, limiting raw material extraction, and avoiding emissions linked to production and logistics, **overhaul and rebuild solutions provide a concrete illustration of circular economy in practice**. At the same time, they enable customers to maintain high operational performance while improving cost efficiency.

Overall, the study demonstrates that lifecycle extension solutions are a high-impact lever, combining up to **60-90%+ emission reductions** with **double-digit cost savings**, making them a strategic choice for customers seeking both decarbonisation and competitiveness.

2. Improving resource efficiency across operations

Resource efficiency is strengthened through operational excellence, notably via **contamination control practices**. These consist of preventing and managing particles and impurities in critical systems such as lubricants and hydraulic fluids.

Effective contamination control **reduces component wear and failure rates**, thereby extending maintenance intervals and reducing the frequency of replacements. This directly contributes to lower material consumption, improved equipment efficiency, and reduced associated emissions, demonstrating how technical optimisation supports circular economy outcomes.

3. Ensuring responsible management of industrial and hazardous waste

BIA complements its lifecycle extension approach with **structured waste management systems**. These ensure the compliant handling, segregation, and treatment of industrial and hazardous waste streams generated through maintenance and rebuild activities.

Rental activities represent a complementary lever to enhance circularity by maximising equipment utilisation across multiple users and operational cycles.

Where technically feasible, components and materials are selectively reused or refurbished, reducing waste generation and supporting resource recovery.

4. Integrating circularity into service offerings and customer value propositions

Circular principles are **embedded into BIA's service model**, particularly through **component rebuild solutions**. Analyses conducted in collaboration with customers indicate that these solutions generate both environmental and economic benefits, including:

- reduced greenhouse gas emissions compared to the production of new components;
- lower demand for virgin materials;
- cost savings across the equipment lifecycle.

These outcomes illustrate the alignment between circular practices, operational performance, and customer value creation.

5. Promoting usage-based models to optimise asset utilisation

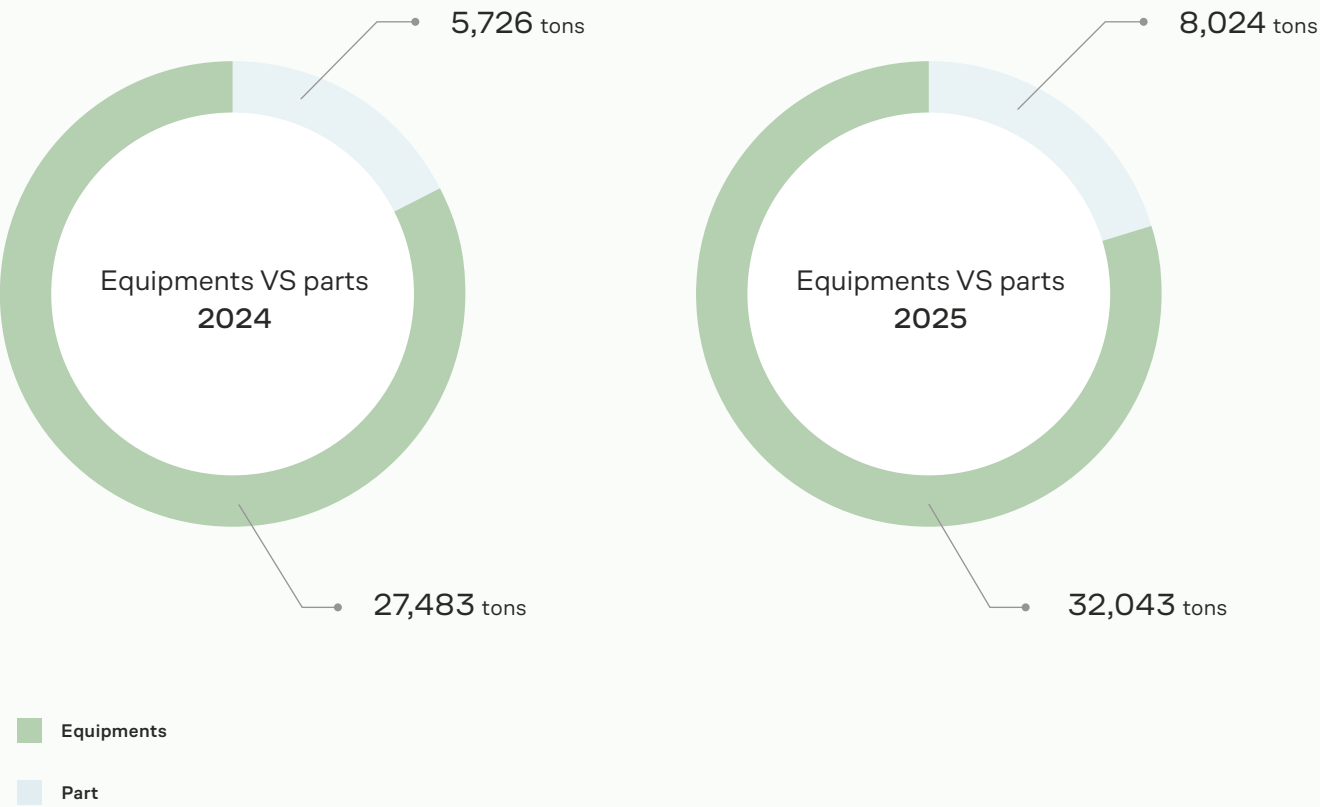
Rental activities represent a complementary lever to enhance circularity by **maximising equipment utilisation** across multiple users and operational cycles.

Rental fleets are actively managed to optimise maintenance, redeployment, and lifecycle performance. This approach extends asset lifespan, reduces idle capacity at customer level, and limits the overall volume of equipment required in the market, contributing to more efficient resource use.



Table 1 – The increase in resource outflows between 2024 and 2025.

EQUIPMENTS VS PARTS	2024 (TONS)	2025 (TONS)	EVOLUTION (WEIGHT)	EVOLUTION (%)
Equipments	27 483	32 043	4 560	+17%
Parts	5 726	8 024	2 298	+40%
TOTAL	33 209	40 067	6 858	+21%



Circular economy metrics

|E5-4| Resource inflows

BIA’s resource inflows are primarily associated with the **procurement of equipment and spare parts** from Original Equipment Manufacturers (OEM), as well as **materials used in maintenance and overhaul operations**, including lubricants, consumables and replacement components.

These inflows represent a **significant upstream environmental footprint**, as impacts are largely embedded in manufacturing processes. However, BIA contributes to mitigating these impacts through its **circular activities**. Component rebuild solutions reduce demand for new parts, while rental and maintenance services optimise equipment use and extend operational lifespans, thereby improving overall resource efficiency.

This reflects BIA’s dual role within the value chain, combining resource-intensive activities with solutions that decrease lifecycle resource intensity.

|E5-5| Resource outflows

Resource outflows at BIA primarily reflect its **business model as a distributor**. As such, a significant share of resource inflows is directly mirrored in resource outflows (excluding waste), as products and services placed on the market constitute the main output.

The table 1 on the right shows the increase in resource outflows (weight of equipment and parts sold to customer) between 2024 and 2025.

BIA contributes to mitigating resources impacts through its circular activities. Component rebuild solutions reduce demand for new parts, while rental and maintenance services optimise equipment use.

Resource outflows therefore consist of (i) **products and services delivered to customers**, and (ii) **waste generated from operations**. The latter mainly arises from maintenance and repair activities, including used oils, filters, worn components, as well as packaging and general operational waste. **End-of-life components** also contribute to waste streams, although a portion of these materials is reintegrated into operations through reuse and remanufacturing processes within Component Rebuild Centers (CRCs), supporting circular resource use.



Waste management practice

BIA collaborates with specialized and certified partners in all countries of operation, ensuring compliance with applicable environmental regulations.

Waste management practices rely on **collaboration with specialized and certified partners** in all countries of operation, ensuring compliance with applicable environmental regulations. However, the level and quality of reporting received from these partners are not yet harmonized across geographies, **limiting visibility on downstream waste treatment, recovery and recycling pathways**. Improving transparency and consistency of waste reporting is therefore identified as a key priority. BIA aims to obtain standardized, reliable and, where possible, certified waste reports in each country, providing at least assurance of compliance with environmental guidelines and clearer insights into waste treatment methods.

To support this progress, **waste management guidelines** have been established across all BIA entities. These guidelines aim to improve the measurement and traceability of waste volumes, strengthen on-site waste segregation practices, and reinforce requirements towards waste collection partners to deliver more comprehensive and consistent reporting. In parallel, the development of **circular partnerships for waste treatment** and end-of-life management remains a key lever to reduce waste-related costs, enhance environmental performance and strengthen circular value chains.

The table 2 presents the detailed waste flow reporting provided by BIA's waste management partner for its Belgian operational sites, including waste volumes, associated CO₂ emissions, and average recycling rates by waste type; such granular data is not yet available for other operating sites, and BIA is actively working to strengthen waste data collection across all entities through the rollout of waste management guidelines and enhanced collaboration with local waste collection providers.

➤ **Table 2** – Belgium - Overijse, Fleurus, Izegem waste performance

WASTE STREAM	TOTAL WEIGHT (TONNES)	CO ₂ EMISSIONS (KG)	AVERAGE RECYCLING RATE (%)
Wood A	6	328	100
Wood B	12	838	20
Food Waste	3	218	96
Hazardous Waste	1	—	—
Paper & Cardboard Waste	19	4 225.85	100
Metal Waste (for recovery)	1	138	55
Ferrous Metal Waste	40	4 190.55	99
Residual Waste	37	20 239.67	15
Empty Packaging	1	1 304.21	22
Oil Filters	1	1000	55
Oil	1	2 045.64	55
Coolant	6	15 272.42	52
Paint, Ink and Adhesives	1	1 180.37	18
PMC (Plastic, Metal, Cartons)	1	249	57
Solid Organic Substances	12	19 112.10	15
TOTAL	142	70 342.03	53

Component Rebuild Center ↓



| E5-3 | Targets related to resource use and circular economy

BIA aims to further structure and scale its circular economy approach through a set of operational priorities focused **on lifecycle extension, asset optimisation, and improved resource management**. These priorities are designed to reduce impacts related to resource consumption and waste generation, while also capturing business opportunities through enhanced cost efficiency, competitiveness and the development of circular business models.

Key priorities include:

- **Scaling lifecycle extension and circular service capabilities**
BIA is consolidating lifecycle extension solutions as a core element of its value proposition by integrating and scaling Component Rebuild Center (CRC) activities, rebuild programmes and certified processes. This includes increasing rebuild volumes, investing in capacity expansion and modernisation, and planning the development of an additional CRC in Africa by 2030 to support regional demand.
- **Expanding asset utilisation through rental and usage-based models**
BIA continues to develop its rental offering to improve asset utilisation and promote more resource-efficient, usage-based business models. Ongoing fleet expansion across regions enables better allocation of equipment, reduces idle capacity and contributes to optimised resource use over the asset lifecycle.

- **Strengthening waste management and data transparency across operations**
Waste management relies on certified partners to ensure regulatory compliance. However, reporting remains non-harmonised, limiting visibility on treatment and recovery; addressing this is a priority. Group-wide guidelines have been introduced to improve waste measurement, segregation and traceability, and to strengthen partner reporting requirements. The objective is to obtain standardised, reliable and, where possible, certified data across all countries, ensuring compliance and clearer insight into waste performance.
- **Developing circular partnerships for end-of-life management**
BIA is strengthening partnerships dedicated specifically to end-of-life equipment and component management. These partnerships aim to ensure responsible dismantling, material recovery and reintegration into value chains where possible. Expanding such collaborations is a key lever to reduce waste-related costs, improve environmental outcomes and further embed circularity across the value chain.
- **Enhancing monitoring of resource use and circular performance**
BIA continues to improve systems and processes for monitoring resource use and waste flows, with a focus on strengthening data quality, consistency and coverage across geographies. This will support more robust performance tracking, informed decision-making and alignment with evolving sustainability reporting requirements.

Overall, this integrated approach—combining capacity expansion, increased utilisation, and strengthened resource management—confirms the strategic role of circularity in supporting both environmental performance and long-term competitiveness.

BIA aims to further structure and scale its circular economy approach through a set of operational priorities focused on lifecycle extension, asset optimisation, and improved resource management.

05

People and society

Our people

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Workers in our value chain

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Our communities

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People and society



Sustainability is not only environmental; it is also fundamentally about people. Through the way we engage with employees, clients, and communities, BIA contributes to a more inclusive and forward-looking world of work while reinforcing its **social license to operate** across all regions.

Today, employees and stakeholders expect more from companies than products and services alone. They increasingly look for **purpose, positive societal contribution, and a fair distribution of the value created**, particularly in the communities where businesses operate.

This ambition is made possible by the **talent, energy, and commitment** of our people, who help shape the future of the Group and deliver meaningful impact for society and the business.

At BIA, we are committed to fostering a **diverse, multicultural, and international working environment** that reflects the geographies we serve and the communities we impact. This commitment also extends to supporting local development and building long-term, trust-based stakeholder relationships.



Our people

Our people management

| ESRS 2 | General Disclosures

| SBM-3 | Material impacts, risks, opportunities and their interaction with strategy and business model

Social matters covering **BIA Group's own workforce, health and safety, and training and skills development** were identified as material through the Double Materiality Assessment (DMA) and stakeholder engagement (see page 25 and following).

Key positive impacts include **enhancing employee well-being, engagement, and retention** through fair and secure employment, supportive working conditions, and a balanced work-life dynamic, contributing to reduced absenteeism and sustained workforce performance.

BIA's approach to training and skills development supports career progression, job satisfaction, and skills enhancement, strengthening employee retention, productivity, and employer attractiveness.

The Group also fosters workforce cohesion and motivation through **social dialogue and respect for freedom of association**, ensuring effective employee representation across operations.

BIA's approach to **training and skills development** supports career progression, job satisfaction, and skills enhancement, strengthening employee retention, productivity, and employer attractiveness, further supported by competitive remuneration and stable employment conditions.

At the same time, BIA monitors specific risks related to its workforce, including **health and safety (HSE)** risks inherent to its operations and **low gender diversity in technical roles**, which may create risks of inequality if not adequately managed.

The Group's international workforce, reflecting its presence across **multiple geographies and commitment to local employment**, further shapes its social impacts and management approach.

Overall, these material matters are central to managing BIA Group's own workforce, meeting stakeholder expectations, and supporting long-term operational resilience.

🔍 DMA topic: Fair working conditions and employee development

ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
+ Working conditions	Positive impact on employee wellbeing, engagement, and retention through the provision of fair and stable employment, supportive working conditions, and a healthy work-life balance, contributing to reduced absenteeism and sustained workforce performance.	Own operations	- Short-term - Medium-term - Long-term
+ Social dialogue, freedom of association, works councils, participation rights of workers, and collective bargaining	Positive impact on workforce cohesion, motivation, and representation through the implementation of social dialogue and the respect of freedom of association, ensuring employee representation structures are in place across all regions.	Own operations	- Short-term - Medium-term - Long-term
+ Training and skills development	BIA offers broad and personalised training programs improving career development and job satisfaction, thus employee retention.	Own operations	- Short-term - Medium-term - Long-term
- Diversity and equal treatment	The low gender diversity in technical roles is inherent to the business, bringing a risk of unequal pay if not monitored.	Own operations	- Short-term - Medium-term - Long-term
+ Diversity and equal treatment	A lot of different nationalities are present within the workforce, due to BIA's presence in several countries, and local recruitment objectives.	Own operations	- Short-term - Medium-term - Long-term
☆ Working conditions	Strengthen employer attractiveness, reputation, and operational performance by offering secure employment and competitive remuneration, fostering employee loyalty and engagement, and ultimately driving higher productivity, quality, and reduced recruitment and retention costs.	Own operations	- Medium-term
☆ Training and skills development	Training and development programs combined with a well aligned talent strategy, create opportunities to enhance employee skills, personal growth and global employer brand and reputation, in turn improving employee retention and productivity.	Own operations	- Short-term - Medium-term - Long-term

🔍 DMA topic: Health and Safety

ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
- Health and safety	Operational staff work in challenging working conditions, with the presence of noise, dust, vibrations, hazardous substances, the exposure to accidents during equipment handling and maintenance is inherent to the sector.	Own operations	- Short-term - Medium-term - Long-term
☆ Health and safety	Enhanced attractiveness and employer branding by demonstrating high safety standards.	Own operations	- Short-term - Medium-term - Long-term

| s1-1 | Policies for our employees

BIA has implemented a **comprehensive set of HR policies** covering workforce governance, human rights, employee benefits, and working conditions.

These policies apply **across all BIA Group entities** and support a fair and inclusive employee framework. They form a cornerstone of BIA’s “Best People” pillar under its On the Road to 2030 Strategy.

Core policies set principles on ethics, compliance, recruitment, talent development, performance management, training, health and safety, and wellbeing, ensuring fair and responsible people management across the Group.

Benefit-related policies (e.g. travel, bonuses, allowances, loans, insurance, mobility, and working arrangements) provide structured support for employees’ financial security, work-life balance, and overall experience.

BIA Group formalizes its commitment to human rights through its **Human Rights Charter**, which is aligned with international standards and sets out clear principles including the prohibition of child labor and human trafficking, the prohibition of forced labour, non-discrimination, and the protection of fundamental rights and working conditions. These commitments are echoed in the **Business Conduct Guidelines**, which extends human rights standards across operations and business relationships, ensuring ethical practices throughout the value chain.

An overview of the most relevant HR policies can be found in Annex 2.



Our employees policies form the cornerstone of BIA’s “Best People” pillar within its On the Road to 2030 Strategy.



Social dialogue is of paramount importance to BIA. We aim to foster mutual understanding among employees and resolve work-related issues collectively and constructively.

| S1-2 | How we engage with employees and address their needs

Social dialogue is of paramount importance to BIA. We aim to foster mutual understanding among employees and **resolve work-related issues collectively and constructively**.

BIA Group maintains structured and ongoing engagement with its workforce and workers' representatives in almost every country where it operates.

BIA encourages **social dialogue through formal channels** that enable employees to raise concerns, express needs, and contribute to consultation in line with national legislation. These mechanisms are established across the Group, with formats and frequency varying by jurisdiction within clear legal frameworks and involving representatives of both workers and the employer.

- **In Belgium**, discussions and negotiations between employer and employees on workplace issues primarily take place through **the Works Council and the Committee for Prevention and Protection at Work**:
 - The **Works Council** is an assembly where the employer informs and consults with workers' representatives.
 - The **Committee for Prevention and Protection at Work (CPPW)** is an assembly established to address issues related to working conditions, safety, health, and workers' well-being. The Works Council and the Committee for Prevention and Protection at Work (CPPW) meet monthly. The notice period and the provisions for consultation and negotiation are specified in our collective bargaining agreements.
- **Equivalent employee representative structures exist in almost every BIA country** (with the exception of BIA ESB in Mauritius). Meetings are held at regular intervals, mostly monthly (e.g., Ivory Coast, Senegal, Guinea, Mali, Burkina Faso, Cameroon), some quarterly or semi-annually (e.g., DRC), or through collective bargaining structures (e.g., Zambia).

In Belgium, employees also have access to a **"trusted person"**, a designated and trained colleague who provides a confidential space for listening, guidance, and support in relation to psychosocial risks, including stress, burnout, and cases of moral or sexual harassment.

Additionally, if needed, **each BIA employee has access to an HR Business Partner** in their respective country.

BIA also engages its workforce through **its annual Global People Engagement Survey**, open to both employees and non-employees. Results are systematically translated into structured action plans with defined initiatives to address improvement areas.

BIA Group has also established a **confidential whistleblowing mechanism** enabling employees, contractors, and external stakeholders to report suspected or actual breaches of the Business Conduct Guidelines. Reports may be submitted in writing or orally through dedicated channels, are handled confidentially, and are investigated under a strict non-retaliation principle.

Collectively, these social dialogue mechanisms foster **effective consultation**, support **collective negotiation** where appropriate, and ensure **timely resolution and remediation** of workforce concerns.



| S1-3 | Investing in our people

Over the years, BIA has strengthened its corporate culture and reinforced its **reputation as an employer of choice**. The Group aims to be a responsible employer by fostering a **positive and inclusive work environment** where individuals feel respected, valued, and supported, while actively working to **reduce inequalities**.

To support this ambition, a range of initiatives has been implemented across key areas, including:

1. Inclusive recruitment

At BIA, recruitment aims to build a **diverse, high-performing, and sustainable workforce across continents**. In 2025, the Group represented **39 nationalities**, with **92% of employees on permanent contracts**.

Our approach is based on the following principles:

- **Merit-based selection:** Candidates are assessed solely on experience, skills, and potential, without discrimination.
- **Bias awareness:** Recruitment teams are trained to identify and mitigate unconscious bias.
- **Compliance with labour laws:** Employment contracts comply with local regulations in all countries of operation.
- **Data protection:** Candidate data is handled responsibly, in line with GDPR requirements.
- **Promotion of local talent:** With around 90% of our workforce hired locally, we boost employment, inclusion, and long-term regional development while strengthening our role as a responsible partner.

- **Internal mobility and career growth:** Internal opportunities are promoted through transparent job postings, supporting career progression.

2. A fair and transparent remuneration framework

BIA is committed to a **fair and transparent remuneration policy** that recognizes employee contributions and ensures equitable compensation.

This approach is based on:

- **Clear salary criteria:** Remuneration is defined by job grade, responsibilities, experience, and qualifications, based on a structured job classification framework (MERCER IPE).
- **Local market alignment:** Salary scales are established per country and grade level, and reviewed annually to reflect market conditions.
- **Equal pay principles:** Employees in similar roles with comparable skills and experience receive equal remuneration, without discrimination.
- **Annual salary review:** A systematic review process ensures ongoing fairness and alignment across the Group.

Investing in our people



39

nationalities
in the group



90%

hiring
of local talent



92%

of employees
on permanent
contracts



99%

of employees completed
an annual performance
evaluation

3. Career development and talent management

Career management at BIA Group focuses on **developing clear career paths that promote employee engagement, long-term growth, and alignment with company objectives.**

Since 2021, a harmonized performance management system applies to all of BIA’s workforce (employees and non-employees alike) across the Group, including:

- **Annual performance evaluation** based on objective setting, mid-year follow-up, and year-end evaluations. In 2025, 99% of employees completed a documented performance review, with gaps mainly due to absences or planned departures.
- **Performance bonuses** are linked to individual and company results, based on a structured policy.
- **Internal mobility** remains the primary recruitment channel, supported by development tools such as training, assessments, and coaching.
- In Belgium, BIA exceeds legal requirements by offering **outplacement support** beyond mandatory cases.

Beyond performance management, BIA aims to make career development a genuine opportunity for professional fulfilment.

Beyond performance management, BIA aims to make career development a genuine opportunity for professional fulfilment.

5. People and society

4. The protection of employees’ health and safety, as well as that of their families

We **protect labour rights and create safe working environments** for our employees through various actions, in addition to local social structures and opportunities:

- **Implementation of a Health, Safety, and Environment (HSE) management system.**
- **Committee for Prevention and Protection at Work (CPPW) / Occupational Health and Safety Committees (OHSC) or similar within the Group.**
- **Social protection, including health insurance, medical coverage, and hospitalization insurance.**
- **Travelers and expatriates are covered by specific emergency medical assistance contracts.**

In several African countries, employees and their representatives have established **mutual solidarity funds** to support colleagues during life events such as birth, illness, or bereavement. BIA encourages these initiatives, sometimes complementing them through financial or in-kind contributions, and aims to further strengthen and expand such practices across its operations.

5. Flexible working arrangements

BIA Group promotes **flexible working arrangements to support work-life balance** and operational efficiency. Depending on role and local conditions, employees may benefit from flexible hours, remote work options, and compensatory leave for work-related travel during personal time.

5.1. Our people

6. Employee wellbeing initiatives

BIA Group’s **Wellbeing Policy** is built on a holistic, “whole-person” approach, recognizing **that employee wellbeing extends beyond physical health to include emotional, social, environmental, and financial dimensions.**

- The policy is structured around **seven wellbeing dimensions.**
- It translates into **concrete actions in all BIA countries** such as mental health awareness initiatives, training and development opportunities, safe and inclusive working environments, social engagement activities, ...
- These initiatives are **supported by local wellbeing committees** and regular reporting, ensuring continuous improvement and consistent deployment across all entities.

↓ Zambia Team





| S1-4 | Our people targets

BIA Group defines and monitors **annual targets** related to its own workforce as part of its "Best People" Strategy. These targets focus on fostering **employee wellbeing, engagement, and awareness of sustainability topics**.

For **2026**, key objectives include :

- the implementation of a minimum of **five wellbeing activities per BIA country** per year,
- the deployment of the **yearly People Engagement Survey** across all entities,
- and the roll out of a **new E-learning program** to explain the **BIA Sustainability Strategy 2030** to all employees.

In addition, with regard to **employee training** BIA Group sets annual targets to enhance workforce skills and integration, including :

- ensuring that all new employees complete the “**Induction Learning Path**” within their first month,
- and maintaining an average of **at least three training days per employee per year and ten days for technical profiles**.

BIA also aims to further harmonize and **scale best social practices across its operations**, including for instance the development of employee-led mutual solidarity funds, already in place in several African countries (Senegal, Mali and Ivory Coast), to strengthen workforce support and cohesion globally.

These targets are designed to strengthen employee engagement, support a positive work environment, and ensure continuous awareness and alignment with the Group's sustainability ambitions.

2026 sustainability objectives for our people

Our targets focus on fostering employee wellbeing, engagement, and awareness of sustainability topics.



Implementation of a minimum of five wellbeing activities



Deployment of the yearly People Engagement Survey



A new E-learning program to explain the BIA Sustainability Strategy 2030

Our people across the world

| s1-5 | Characteristics of BIA's employees

BIA’s employees continued to grow steadily over the reporting pe-
riod, reaching **1,344 employees in 2025**, up from 1,218 in 2024.

Across all geographies, BIA applies a consistent people approach:
**employees and non-employees benefit from equivalent working
conditions, access to training, and skills development opportunities,**
supporting fairness and coherence in workforce management.

BIA reports employee data on a headcount basis as at 31.12.2025.
→ [See Table 1](#)

The gender distribution remains **relatively stable over time**, with
a predominantly male workforce: **1,098 male employees and
246 female employees in 2025.**

The higher proportion of male employees reflects the nature of our
industry and activities. → [See Table 1](#)

Table 1 – Number of employees by gender (headcount)

GENDER	2023		2024		2025	
Female	212	17%	229	19%	246	18%
Male	1020	83%	989	81%	1098	82%
Other	-		-		-	
Not reported	-		-		-	
TOTAL	1232		1218		1344	





Social protection

| s1-7 | Collective bargaining coverage and social dialogue

The vast majority of BIA Group employees are covered by collective labour agreements aligned with local legislation in each country of operation. Almost all countries also benefit from established forms of employee representation.

| s1-10 | Social protection

All BIA employees are covered by social protection schemes aligned with applicable local legislation (including sickness, unemployment, employment injury and acquired disability, and maternity leave), ensuring protection against major life events in all countries of operation.

All BIA employees are covered by social protection schemes aligned with applicable local legislation ensuring protection against major life events in all countries of operation.

Diversity

BIA recognizes that diversity goes beyond gender representation, particularly in a **sector that remains predominantly male** and where attracting female talent can be challenging.

Despite the structural underrepresentation of women in the sector, **BIA actively promotes inclusion across all its operations.** Celebrating International Women’s Day is a well-established tradition across all BIA countries, with locally driven initiatives each year to celebrate the role of women, promote equality, and raise awareness through community and solidarity actions.

The Group’s diversity is strongly reflected in its **multicultural footprint, with operations in more than 20 countries bringing together 39 nationalities**, cultures, and perspectives, contributing to innovation and long-term value creation.

Ensuring a safe and inclusive workplace is a core principle of BIA’s “Best People” strategy. This commitment is reflected in the company’s efforts to foster a diverse and respectful working environment where **all employees are treated fairly and have equal access to development opportunities.** It is embedded across the entire employee lifecycle, from recruitment to career mobility, and is reinforced by a zero-tolerance approach to discrimination and harassment, as outlined in our Business Conduct Guidelines.

| S1-8 | Diversity metrics

Table 6 – Gender diversity at top management level

GENDER	2023	2024	2025
Female at top management level	1	2	2
Male at top management level	6	5	5
Total employees at top management level	7	7	7
Percentage of Male	86%	71%	71%
Percentage of Female	14%	29%	29%

PRACTICAL CASE

International Women’s Day

Despite the structural underrepresentation of women in the sector, BIA actively promotes inclusion across all its operations

Celebrating International Women’s Day is a well-established tradition across all BIA countries, with locally driven initiatives each year to celebrate the role of women, promote equality, and raise awareness through community and solidarity actions.

BIA celebrated International Women’s Day with actions promoting inclusion and equality, alongside community solidarity efforts focused on children. These initiatives highlight the essential role of women in our collective success.

Women's Day in Kitwe Zambia



29%

female representation
in top management

Remuneration

BIA is committed to **fair, transparent, and competitive remuneration practices** across all its operations, supported by structured group-wide salary and bonus policies applicable to all employees.

Remuneration is based on objective criteria, including job grade, responsibilities, experience, and qualifications, within a harmonized job classification framework, and is **aligned with local market conditions** in each country of operation.

The Group applies **equal pay principles**, ensuring that employees in comparable roles and with similar competencies receive fair and non-discriminatory remuneration. **Annual salary reviews** are conducted to maintain internal equity and alignment with market developments, while **performance-based bonuses** complement base pay by rewarding both individual contributions and overall company performance.

These practices aim to ensure consistency, fairness, and employee engagement across BIA’s global workforce.

Through a structured Learning and Development Policy, BIA provides employees with relevant, high-quality training aligned with organizational priorities and individual career development.

Training and skills development

| S1-12 | Training and skills development metrics

BIA recognizes **investment in education and training** as a key driver of workforce capability and diversity, supporting the alignment of employee skills with evolving operational and strategic needs.

Continuous learning is **essential to employee engagement and development**. It supports new competencies, strengthens autonomy, and contributes to career progression, operational performance, health and safety, and customer satisfaction.

This approach is embedded in a long-term framework structured around four key pillars:

1. Ongoing employee development

Through a structured **Learning and Development Policy**, BIA provides employees with relevant, high-quality training aligned with organizational priorities and individual career development.

By the end of 2025, BIA had developed **68 structured Learning Paths** and offered access to **more than 733 e-learning modules**. During the year, **employees completed over 114,400 training hours, including 83,504 hours of technical training, representing an average of 78 training hours per employee**.

BIA also supports external training aligned with business priorities by covering costs, fully or partially, and granting time for participation.

It also invests in the **development of high-potential employees** through external programmes, including executive education and MBA-type courses, to strengthen future leadership capabilities and succession planning.

In 2025, BIA launched the **BIA Traineeship Program**, an 18-month structured program for young engineers combining classroom learning, virtual modules, and on-site experience in mining environments. This program accelerates the development of technical and operational competencies while strengthening the Group’s talent pipeline in strategic regions.

As part of its continuous improvement approach, BIA initiated in 2025 the development of the **BIA Academy**, a structured education framework designed to consolidate and strengthen learning and development initiatives across the Group. Officially launched in 2026, the Academy supports a more integrated, skills-based approach to workforce development, leadership capability building, and **long-term talent management**.

2. Mentorship by industry experts

BIA leverages both internal expertise and **strong partnerships with industry leaders to deliver high-quality training programs**.

114,400
training hours

78
training hours per employee

68
structured Learning Paths

733
e-learning modules

PRACTICAL CASE

Mentorship by Industry Experts

BIA leverages both internal expertise and strong partnerships with industry leaders to deliver high-quality training programs

BIA delivers technical training through certified internal instructors and close collaboration with leading OEM partners such as Komatsu, Metso, Cummins and Bomag. Combining e-learning, instructor-led sessions, simulation and field practice, these programmes help employees continuously develop their technical expertise. Advanced training opportunities are also offered at OEM training centres in Japan, Düsseldorf, the United States and Dubai.



← Mentorship with OEM partners

Our employees benefit from:

- Training delivered by certified internal instructors and subject-matter experts.
- Close collaboration with OEM partners such as Komatsu, Metso, Cummins and Bomag.
- Progressive learning approaches combining theory, simulation, and field practice.

For Komatsu equipment, training typically follows a structured approach starting with e-learning modules and progressing to instructor-led sessions and field application.

Supervisory and technical staff also have access to international training opportunities in OEM training centers located in Japan, Düsseldorf, the United States, and Dubai.

3. State-of-the-art training facilities

To ensure high-quality technical training for both employees and clients, BIA has invested in **state-of-the-art training centers across Africa** :

- 2012: Dakar, Senegal
- 2020: Ouagadougou, Burkina Faso
- 2024: Kitwe, Zambia
- 2025: Abidjan, Ivory Coast (Operator Training Center)

The opening of the **Abidjan operator training center in 2025** further strengthens BIA's local training capabilities, particularly in West Africa, by enabling the development of operator skills closer to operational sites and client needs.

BIA also delivers **training for client operators** during machine delivery or upon request. Regular technical assessments enable the design of tailored training plans, ensuring continuous skill development and certification.

In total, over **7700 hours of technical training were organized by BIA in 2025**, both for BIA's own technicians and for the operators at our clients.

4. Formalized performance and career development reviews

In 2025, **99% of BIA Group employees participated in formalised performance and career development reviews**, reflecting the Group's strong commitment to continuous development, structured feedback, and employee engagement.

These reviews, conducted at least annually based on clearly defined criteria and involving both employees and their managers, support **individual career progression and skills development**.

The remaining 1% of employees not covered by this process primarily relates to individuals who had already left the company during the reporting period or were on long-term absence, and therefore could not participate in the review cycle.

Across all initiatives, **BIA ensures equal access to training opportunities**, reinforcing inclusion and building a skilled, resilient, and future-ready workforce.

Work-life balance

At BIA Group, **work-life balance is part of a broader commitment to employee wellbeing and responsible people management**. The company promotes a “whole-person” approach, recognizing that balance extends beyond working hours to include mental resilience, strong social and family relationships, financial stability, and overall health.

BIA actively fosters an environment where employees are supported to perform effectively while maintaining a sustainable balance between their work and personal lives.

Supporting **policies on mobility, benefits, and working arrangements** provide structured tools that help employees balance professional and personal responsibilities, while ensuring fairness and consistency across all entities.

This approach is reinforced by HR policies that prioritize health, safety, and wellbeing, alongside continuous dialogue with employees to understand their needs and improve working conditions.

Importantly, these benefits and policies are **available to employees across all BIA Group countries**, ensuring a **consistent and inclusive approach** to work-life balance throughout the organization.

Through this integrated framework, BIA actively fosters an environment where employees are supported to perform effectively while maintaining a sustainable balance between their work and personal lives.

| S1-14 | Work-life balance metrics

	2023	2024	2025
Number of employees entitled to take family-related leave during the reporting period	1232	1218	1344
Percentage of employees entitled to take family-related leave during the reporting period	100%	100%	100%

Other rights

BIA Group has established a comprehensive set of **internal reporting mechanisms enabling employees and stakeholders to raise concerns related to discrimination, human rights violations, or other misconduct**.

These include a **formal and confidential whistleblowing channel (ethics@biagroup.com)**, accessible to employees, subcontractors, and external stakeholders, as well as direct reporting lines through HR, the Compliance function, and management.



In addition, specific processes are in place for the **reporting and management of psycho-social risks via local HR and HSE representatives**.

These individual channels are complemented by structured **social dialogue mechanisms**, including employee representation bodies, which provide collective avenues to raise concerns and contribute to their resolution (see section 5.1 page 72).

All reporting mechanisms are governed by a **strict non-retaliation principle** and are **deployed across all countries of operation**, ensuring accessibility, confidentiality, and appropriate follow-up of reported concerns.

| S1-16 | Incidents of discrimination and other human rights incidents

In 2025, no substantiated incidents of discrimination or other human rights violations, as defined under ESRS S1-16, were reported through BIA Group’s internal reporting mechanisms or external legal proceedings.



HSE and Security

Health, safety and environment

At BIA Group, **health, safety, and environmental (HSE) performance is our number one priority**, reflecting our commitment to protecting the physical and psychological integrity of all employees and contractors across our operations, and to preserving the environment in which we operate.



Our Ambition : Target ZERO Accident

Our “Zero Accident” ambition seeks to eradicate all accidents, injuries, and environmental incidents across our operations, with every BIA employee contributing daily to this objective.

Our “**Zero Accident**” **ambition** seeks to eradicate all accidents, injuries, and environmental incidents across our operations, with every BIA employee contributing daily to this objective.

At BIA, health, safety, and environment (HSE) is an **absolute priority and a non-negotiable foundation of our operations**. We firmly believe that all accidents and occupational illnesses are preventable, and we actively foster a culture where every employee takes personal responsibility for safety, every day, at every site. **Our HSE culture** is driven by **proactive risk identification, continuous improvement, and strong employee engagement**, supported by **dedicated HSE teams** deploying targeted prevention programs across all operations. By embedding safety into daily behaviours and decision-making, we not only protect our people and the environment but also enhance operational excellence, quality, and long-term performance.

This commitment is supported by a **robust HSE management framework aligned with ISO 45001 standards**. It combines the **Group Health and Safety Policy** and numerous procedures and continuous improvement mechanisms, ensuring alignment with both local regulations and international best practices. The framework applies to all **BIA entities across all countries, covering 100% of our workforce**, including employees and non-employees.

BIA has established an internal indicator, the “**Safety Performance Score,**” to monitor both the effectiveness and maturity of its HSE management system across all operations. This indicator provides a consolidated and comparable view of HSE performance at country level, enabling management to identify gaps, prioritize actions, and drive continuous improvement. **In 2025, each country is assessed against a target Safety Performance Score of 90%,** reflecting BIA’s commitment to continuously strengthen HSE standards and drive consistent performance across all entities.

To operationalize this framework and translate these commitments into tangible outcomes, BIA structures its HSE approach around defined **strategic focus areas.**

1,000
Days

In 2025 , HSE culture commitment was reflected in strong operational achievements, including 1,000 days without a lost-time injury in Ivory Coast, six years without a single accident in Dakar,

1. A comprehensive HSE training program

BIA deploys a comprehensive HSE training framework **designed to ensure that all employees, subcontractors, and site users have the knowledge and competencies required to operate safely in complex and high-risk environments.** The program covers the full employee lifecycle, from site-specific induction and job-specific onboarding to continuous on-the-job learning through daily toolbox meetings and refresher sessions. It is complemented by **specialized training for high-risk activities and dedicated programs for supervisors** to strengthen safety leadership, ensuring that HSE requirements are fully embedded at all levels of the organization.

Beyond technical compliance, BIA’s HSE training promotes lasting **behavioural change by raising awareness of environmental impacts, responsible resource use, emergency preparedness, and safe work practices.** The effectiveness of training is systematically monitored through assessments, performance tracking, and regular updates of training content to reflect evolving operational risks. By integrating training data with HR systems and continuously adapting its programs, BIA ensures a high level of competence across its workforce and reinforces a strong, proactive HSE culture aligned with its sustainability commitments.

In 2025, this commitment was reflected in strong operational achievements, including **1,000 days without a lost-time injury in Ivory Coast, six years without a single accident in Dakar,** and prevention-focused initiatives such as **Safety Day in Belgium** and **first-aid and fire-prevention training in Cameroon.**



→ Safety Day at BIA Belgium



→ Impressive milestone at BIA Ivory Coast

2. 5S Methodology

BIA integrates the 5S methodology into its operational practices as part of its continuous improvement framework, supporting resource efficiency, workplace safety, and operational performance. Based on five principles—Sort, Set in order, Shine, Standardize, and Sustain—the approach enables **the structured organization of workspaces and the implementation of consistent procedures across all environments**, including workshops, warehouses, offices, and sites. It also promotes employee engagement and accountability in **maintaining safe, orderly, and efficient workplaces**.

Embedded in BIA’s sustainability approach, 5S also supports environmental objectives by encouraging **responsible resource use and waste minimization** at the workstation level.

Implementation is reinforced through a Group-wide framework, regular audits, and continuous monitoring to ensure consistency across entities. **For 2025, a country-level implementation target of 85% has been established.**

3. Reduction of environmental impacts

BIA integrates environmental protection into its HSE approach by combining operational controls, awareness-raising, and responsible behaviour aimed at **preventing environmental incidents and reducing the footprint of its activities**.

Environmental topics are embedded in training and toolbox talks, including waste management, emergency preparedness, responsible equipment use, and energy-conscious behaviours, while 5S practices also support cleaner, safer, and more resource-efficient workplaces.

5. People and society

In 2025, initiatives such as the **Safety Battle in Abidjan** helped strengthen Health, Safety and Environment awareness through interactive learning formats based on toolbox materials and day-to-day operational risks.

4. Compliance with legal requirements

Compliance with health, safety, and environmental regulations is a core requirement of BIA’s HSE governance framework and **a prerequisite for operational continuity in all countries** where the Group operates.



5.1. Our people

This is supported by documented procedures, ongoing regulatory monitoring, and a management framework designed to meet both internal requirements and external audit expectations.

In 2025, this was further illustrated by the **ISO 45001 training completed by the Kitwe team in Zambia** in occupational health and safety and internal auditing, reinforcing compliance capabilities and internal control practices.



ISO 45001
Training completed
by the Kitwe team

In 2025 BIA Zambia's Kitwe Team completed the ISO 45001 training in occupational health and safety and internal auditing, reinforcing compliance and internal control practices.



↑ HSE Forum organized in Ivory Coast



HSE

HSE Forum organized in Ivory Coast to share best practices and discuss sector challenges.

5. Continuous improvement

Continuous improvement is embedded in BIA’s HSE policy through **transparent performance evaluation, regular review of practices, and the progressive strengthening of capabilities** across the organization.

BIA uses the **Safety Performance Score** to monitor the maturity of the HSE management system by country, as well as **training evaluations, attendance tracking, and periodic updates of training content**.

In 2025, this continuous-improvement mindset was reflected in the **HSE Forum organized in Ivory Coast** to share best practices and discuss sector challenges.

6. Strong staff participation and consultation

BIA considers employee participation and consultation **essential to sustaining a strong HSE culture and ensuring that safety remains a shared responsibility across all operations**.

Managers, HSE teams, supervisors, employees, subcontractors, and visitors are engaged through **induction processes, toolbox meetings, awareness campaigns, and interactive initiatives** designed to encourage safe behaviours and active involvement.

In 2025, this participatory approach was illustrated by the Safety Battle in Ivory Coast, the HSE Forum bringing together HSE stakeholders for dialogue and experience sharing, and the breast cancer awareness campaign held at ESB, which involved 38 participants and reinforced health awareness in the workplace.

|S1-13| Health and safety metrics

BIA continued to ensure **100% coverage of its workforce under an occupational safety and health management system in 2025** (employees and non-employees alike).

The year was characterized by **strong business growth, driven by the expansion of the mining sector**, resulting in a **significant increase in operational activity across BIA entities**. During 2025, **total hours worked** rose from **2.5 million** to **2.9 million**. This growth was accompanied by a reinforcement of the workforce, including a high proportion of new employees and personnel re-deployed across sites and operational environments. While these dynamics supported business performance, they also temporarily impacted the maturity of risk assessment practices and the consistent application of safety procedures, particularly among less experienced teams.

In 2025, the Group recorded **no fatal work-related accidents** among its workforce (employees and non-employees) and **no cases of recordable work-related ill health** either (employees and non-employees).

However, 2025 showed an increase in the number of **recordable work-related accidents among employees (from 5 to 7)**, while the corresponding **accident frequency rate** rose from **1.99** to **2.41 cases per million hours worked**, in line with the increase in total hours worked. The **severity (gravity) rate also increased from 0.02 in 2024 to 0.07**, resulting also in a more significant impact in terms of **lost days** (from **38** in 2024 to **202** in 2025) and operational disruption.

2.9 M

total hours worked in 2025

0

no fatal work-related accidents in 2025

7

recordable work-related accidents among employees in 2025

0.07

severity (gravity) rate in 2025

In line with its HSE objectives - zero accidents and incidents, strict compliance with procedures, and continuous improvement of safety performance - BIA has used this context as an opportunity to identify and address **key areas for strengthening its HSE management system through a series of structured and targeted initiatives:**

- the systematic deployment of risk assessment tools such as Job Hazard Analysis (JHA) and Take 5
- the strengthening of field supervision through increased task observations
- the accelerated rollout and control of Standard Operating Procedures (SOPs) across all operations
- the intensification of dedicated HSE training programs, with a strong focus on job-specific competencies, newcomers, and high-risk activities.

Furthermore, BIA has **enhanced safety leadership at all levels of the organization, reinforced HSE communication and awareness initiatives**, and implemented **closer monitoring of key safety performance indicators**, including frequency and severity rates, procedure compliance, and safety performance scores.

BIA has implemented robust processes and procedures to ensure the security of its employees operating in diverse and sometimes high-risk environments.

These actions are supported by regular follow-up at both operational and executive levels, ensuring accountability and enabling the **rapid implementation of corrective measures**.

Through this structured and proactive approach, BIA aims not only to manage the risks associated with rapid growth but also to strengthen the consistency and effectiveness of its HSE practices, contributing to its broader objective of achieving operational excellence and a sustainable zero-incident culture across all its activities.

Security

BIA has implemented robust processes and procedures to **ensure the security of its employees operating in diverse and sometimes high-risk environments**. A **dedicated security function supports travellers and expatriates** through systematic risk assessments prior to deployment, continuous awareness of country-specific risks, and close coordination with HSE and operational teams to ensure a consistent and proactive prevention approach.

Security risks are monitored continuously, with follow-up frequency adapted to the level of risk, from monthly monitoring in stable contexts to weekly or daily follow-up in more critical situations. **Contingency plans and crisis management protocols are in place** to address a wide range of scenarios, including political unrest, health crises, or other major disruptions. **Real-time monitoring tools, emergency assistance, and evacuation procedures** ensure that all necessary measures are taken at all times to protect both employees traveling and those permanently based in the countries where BIA operates.





Workers in our value chain

BIA Group acknowledges that its responsibilities extend beyond its direct workforce to include workers throughout its value chain. These workers are primarily **employed by BIA's main suppliers and key clients, both upstream and downstream** (see BIA's value chain on page 17). The Group places strong importance on fair and responsible business practices, with particular attention to labour conditions, health and safety, and respect for human rights.

Given the nature of its business relationships, **BIA primarily collaborates with established companies, many of which are large or listed entities with structured governance and compliance frameworks**. While this context is considered to reduce the

likelihood and severity of potential adverse impacts, BIA recognizes that risks related to labour conditions and human rights may nonetheless arise within its value chain.

As part of its **due diligence approach**, and in line with the outcomes of its Double Materiality Assessment, BIA is progressively strengthening its processes to identify, assess, and monitor material impacts, risks and opportunities related to workers in the value chain. This includes **enhancing engagement with business partners and improving visibility on their practices**, with the objective of preventing, mitigating and, where relevant, supporting the remediation of adverse impacts.

| **ESRS 2** | General Disclosures

| **SBM-3** | Material impacts, risks, opportunities and their interaction with strategy and business model

As part of its due diligence approach, and in line with the outcomes of its Double Materiality Assessment, BIA is progressively strengthening its processes to identify, assess, and monitor material impacts, risks and opportunities related to workers in the value chain.

DMA topic: Fair working conditions and employee development			
ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
+ ☆ Working conditions	Local economic development and training via BIA activities lead to employment opportunities and skills development in regions where BIA operates.	Downstream	- Short-term - Medium-term - Long-term
DMA topic: Health and safety			
ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
- Health and safety	Operational staff work in challenging working conditions, with the presence of noise, dust, vibrations, hazardous substances. The risk of exposure to accidents during equipment handling and maintenance is inherent to the sector.	Downstream	- Short-term - Medium-term - Long-term
+ Health and safety	BIA provides adapted training and follows strict preventive safety measures, reducing the number of accidents.	Downstream	- Short-term - Medium-term - Long-term

| S2-1 | Policies for value chain workers

While BIA does not have specific policies applicable to workers in the value chain, its **key clients and suppliers generally implement comprehensive frameworks for their own workers**, including supplier codes of conduct, human rights policies, due diligence and risk assessment processes, whistleblowing and grievance mechanisms, as well as audits and initiatives promoting fair working conditions, health and safety, and the prevention of forced and child labour.

In addition, BIA has several **measures in place to prevent and address potential adverse impacts** linked to business relationships:

- Its **Business Conduct Guidelines** for instance, published on its website and included by reference into all contractual documents, define the minimum standards expected from suppliers, clients, and business partners, and require them to comply with applicable laws and to align with BIA’s principles of ethical conduct and respect for human rights.

By embedding these requirements into its relationships with third parties, BIA ensures that **expectations related to labour practices, integrity, and compliance are consistently applied**, supporting the identification and mitigation of potential adverse impacts on workers in the value chain.

- BIA applies policies and processes to ensure **compliance with legal requirements such as economic sanctions, export controls, and data protection**, thereby mitigating risks across the value chain.

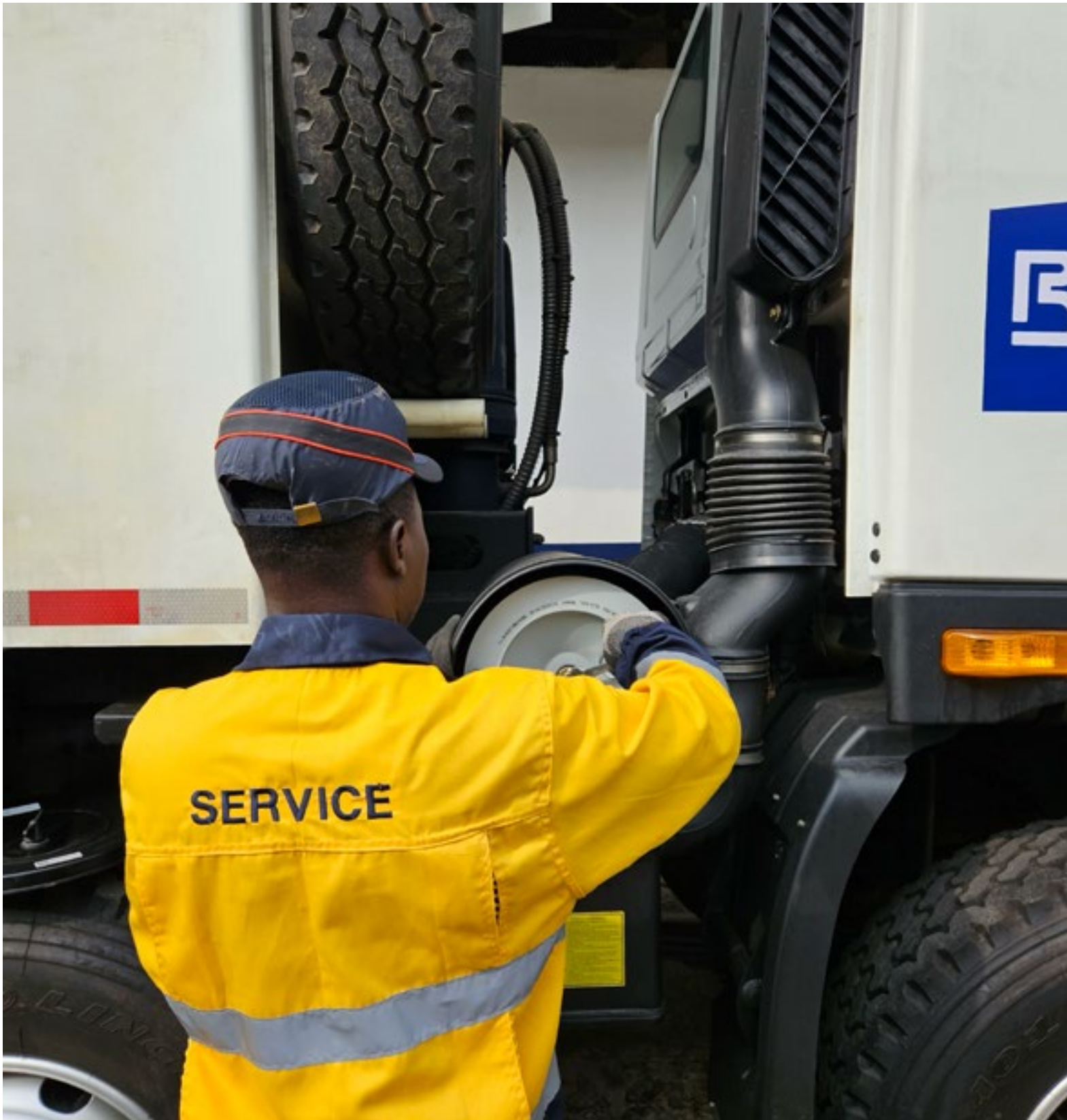
| S2-2 | How we engage with workers in our value chain

BIA’s **key clients and suppliers** also implement **comprehensive engagement approaches and social dialogue channels with their own workers** and provide their own accessible grievance and whistleblowing mechanisms, supported by audits and corrective action processes to enable the identification, reporting, and remediation of adverse impacts.

BIA’s Business Conduct Guidelines provide a **whistleblowing mechanism** applicable to stakeholders, which enables them to raise any concern related to misconduct, ethical breaches, or other issues.

In addition, the Business Conduct Guidelines clarify that issues can also be managed through existing processes such as contractual management, HR processes, or HSE mechanisms, ensuring that different types of concerns are addressed through appropriate channels.

BIA’s Business Conduct Guidelines provide a whistleblowing mechanism applicable to stakeholders.



| S2-3 | Actions and resources related to workers in the value chain

BIA does not currently implement group wide actions, dedicated resources, or formal targets specifically applicable to workers in the value chain.

At BIA, actions and resources relating to workers in the value chain are primarily defined through **contractual arrangements with clients and suppliers**, which may include specific requirements such as training or compliance with health, safety, and human rights standards.

| S2-4 | Targets related to workers in the value chain

BIA does not define specific group wide targets related to workers in the value chain, except for **contract specific requirements and targets** that may be agreed with certain clients or partners, for instance with respect to training of client operators on sites.

In 2025, BIA Group adopted a **Sustainable Procurement Policy to strengthen sustainability integration within its supply chain**. For 2026, BIA has set a target for **25% of its critical suppliers** to complete the associated sustainability questionnaire.

This questionnaire provides structured insight into suppliers' maturity on key social topics, including the existence of labour and human rights policies (e.g. working conditions, non-discrimination) and employee-related practices (e.g. health and safety, training or grievance mechanisms). Through this approach, BIA aims to progressively enhance transparency on working conditions within its value chain and support improved risk management and engagement.



25%

For 2026, BIA has set a target for 25% of its critical suppliers to complete the associated sustainability questionnaire.



Our communities

Building long-term impact across our regions of operation

At BIA Group, our role goes beyond delivering equipment and services. As a **long-term partner in over 20 countries across Africa**, we are committed to contributing positively to the communities where we operate, by **creating shared value through economic development, education, and empowerment initiatives**.

| **ESRS 2** | General Disclosures

| **SBM-3** | Material impacts, risks, opportunities and their interaction with strategy and business model

DMA topic: Community support and socio-economic development

ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
- Communities' economic, social and cultural rights	Clients' activities can indirectly harm local communities, including displacement (e.g., for infrastructure development) and environmental impacts such as soil contamination. High water use by its clients can also contribute to water shortages for local communities.	- Downstream	- Short-term - Medium-term - Long-term
+ Communities' economic, social and cultural rights	Local activities create positive economic impact through job creation, collaboration with local businesses, and support to local ecosystems. Infrastructure development (e.g., roads, dams, buildings) further drives economic growth and improves living conditions in the regions served.	- Own operations - Downstream	- Short-term - Medium-term - Long-term

Our strategic approach to communities

BIA’s approach is grounded in a simple but ambitious objective: **to deliver tangible, measurable, and sustainable impact for local communities.**

Our strategy to support local communities development is built around several key principles:

- **Local anchoring:** Each BIA entity is encouraged to develop at least one community project aligned with local needs and closely connected to our operational footprint. We encourage our employees to participate in these projects, hence it is important that they be located close to our operations.
- **Focus on impactful themes:** Our initiatives prioritize areas where we can create long-term value, including:
 - Local employment and entrepreneurship
 - Education and skills development
 - Community empowerment (e.g., access to water, energy, sanitation, agriculture)
 - Women’s empowerment.
- **Partnership-driven model:** We work with trusted local and international organizations to design and implement projects effectively.
- **Measurable impact and governance:** Each initiative is selected, monitored, and reported based on clear objectives and defined KPIs, with oversight from BIA.

This structured approach ensures that our initiatives contribute not only to social progress but also to the long-term resilience of the ecosystems in which we operate.

| S3-1 | Our policies for communities

To further structure and strengthen this commitment, **BIA is developing a dedicated Community Impact Policy**, which will be formally published in the course of 2026. This policy will define a clear framework to guide all community initiatives across our operations, ensuring consistency, transparency, and measurable impact.

| S3-2 | Our approach to engaging communities

BIA implements community projects in close collaboration with established local partners, primarily non-governmental organisations (NGOs) with a strong and longstanding presence in the countries where initiatives are deployed. These partners bring **in-depth knowledge of local contexts** and ensure that all projects are preceded by thorough community needs assessments, thereby **aligning projects with the actual priorities of affected communities**.

BIA also engages these partners as **key stakeholders within its broader stakeholder engagement processes**, including during the Double Materiality Assessment (DMA), where their insights have been formally considered. This approach reflects BIA’s conviction that community initiatives developed without prior engagement and understanding of local needs are unlikely to deliver sustainable and meaningful impact.

| S3-3 | Our projects for communities

All BIA entities are committed to implementing **tangible initiatives that support and strengthen local communities**.

A longstanding practice across several of our operations is the **distribution of school kits to children**, helping to alleviate the financial burden of back-to-school expenses and ensuring access to essential educational materials.

In addition, many of our sites provide communities with daily **access to safe and clean drinking water**, contributing to improved health outcomes and addressing basic needs. Through initiatives like these, BIA aims to deliver practical and lasting benefits to the communities in which it operates.

In **2025, BIA Group began deploying its community projects around locally driven initiatives**, with Benin among the first countries to launch programs, paving the way for a progressive rollout across all BIA countries in the coming years.

1. Empowering women in Benin through literacy

In **Benin**, BIA collaborates with **OVO and Louvain Coopération** to implement a women’s literacy and empowerment programme supporting women involved in cassava cooperatives. In 2025, the programme reached **168 learners, including 158 women**, reflecting strong engagement from local communities.

The initiative delivers tangible impact: **86% of participating women are now able to read and write in their local language**, while **nearly 89% can effectively use written tools such as note-taking**, strengthening their ability to manage activities and participate in decision-making.

Beyond literacy, the programme significantly improves economic outcomes, with **participating households recording a 253% increase in income between 2022 and 2025**. At the same time, women’s leadership has increased, with **58% of key decision-making roles in supported cooperatives now held by women**, more than double initial targets.

By combining literacy, entrepreneurship and community engagement, the initiative enables women to improve productivity, increase revenues and gain greater economic independence, while strengthening inclusive and resilient local value chains.

→ [See Pratical Case](#)

PRACTICAL CASE

Empowering women in Benin through literacy

BIA collaborates with OVO and Louvain Coopération to implement a women’s literacy and empowerment programme supporting women involved in cassava cooperatives

“Before, women were never given a voice, and even when they were addressed directly, they would turn to men, as only men were considered knowledgeable.

Today, thanks to literacy courses and the establishment of CEC and CR groups, women have become aware of their own knowledge. They now express their opinions, challenge views imposed by men, and organize themselves to be recognized and heard.

The discussions led by women members of the CEC and CR—during public, interactive broadcasts as well as during baseline diagnostic meetings—have shown that they are fully capable of analyzing and synthesizing issues.”

Testimony from Mrs. TOYOU Pauline, literacy programme participant and member of the CR / FINAFA Cooperative in the Koudo district.



86%

86% of participating women are now able to read and write in their local language

↓ Republic of Congo, BIA contributed to strengthening local education and skills development



2. Boosting sustainable entrepreneurship in Benin and Senegal

BIA supports sustainable entrepreneurship across its operations in West Africa through partnerships with local organisations such as **OVO and Louvain Coopération**.

In **Benin**, BIA contributed to the organisation of a **boost camp under the Sustech4Africa programme**, supporting 11 selected entrepreneurs through coaching and access to financing opportunities. In **Senegal**, BIA also participated in an **entrepreneurship boost camp held in Dakar** in October 2025, contributing to the selection of entrepreneurs and engaging with participants. These initiatives form part of broader programmes that provide ongoing coaching and mentoring, reinforcing local entrepreneurial ecosystems and supporting inclusive economic development.

3. Engaging communities through employee volunteering in Mauritius

In **Mauritius**, BIA organised a **full day of activities for vulnerable children as part of its year-end community engagement** initiatives. The programme included games, creative workshops and interactive activities designed to provide a positive and enriching experience.

Through the active involvement of its employees, BIA also provided gifts and essential items to the children. This initiative reflects BIA's commitment to supporting local communities through employee engagement and fostering a culture of solidarity and collective action.

4. Promoting sustainable sourcing and supporting communities in Ivory Coast

In **Ivory Coast**, BIA integrated sustainability and social impact considerations into its year-end customer gift initiative. **Gift boxes were composed of locally sourced products and assembled in collaboration with a local NGO supporting women in vulnerable situations**, thereby generating additional income opportunities during the holiday season.

In parallel, BIA reduced the use of plastic promotional items, contributing to waste reduction.

5. Fostering education and skills development in DRC

In the **Democratic Republic of Congo**, BIA contributed to strengthening local education and skills development through the **donation of technical and teaching materials to a partner school, La Cité des Jeunes (Don Bosco)**. The equipment supports practical learning and helps enhance students' technical capabilities, contributing to improved training conditions.

The initiative was positively received by the school’s leadership, highlighting BIA’s tangible contribution to students’ learning experience and its commitment to supporting local development through education and the transfer of technical knowledge.

BIA also supported Eau Congo, an NGO dedicated to improving access to safe drinking water in the Kwilu province of the Democratic Republic of the Congo. Through the **transformation of 440 natural springs into water fountains**, the initiative has enabled **more than 250,000 villagers to gain easier access to clean water**, contributing to a significant reduction in waterborne diseases and child mortality in underserved communities. In addition, the company partnered with Comequi, an organization that has been promoting sustainable local economic development in South Kivu for nearly two decades through entrepreneurship, coffee cultivation, vocational training, and the strengthening of local communities, thereby fostering long-term economic opportunities and resilience in the region.

6. Supporting education and vulnerable children in Zambia

In **Zambia**, BIA contributed to improving access to education for vulnerable children through the **donation of educational books to Faith Children’s Village in Kitwe**, a centre supporting approximately 90 orphaned children. This initiative helps strengthen the learning environment and provides essential resources to support children’s education.

BIA Zambia also contributed to the construction of new sanitary facilities at Twampane Community School in Chimfunshi, helping provide students with safer, more hygienic, and privacy-sensitive sanitation infrastructure, including sustainable toilet and hand-washing facilities, with a particular focus on improving conditions for girls.

As BIA continues to grow, so does our responsibility to contribute meaningfully to the communities around us. The upcoming Community Impact Policy will further strengthen our approach, ensuring that all initiatives are aligned, measurable, and scalable.

By combining local engagement, strong partnerships, and a clear strategic framework, **BIA is committed to building long-lasting, positive impact - supporting not only economic development, but also more inclusive and resilient communities across Africa.**

| S3-4 | Our targets related to communities

By 2030, BIA aims to have executed at least **one major community project in each country** where it operates, ensuring a consistent and meaningful contribution to local development across its footprint.

↓ BIA also supported Eau Congo, an NGO dedicated to improving access to safe drinking water in the Kwilu



440

natural springs transformed into water fountains



250,00

villagers gained easier access to clean water



Our clients

In line with its “On the Road to 2030” strategy, BIA Group places customer relationships at the core of its value creation model and integrates considerations related to **trusted products, safety, and digital solutions** into its interactions with consumers and end-users. Through its activities, BIA generates positive impacts by ensuring access to reliable, **high-quality information and training on the safe and efficient use of equipment, supporting customers in improving operational performance and reducing risks.**

In 2025, BIA’s commitment to excellence in customer service and strong partnerships with OEMs was further recognized through several distinctions: **BIA Belgium obtained the PPP Gold status while BIA Dakar received the PPP Bronze Certification from Komatsu**, reflecting the quality and consistency of their services delivery. BIA also achieved **Gold Partner status in the Metso Partner Excellence Program**, highlighting its technical expertise and performance in supporting customers.

In 2024, the Group was already awarded a performance distinction at the **Mines Awards 2024**, recognizing its contribution to customer satisfaction and socio-economic development in the mining sector.

BIA also contributes to **enhancing the personal safety of its customers and end-users** through the provision of high-quality equipment, maintenance services, and targeted training, complemented by **digital solutions such as SmartFleet^{DX}** that improve monitoring and reliability. In parallel, **BIA promotes responsible business practices** by encouraging improved operational planning, preventive maintenance, and more efficient use of resources. These practices help reduce emergency interventions, limit environmental impacts, and support safer and more sustainable operations across the value chain.

Together, these elements support **safer operations**, strengthen **customer trust**, and create opportunities for **innovation and service differentiation**.

| **ESRS 2** | General Disclosures

| **SBM-3** | Material impacts, risks, opportunities and their interaction with strategy and business model

“On the Road to 2030” strategy, BIA Group places customer relationships at the core of its value creation model.

| S4-1 | Our client policies

BIA does not have a standalone customer relationship policy. Customer relationships are governed through **BIA’s Quality Policy**, which emphasizes **customer focus and continuous improvement**.

In addition, BIA applies a set of group wide **policies and standards across its customer operations**, including:

- the principles of BIA’s **Business Conduct Guidelines**, applicable to all customers
- the **Customer Creation or Modification Policy**, which formalises customer onboarding, KYC verification and compliance checks
- **HSE standards aligned with ISO 45001**, applied across all client sites and operations (with ISO 45001 certification in Zambia and the objective to extend certification to additional countries by 2030)
- the **progressive deployment of ISO 14001** environmental management standards across major operational sites by 2030.

In 2025, the customer satisfaction level reached over 90%, reflecting performance above market benchmarks.

| S4-2 | Our approach to engaging our clients

At BIA, client proximity is a core principle embedded in its "On the Road to 2030" strategy, which emphasizes long-term partnerships and a customer-centric approach.

BIA maintains regular and structured **engagement with clients and end-users through multiple channels** tailored to the nature and strategic importance of each relationship.

- For key accounts—particularly in the mining sector—BIA has established a **formal governance matrix defining the level, frequency, and format of engagement**. This matrix is adapted to each client relationship and specifies interaction levels (strategic, operational, and technical), associated stakeholders, meeting cadence, and key topics to be addressed. It also supports the definition and follow-up of joint action plans to monitor performance, address issues, and identify continuous improvement opportunities.
- In addition, **BIA project managers and operational teams conduct regular site visits**, especially at mining sites, to monitor project progress and maintain close working relationships with clients. Daily on-site activities—including technical support, maintenance, and training—further reinforce this proximity and enable real-time responsiveness to client needs.
- BIA also engages with its clients and end-users through structured feedback mechanisms, including **customer satisfaction surveys and the Net Promoter Score (NPS)**. These tools support the systematic collection of feedback, enabling BIA to identify

areas for improvement and implement corrective actions where needed. In 2025, the customer satisfaction level reached over 90%, reflecting performance above market benchmarks.

→ [See Pratical Case on next page](#)

- Customer engagement is further enhanced through **digital solutions**, notably BIA’s **customer portal MyBIA**. This platform allows users to search the full catalogue of parts and order them online, access real-time stock availability and pricing, and track orders and invoices. By improving transparency and efficiency in after-sales services, MyBIA contributes to an enhanced cus-

tomers experience. In 2024, this platform was initially made available to clients in Belgium and as of 2025 pilot projects are ongoing in two African countries, with plans for progressive deployment across other BIA countries.

- In 2025, BIA also involved selected key clients in its **Double Materiality Assessment** process, fostering direct dialogue on sustainability priorities and generating valuable insights to inform the company’s strategy and reporting (see section 3.4).

🔗 **DMA topic:** Trusted products, safety and digital solutions

ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
+ Information-related impacts for consumers or users	BIA ensures access to accurate, qualitative information as well as training on products usage, which is key for BIA’s clients.	- Own operations	- Short-term - Medium-term - Long-term
+ ☆ Personal safety of consumers or end-users	High-quality equipment, maintenance, training, and digital solutions (e.g., SmartFleet ^{DX}) improve customer safety and reliability. Strong safety and quality standards also enhance client trust and strengthen brand reputation.	- Own operations - Downstream	- Short-term - Medium-term - Long-term

+ Positive impact

– Negative impact

☆ Opportunity

⚠ Risk

PRACTICAL CASE

Our approach to engaging our clients

The 2025 Customer Satisfaction Survey confirms BIA’s commitment to placing customers at the heart of its priorities

With a 70% participation rate and satisfaction levels consistently above 90%, the results highlight the tangible impact of our mission: delivering best-in-class equipment, services and technologies that drive productivity, enhance safety and reduce environmental impact. Customers particularly recognise the value created by our teams, our close proximity to their operations and our strong partnership mindset. This performance demonstrates concrete progress toward our 2030 ambition to be a Preferred Partner, accelerating customer value creation, strengthening loyalty and building resilient, long-term partnerships across all markets.

70%

participation rate and satisfaction levels consistently

90%

customer satisfaction level in 2025

5.4. Our clients

Clients and end-users have access to **multiple channels to raise concerns or complaints**. These are typically defined in contractual agreements through **escalation matrices**, which specify points of contact, responsibilities, and complaint-handling processes to support timely resolution.

In addition, BIA provides broader grievance mechanisms accessible to all external stakeholders, including customers, such as the **whistleblowing system** described in the BIA Business Conduct Guidelines. These channels allow stakeholders to raise concerns confidentially and support appropriate remediation where necessary.

| S4-3 | Actions and resources for our clients

BIA deploys a comprehensive range of **solutions and services across the equipment lifecycle** to support its clients in continuously **improving performance and efficiency, safety, and environmental outcomes**. These actions include:

1. Digital solutions and predictive maintenance

BIA supports its clients in optimising equipment performance and reducing total cost of ownership (TCO) through advanced digital solutions such as **SmartFleet^{PX}**. These solutions enable **real-time fleet monitoring, predictive maintenance, and data-driven decision-making**, allowing clients to anticipate maintenance needs, reduce unplanned downtime, improve fuel efficiency, and lower operational costs and associated CO₂ emissions.

To further support knowledge sharing and continuous improvement, BIA regularly publishes **SmartFleet^{PX} use cases** illustrating concrete operational benefits and best practices, which are accessible on the *SmartFleet^{PX} website* (see page 41 and following).

2. Rebuild and remanufacturing solutions (CRC network)

BIA supports circular economy practices through its **Component Rebuild Centers (CRC) and remanufacturing solutions**, enabling clients to extend equipment lifespan while reducing environmental impact and costs. By combining local CRC capabilities, faster turnaround times, and high-quality standards, BIA helps clients **optimize total cost of ownership (TCO), reduce downtime, and improve resource efficiency** (see page 62).

3. Operator and technical training programs

BIA invests significantly in **training programs delivered directly on client sites, particularly in mining environments**. Training combines classroom sessions, digital modules, and hands-on practice in real operating conditions. These programs enhance operational safety, improve machine handling, and reduce fuel consumption and equipment wear, contributing to both cost efficiency and environmental performance.

4. Comprehensive after-sales services

BIA provides a **full range of after-sales services**, including maintenance contracts, repair programs, spare parts supply, and technical assistance. These services, supported by a **strong network of technicians and workshops**, contribute to improving equipment reliability, extending asset lifespan, and supporting safer and more sustainable operations for clients.

5. Supply chain and inventory optimization

BIA ensures high availability of critical components through a structured and data-driven supply chain approach. This includes the deployment of **criticality-based inventory models (ABC / differentiated stock strategies)** to prioritise key parts while controlling obsolescence risks, as well as the establishment of **regional stock hubs and an optimised logistics network** to reduce lead times and secure deliveries in remote or complex environments. The company also leverages **digital tools providing end-to-end visibility on stock levels, shortages and delivery performance**,

BIA establishes annual targets to enhance value creation for its customers through digital solutions and service improvements.

5. People and society

and reinforces **supplier performance management** through the monitoring of reliability and lead-time adherence indicators, thereby strengthening overall service continuity and customer support.

6. Sharing of operational best practices

BIA shares standardized assembly and maintenance procedures with its clients to **enhance safety from the installation phase of equipment**. Technicians are actively involved in on-site assembly, commissioning, and follow-up support to ensure compliance with safety standards and optimal machine performance.

| S4-4 | Our client targets

BIA establishes **annual targets to enhance value creation for its customers** through digital solutions and service improvements:

- The company aims to develop several (at a minimum two) **comprehensive use cases with mining clients using SmartFleet^{DX}**, demonstrating the concrete impact of digital monitoring tools on fleet efficiency, fuel consumption, CO₂ emissions, and cost reduction.
- In parallel, BIA is implementing internal KPIs to strengthen stock management practices and improve parts delivery performance, including **progressive reduction of delivery lead times in priority regions, improvement of inventory efficiency through higher turnover and reduced slow-moving and obsolete stock**.
- Additionally, the company plans to introduce **customer satisfaction indicators for its rental business** to better capture client feedback and support continuous service improvement.

5.4. Our clients



06

Integrity in business



Business conduct management

100

Business conduct metrics

104



Business conduct management

| G1-1 | Policies related to business conduct

BIA Group has formalised its commitment to ethical **business practices through its Business Conduct Guidelines**, which define the **legal and ethical framework applicable to all employees, clients and contractors, across all geographies**. These Guidelines cover compliance with laws and regulations, fair competition, anti-corruption, human rights, and responsible conduct towards business partners and third parties.

This framework is complemented by a dedicated **Sustainable Procurement Policy adopted in 2025**, which further translates these principles into structured requirements and processes applicable to supplier selection and supply chain management.

- The Business Conduct Guidelines include comprehensive **anti-corruption and anti-bribery provisions** that prohibit the offering, granting, demanding, or accepting of any improper advantage. Employees are strictly forbidden from directly or indirectly providing anything of value to government officials or private counterparties in order to influence decisions or obtain business advantages. The rules extend to interactions through third parties, requiring appropriate due diligence and ensuring that intermediaries comply with the Group's anti-corruption standards.

The Business Conduct Guidelines ensure that ethical, legal, and sustainability-related expectations are systematically integrated into procurement practices and extended beyond the Group's own operations to its broader value chain.

| ESRS 2 | General Disclosures

| SBM-3 | Material impacts, risks, opportunities and their interaction with strategy and business model

➤ DMA topic: Ethics, Compliance, and Anti-Corruption

ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
 Corporate culture, including anti-corruption and bribery and the protection of whistle-blowers	Anti-corruption, anti-bribery, and whistleblowing policies are in place in the entire Group.	- Upstream - Own operations - Downstream	- Short-term - Medium-term - Long-term
 Corporate culture, including anti-corruption and bribery and the protection of whistle-blowers	BIA Group operating in different countries, non-compliance with the legislations applicable to certain regions would lead to legal sanctions.	- Own operations	- Short-term - Medium-term - Long-term

➤ DMA topic: Partnerships and supply chain management

ESRS MATERIAL TOPIC	DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
 Management of relationships with suppliers, including payment practices especially late payment to SMEs	BIA Group has a contractual, thus financial, dependency on certain suppliers, partners and customers.	- Own operations	- Short-term - Medium-term - Long-term
 Management of relationships with suppliers, including payment practices especially late payment to SMEs	Long-term relationships with OEMs are leading to growing business activities.	- Own operations	- Short-term - Medium-term - Long-term

- Exposure to corruption and bribery risks is recognised as higher in **functions involving interactions with external parties or decision-making** on behalf of the Group. This includes roles engaged in procurement, sales, partnerships, and dealings with government entities or intermediaries. In addition, employees responsible for selecting or managing third parties are required to ensure that such parties understand and comply with the Group’s anti-corruption standards, reinforcing risk mitigation throughout the value chain.
 - These internal rules are **aligned with internationally recognized frameworks**. The Group explicitly supports and promotes international conventions and recommendations, including the **United Nations Convention against Corruption, the Foreign Corrupt Practices Act, and the UK Anti-Bribery Act**, embedding these principles into its operations and expectations towards employees, suppliers, and business partners.
 - The Group has also established a **formal whistleblowing framework** enabling employees and third parties to report actual or suspected misconduct. A dedicated and **confidential reporting channel is available (ethics@biagroup.com)**, with access restricted to a small number of senior executives to ensure confidentiality and independence. All reports are handled in a structured manner, including acknowledgement, investigation, and feedback within defined timelines, and the Group explicitly prohibits any form of retaliation against whistleblowers acting in good faith.
 - Sustainable procurement** principles are embedded by requiring suppliers and business partners to comply with BIA Group’s values, applicable laws, and Business Conduct Guidelines, which are incorporated by reference into the Group’s general contract conditions. This approach is reinforced by the **Sustainable Procurement Policy adopted in 2025**, which establishes a structured framework to guide procurement decisions, supplier engagement, and risk management across the supply chain. The Policy sets out **clear expectations for suppliers along key ESG dimensions**, including environmental responsibility (e.g. reducing environmental impacts and resource use), respect for human rights and social standards, and strong governance and operational integrity, including compliance, fair competition, and anti-corruption practices. It also promotes **sustainable supply chain management through ESG risk assessment**, transparent procurement processes, and active supplier engagement, including evaluation mechanisms such as sustainability questionnaires and performance monitoring.
- Together, these elements ensure that ethical, legal, and sustainability-related expectations are systematically integrated into procurement practices and extended beyond the Group's own operations to its broader value chain.

| G1-2 | Actions related to business conduct

The Group’s approach to business conduct is structured around a comprehensive compliance framework that **combines Group-wide standards, notably the Business Conduct Guidelines, with department-specific procedures tailored to operational risks.** All activities relating to business conduct and compliance are consolidated and reviewed annually in the **BIA Group Annual Compliance Report** prepared by the Head of Legal & Compliance and submitted to the Executive Committee.

1. Management of relationships with suppliers and business partners

The Group manages its relationships with suppliers and business partners through a structured compliance framework that combines Group-wide standards, notably the **Business Conduct Guidelines**, with **department-specific procedures** tailored to operational risks.



195

compliance screenings
conducted over
the reporting period

- In **2025**, this framework was supported by the **systematic deployment of risk-based screening and due diligence processes across key functions.** These controls apply to customers, suppliers, candidates and other third parties, ensuring that business relationships are assessed prior to engagement. Over the reporting period, **a total of 195 screenings were documented**, reflecting the active use of these mechanisms to identify and mitigate compliance risks.
- Where potential risks are identified, the Group applies a range of **control measures to prevent inappropriate engagements.** Screening outcomes may lead to enhanced review, the blocking of transactions or the exclusion of counterparties that do not meet the Group’s standards. In 2025, this resulted in two alerts, one blocked transaction, and the banning of three customers and one supplier, illustrating the effectiveness of these preventive controls in practice.
- These measures are complemented by **department-specific procedures that contribute to responsible business conduct** and the management of **ESG-related risks.** The Sales function strengthened its Know-Your-Customer (KYC) screening and third-party approval processes, while Human Resources continued to apply candidate screening requirements under the Recruitment and Mobility Policy. In parallel, the Supply Chain function implemented procedures addressing dual-use items and compliance with applicable sustainability regulations, including CBAM.

- In addition, the Group maintains a **regulatory monitoring process** to ensure ongoing alignment with applicable laws and standards. Relevant functions track developments in areas such as sustainability regulation, sanctions and invoicing requirements, and ensure that significant changes are assessed and communicated internally. This approach supports the continuous adaptation of the compliance framework and reinforces responsible business conduct across the value chain.



Training programs are implemented at Group level and cover all BIA Group’s employees and contractors across departments involved in compliance-sensitive activities, including Finance, Sales, Human Resources and Operations.

2. Training and awareness on business conduct (including corruption and bribery)

Training and awareness are key components of the Group’s approach to business conduct and the prevention of corruption and bribery.

- In **2025**, the Group continued to deploy its **Business Conduct Guidelines training program**, which is available to employees across all functions. The module includes assessment and self-certification elements to ensure understanding and compliance. During the reporting period, **990 employees completed** the training out of a total of 1,470 participants, demonstrating a broad level of engagement with the Group’s ethical standards.
- This core training is complemented by a range of **additional awareness programmes**, including modules on **security, IT governance and sustainability**. These initiatives contribute to reinforcing a culture of integrity and ensuring that employees are equipped to identify and manage compliance risks in their day-to-day activities.

Training programs are implemented at Group level and **cover all BIA Group’s employees and contractors across departments involved in compliance-sensitive activities**, including Finance, Sales, Human Resources and Operations. This broad deployment supports a consistent understanding of expected behaviors and strengthens the Group’s ability to prevent and detect misconduct, including risks related to corruption and bribery.

3. Procedures to prevent, detect, investigate and respond to corruption or bribery

The Group has implemented structured procedures to prevent, detect, investigate, and respond to **allegations or incidents of misconduct**, including corruption or bribery.

- Preventive measures include **clear rules on acceptable and prohibited behaviours** (e.g. gifts, payments, interactions with public officials), compliance checks for third parties, and requirements for transparency and record integrity. Detection is supported through internal reporting mechanisms and **obligations to report suspicious behaviour**.

- Preventive measures are reinforced through **screening and due diligence controls** applied to third parties, which aim to reduce the risk of entering into relationships with high-risk counterparties.
- In parallel, **compliance activities are monitored through departmental reporting, internal controls and audit processes**, ensuring ongoing oversight of the effectiveness of the framework.
- When **incidents** occur, they **are reported at department level** and, where appropriate, **escalated to the Head of Legal and Compliance**.
- The Group also maintains a **speak-up framework** to enable the reporting of concerns through a formal **whistleblowing mechanism**. When alerts are raised, they are handled through a formal whistleblowing process ensuring confidentiality, timely acknowledgement, and thorough investigation. Designated senior executives oversee the process and may appoint an investigation lead where necessary. Outcomes include corrective and preventive measures, and the process is closed at senior management level once appropriate actions have been implemented. In **2025, no whistleblowing cases were reported** through this mechanism.
- In case of breaches of anti-corruption rules or other provisions of the Business Conduct Guidelines, **disciplinary consequences** may be applied in addition to any legal sanctions. The Group also implements **corrective actions** to address root causes and strengthen internal controls, thereby reinforcing the effectiveness of its compliance framework and preventing recurrence.



990

employees completed the Business Conduct Guidelines training program



Business conduct metrics

The Group has defined priorities for strengthening its business conduct framework, which constitute forward-looking targets.

| G1-3 | Targets related to business conduct

1. Closure of compliance incidents

Ensure timely resolution of all open compliance cases and strengthen case management processes.

2. Strengthening of regulatory monitoring and implementation

Continue monitoring regulatory developments (including sustainability regulations and sanctions) and ensure effective implementation across functions.

3. Enhancement of internal controls and audit follow-up

Perform annual audits and ensure closure of corrective actions with root-cause analysis.

4. Improvement of training completion rates

Increase completion rates for key compliance trainings, including Business Conduct Guidelines.

| G1-4 | Metrics related to corruption or bribery

INDICATOR	UNIT	2023	2024	2025
Number of convictions for violation of anti-corruption and anti-bribery laws	#	-	-	0
Number of sanctions for violation of anti-corruption and anti-bribery laws	#	-	-	0
Total amount of fines for violation of anti-corruption and anti-bribery laws	€	-	-	0

07

Entity-specific



Geopolitical and political risk exposure

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Digital transformation and artificial intelligence

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| ESRS 2 | General Disclosures

| SBM-3 | Material impacts, risks, opportunities and their interaction with strategy and business model

DMA topic: Geopolitical context

DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
Global geopolitical and political instability, including in countries where BIA or its clients operate, may disrupt its extensive international supply chains and activities, creating business continuity risks.	- Upstream - Own operations - Downstream	- Short-term - Medium-term - Long-term

DMA topic: AI and Digital Transformation

DESCRIPTION	LOCATION IN THE VALUE CHAIN	TIME-HORIZON
The increasing use of AI drives higher energy and infrastructure demand, resulting in a growing IT and environmental footprint.	- Upstream - Own operations - Downstream	- Short-term - Medium-term - Long-term
Increased digitalisation heightens exposure to cyberattacks, potentially resulting in financial penalties and reputational damage in the event of security incidents.	- Own operations	- Short-term - Medium-term - Long-term
BIA's digitalisation, including digital services, enhances efficiency and customer experience while supporting resource optimisation and lower environmental impacts.	- Own operations	- Short-term - Medium-term - Long-term

Geopolitical and political risk exposure

BIA operates across **multiple jurisdictions** and relies on an **extensive international value chain** involving clients, suppliers, OEMs and other business partners. As a result, both global geopolitical developments and political instability in countries where BIA and its customers operate can significantly affect its activities.

Geopolitical instability—including armed conflicts, trade restrictions, economic sanctions and disruptions to international logistics networks—can impact the availability and movement of equipment, spare parts and raw materials across global supply chains. At the same time, political instability at the country level, such as regulatory uncertainty or civil unrest, may directly affect operations, project execution, customer demand and business continuity in key markets.

Given BIA's broad geographic footprint and reliance on complex supply chains, these risks may materialise across the entire value chain and over short-, medium- and long-term horizons. BIA continuously monitors geopolitical and political developments and integrates these considerations into its business continuity processes to strengthen resilience and limit potential disruptions.

Digital transformation and artificial intelligence

Digital transformation and the progressive adoption of artificial intelligence (AI) are central to BIA's strategy, supporting the modernisation of its IT landscape, the improvement of operational efficiency and decision-making, and the development of enhanced customer solutions and experiences.

IT footprint

The growing **adoption of AI, advanced analytics and digital technologies** increases demand for computing power, data storage and digital infrastructure, contributing to **higher energy consumption and associated greenhouse gas emissions**. This impact is reflected not only in the use of data centres and cloud services, but also in end-user equipment, with increased hardware requirements such as upgraded RAM in laptops and PCs to support AI applications.

Rising global demand for digital infrastructure is also creating **supply chain pressures**, including **shortages of components (e.g. memory) and significant cost increases**—laptop prices are expected to rise by approximately **40–50% in 2026**. While BIA began exploring AI use cases in 2025 and started deployment in 2026, these developments highlight both operational and environmental implications across the value chain.

At the same time, AI may generate **positive sustainability impacts** over the medium term (from around 2028), **through automation and efficiency gains** that could reduce resource consumption, optimise operations and potentially lower overall infrastructure needs.

Digital transformation and the progressive adoption of artificial intelligence (AI) are central to BIA's strategy, supporting the modernisation of its IT landscape, the improvement of operational efficiency and decision-making.



Cybersecurity and data protection

The acceleration of digitalisation increases **BIA’s exposure to cybersecurity threats**, including cyberattacks, data breaches and unauthorised access, which may affect operations, business continuity and stakeholder trust, and lead to financial losses, regulatory fines and reputational damage.

To mitigate these risks, BIA has implemented a **robust IT security infrastructure**, including strong network defences (firewalls, vulnerability assessment tools, security operations centres, ...), Email & Web security (additional Microsoft Defender licenses deployed in 2025 and stricter controls implemented on Office365 platform) as well as backups and recovery processes.

In **2025**, BIA conducted an **external cybersecurity audit**. Based on these findings, as well as internal assessments, BIA has reinforced its three-year cybersecurity roadmap, which has been presented to management and translated into a structured action plan.

In addition, BIA promotes a **strong security culture through mandatory employee training** and regular phishing simulation campaigns. In 2025, **10 monthly cybersecurity training sessions** were conducted, reaching **approximately 1360 employees**, alongside **6 phishing simulation campaigns**, contributing to increased awareness and risk prevention across the organisation.

Digital transformation and customer value creation

Digital transformation is a **key strategic priority for BIA**, requiring significant investments to **modernise its IT architecture** and strengthen both operational efficiency and customer value creation.

Since the start of its digitalisation journey—initiated with processes such as invoice digitalisation—BIA has expanded its efforts through a dedicated internal team of approximately 30 experts, including project managers and consultants, to retain critical capabilities in-house.

A major milestone in this trajectory is the **launch in 2025 of the SAP S/4HANA program**, aimed at deploying state-of-the-art tools and fully redesigning BIA’s business application architecture. This transformation seeks to enhance data accuracy, centralise information systems, and improve reporting and decision-making, ultimately increasing process efficiency and organisational performance.

In parallel, BIA continues to invest in the **development of digital services**, such as SmartFleet^{DX}, enabling customers to access operational insights, optimise equipment usage and improve maintenance planning. Together, these initiatives enhance customer experience, strengthen BIA’s market differentiation and support sustainable business growth across its operations and value chain.



08

Conclusion



This fourth Sustainability Report marks an important milestone for BIA Group, but it is only a starting point. Reporting matters because it brings structure, transparency and accountability; however, sustainability cannot be reduced to words, indicators or compliance exercises. Its true value lies in the decisions we make, the solutions we deliver and the measurable progress we achieve.

At BIA, our ambition is first and foremost to act: to deliver concrete, pragmatic and useful solutions that create value for our customers, our people, our communities and the environment. We believe credibility is built through execution. Ambitions must be supported by initiatives already implemented, tangible results achieved and continuous improvement embedded across our operations.

This report reflects that commitment. It provides a transparent account of our progress to date while reinforcing our determination to integrate sustainability into the way we operate, innovate and support the markets we serve. As we move forward, our focus remains clear: transforming sustainability challenges into practical opportunities that generate long-term value for all our stakeholders.

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Annex 1: ESRS index table

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<i>ESRS 2 General Disclosures</i>		
BP-1	Basis for preparation of the sustainability statement	07
BP-2	Specific information if the undertaking uses phasing-in options	N/A
GOV-1	The role of the administrative, management, and supervisory bodies in relation to sustainability	11
GOV-2	Integration of sustainability-related performance in incentive schemes	14
GOV-3	Statement on due diligence	14
GOV-4	Risk management and internal controls over sustainability reporting	N/A
SBM-1	Strategy, business model and value chain	15
SBM-2	Interests and views of stakeholders	23
SBM-3	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	25
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities and material information to be reported	27
IRO-2	Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement	30

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<i>Environment</i>		
<i>E1 Climate Change</i>		33
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E1-2	Identification of climate-related risks and scenario analysis	35
E1-3	Resilience in relation to climate change	N/A
E1-4	Policies related to climate change mitigation and adaptation	35
E1-5	Actions and resources in relation to climate change mitigation and adaptation	36
E1-6	Targets related to climate change	45
E1-7	Energy consumption and mix	47
E1-8	Gross scope 1, 2, 3 GHG emissions	48
E1-9	GHG removals and GHG mitigation projects financed through carbon credits	N/A
E1-10	Internal carbon pricing	N/A
E1-11	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Ommitted

Annex 1: ESRS index table

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<i>Environment</i>		
E2 Pollution		53
E2-1	Policies related to pollution	Not material
E2-2	Actions and resources related to pollution	Not material
E2-3	Targets related to pollution	Not material
E2-4	Pollution of air, water and soil	Not material
E2-5	Substances of concern and substances of very high concern	Not material
E3 Water		55
SBM-3 (ESRS 2)	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	55
E3-1	Policies related to water	56
E3-2	Actions and resources related to water	56
E3-3	Targets related to water	N/A
E3-4	Water metrics	Not material

TOPICAL STANDARDS		PAGE
<i>Environment</i>		
E4 Biodiversity and Ecosystems		57
SBM-3 (ESRS 2)	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	57
E4-1	Biodiversity and ecosystems transition plan	Not material
E4-2	Policies related to biodiversity and ecosystems	N/A
E4-3	Actions and resources related to biodiversity and ecosystems	N/A
E4-4	Targets related to biodiversity and ecosystems	N/A
E4-5	Metrics related to biodiversity and ecosystems change	Not material
E5 Resource Use and Circular Economy		59
SBM-3 (ESRS 2)	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	60
E5-1	Policies related to resource use and circular economy	61
E5-2	Actions and resources related to resource use and circular economy	61
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S1-2	Engagement with own workforce and workers’ representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	72
S1-3	Actions and resources related to own workforce	73
S1-4	Targets related to own workforce	75
S1-5	Characteristics of the undertaking’s employees	76
S1-6	Characteristics of non-employees in the undertaking’s own workforce	Omitted
S1-7	Collective bargaining coverage and social dialogue	77
S1-8	Diversity metrics	78
S1-9	Adequate wages	Ommitted
S1-10	Social protection	77
S1-11	Persons with disabilities	Not material
S1-12	Training and skills development metrics	79
S1-13	Health and safety metrics	85

TOPICAL STANDARDS		PAGE
<i>Social</i>		
S1 Own workforce		69
S1-14	Work-life balance metrics	81
S1-15	Remuneration metrics	Ommitted
S1-16	Incidents of discrimination and other human rights incidents	81
S2- Workers in the value chain		87
SBM-3 (ESRS 2)	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	88
S2-1	Policies related to workers in the value chain	88
S2-2	Engagement with workers in the value chain, existence of channels for workers in the value chain to raise concerns or needs and approaches to remedy	88
S2-3	Actions and resources related to workers in the value chain	89
S2-4	Targets related to workers in the value chain	89

Annex 1: ESRS index table

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S3 Affected Communities		90
SBM-3 (ESRS 2)	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	91
S3-1	Policies related to affected communities	91
S3-2	Engagement with affected communities, existence of channels for affected communities to raise concerns or needs and approaches to remedy	91
S3-3	Actions and resources related to affected communities	92
S3-4	Targets related to affected communities	94
S4 Consumers and End-users		95
SBM-3 (ESRS 2)	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	96
S4-1	Policies related to consumers and end-users	96
S4-2	Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy	96
S4-3	Actions and resources related to consumers and end-users	97
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<i>Governance</i>		
G1 Business Conduct		100
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G1-1	Policies related to business conduct	100
G1-2	Actions related to business conduct	102
G1-3	Targets related to business conduct	104
G1-4	Metrics related to corruption or bribery	104
G1-5	Metrics related to political influence, including lobbying activities	Not material
G1-6	Metrics related to payment practices	N/A
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Annex 2: Mapping of material sustainability policies

This table provides an overview of the Group's policies that are relevant to the sustainability matters identified as material through BIA Group's Double Materiality Assessment and disclosed in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS).

Unless otherwise specified, Group policies apply to all members of BIA Group's own workforce, including employees and contractors. Certain Human Resources policies apply exclusively to BIA Group employees. Policies that apply only to specific legal entities, business units or geographical areas are identified with an asterisk (*). Such policies are included where they address material sustainability matters within the scope of the Group's CSRD reporting.

➤ **Annex 2:** Mapping of material sustainability policies

GENERAL POLICIES				
Policy	Scope / Topic	Disclosure Coverage	Description	Publication
Business Conduct Guidelines	Ethics, DEI, workplace behaviour	S1-1 (Policies), S1-16 (Incidents), S1-5 (Workforce characteristics), G1 (Business Conduct)	Establishes the fundamental principles governing employee conduct, including compliance with laws, ethical behaviour, diversity and inclusion, and zero tolerance for discrimination and harassment. Applies to all employees and contractors globally and supports a culture of integrity and responsible business conduct.	Business Conduct Guidelines
Human Rights Charter	Human rights	S1-1 (Policies), S1-2 (Channels), S1-16 (Incidents), S2-1 (Policies), S2-2 (Channels), S3-2 (Channels), S4-2 (Channels)	Commits BIA Group to uphold human rights across its operations and value chain through the prohibition of child and forced labour, respect for fundamental rights and freedoms, non-discrimination, decent working conditions, stakeholder engagement and grievance mechanisms.	Human Rights Charter
Internal Compliance Policy	Compliance, ethics, governance	S1-1 (Policies), S1-2 (Channels), G1 (Business conduct)	Provides a framework to ensure adherence to legal and regulatory requirements, mitigate risks, and promote ethical conduct. Supports accountability and trust among stakeholders through structured compliance processes.	Internal publication
Health & Safety Policy	Occupational health & safety	S1-1 (Policies), S1-4 (Targets), S1-13 (Health & Safety), E1-4 (Policies), E3-1 (Policies), E5-1 (Policies)	Defines BIA's commitment to protecting the physical and psychological integrity of employees and contractors. Focuses on accident prevention, continuous improvement, and compliance with local HSE regulations across all operations.	HSE Policy
Sustainable Procurement Policy	Sustainable procurement practices	G1 (Business Conduct)	Guides BIA in integrating environmental, social, human rights, and economic sustainability considerations into procurement decisions, while fostering long-term partnerships with suppliers committed to sustainable development. It also establishes clear sustainability expectations for suppliers and helps BIA identify, assess, and manage sustainability-related risks throughout its supply chain.	Sustainable Procurement Policy
Privacy Policy	GDPR, privacy practices	G1 (Business Conduct), S1-1 (Policies), S4-1 (Policies)	Establishes the principles governing the processing of personal data, ensuring that customer, prospect, and participant information is handled lawfully, transparently, and in compliance with data protection requirements. There are several versions of this policy applicable to the specific activities of the different departments (HR, Marketing,...).	Privacy Policy

▾ **Annex 2:** Mapping of material sustainability policies

HR POLICIES				
Policy	Scope / Topic	Disclosure Coverage	Description	Publication
Wellbeing Policy	Employee wellbeing, engagement	S1-1 (Policies), S1-14 (Work-life balance), S1-12 (Training)	Establishes a holistic approach to employee wellbeing, covering physical, mental, social, environmental, and financial dimensions. Includes structured reporting and continuous improvement of wellbeing initiatives across all countries.	Wellbeing Policy
Recruitment & Mobility Policy	Recruitment, career mobility	S1-8 (Diversity), S1-12 (Training), S1-1 (Policies)	Defines standardized processes for recruitment and internal mobility to ensure transparency, fairness, and equal opportunities. Supports merit-based hiring and internal career development aligned with business needs.	Internal publication
Travel Policy	Working conditions, employee benefits	S1-1 (Policies), S1-10 (Social protection)	Defines rules governing business travel, ensuring consistency, fairness, and appropriate management of employee travel conditions and expenses across all entities.	Internal publication
Talent Development & Succession Planning Policy	Talent development	S1-1 (Policies), S1-4 (Targets), S1-12 (Training & skills), S1-6 (Workforce capabilities)	Establishes a structured framework for identifying, developing, and preparing employees for critical and leadership roles, ensuring business continuity through effective succession planning.	Internal publication
Employee Engagement Insights & Survey Governance Policy	Employee engagement	S1-1 (Policies), S1-2 (Channels)	Establishes a structured and confidential approach to gathering and analysing employee feedback to support informed decision-making and strengthen employee engagement, wellbeing, and a culture of continuous development.	Internal publication
Policy on Salary Advances and Internal Loans	Financial support	S1-1 (Policies)	Establishes the conditions for granting and repaying salary advances and internal loans to employees in Africa, providing financial support for exceptional needs while ensuring the responsible management of BIA's resources.	Internal publication
Group Bonus Policy	Performance pay	S1-1 (Policies), S1-6 (Workforce capabilities), S1-12 (Training & skills)	Establishes the principles and criteria for performance-based remuneration, ensuring that eligible employees are fairly rewarded for their contribution to BIA's results and performance while aligning incentives with business objectives.	Internal publication

▾ **Annex 2:** Mapping of material sustainability policies

HR POLICIES				
<i>Policy</i>	<i>Scope / Topic</i>	<i>Disclosure Coverage</i>	<i>Description</i>	<i>Publication</i>
Business Expense Policy	Business expenses	S1-1 (Policies), G1 (Business Conduct)	Establishes the rules for the reimbursement of professional expenses incurred in the course of business activities, ensuring responsible cost management, equitable treatment across BIA Group entities, and compliance with internal control and reporting requirements.	Internal publication
BIA Learning and Development Policy	Learning development	S1-1 (Policies), S1-6 (Workforce capabilities), S1-12 (Training & skills)	Establishes the principles and guidelines for learning and development within BIA Group, ensuring employees have access to opportunities and resources to continuously enhance their skills, knowledge, and capabilities.	Internal publication
Training Sponsorship Policy	Training sponsorship	S1-1 (Policies), S1-6 (Workforce capabilities), S1-12 (Training & skills)	This policy provides a consistent framework for evaluating and supporting employee requests for company-sponsored further education and professional development, helping to strengthen skills, career growth, and overall business performance in line with BIA's Learning & Development strategy.	Internal publication
Company Car Policy	Company vehicles	S1-1 (Policies)	This policy establishes the rules and responsibilities governing the allocation and use of company vehicles, ensuring their efficient, compliant, and responsible management by employees.	Internal publication
Fleet Management Policy for BIA Africa entities	Fleet management	S1-1 (Policies)	Establishes the principles, rules, and responsibilities governing the allocation, use, maintenance, safety, and management of company light vehicles across all BIA Group subsidiaries in Africa.	Internal publication
Homeworking Policy*	Teleworking	S1-1 (Policies), S1-14 (Work-life balance)	This policy aims to inform employees of BIA Group and BIA Overseas about the teleworking framework, including its principles, conditions, and applicable rules.	Internal publication

Annex 3: Carbon footprint calculation methodology

General methodology: BIA's carbon footprint is calculated using the Greenhouse Gas Protocol methodology, in compliance with the ISO 14064 standard, with the support of D-Carbonize. All greenhouse gases (CO₂, CH₄, N₂O, refrigerants) are converted to CO₂ equivalents using the 100-year Global Warming Potential (GWP) coefficients issued by the IPCC, covering all Kyoto gases. Scope 2 is reported on a location-based basis.

Under the operational control approach, BIA accounts for all emission sources over which it has operational control. Entities without operational activities are considered immaterial to the inventory and are therefore excluded from emissions calculations.

Emission factors: Emissions factors are sourced from the [ADEME Base Empreinte database](#), [CO₂emissiefactoren.nl](#) and [Ecoinvent](#).

▾ **Annex 3:** GHG inventory: methodological note by category

GHG PROTOCOL CATEGORY	DESCRIPTION
Scope 1 – 1.1 Stationary combustion	Direct emissions from the combustion of fuels in stationary equipment. This mainly covers diesel and fuel oil used for on-site generators, reported separately for BIA sites and for expatriate housing, as well as fuel oil and natural gas. Activity data (litres, kWh) is collected through the 2025 BIA data collection files for each entity.
Scope 1 – 1.2 Mobile combustion	Direct emissions from fuel combustion in BIA's owned and leased vehicle fleet and internal mobile machinery (diesel, petrol, AdBlue). Consumption data is collected from the entities' data collection files and from fleet providers (Ayvens, Arval).
Scope 2 – 2.1 Purchased electricity	Indirect emissions from purchased electricity, reported on a location-based approach. It covers electricity purchased for BIA sites and for expatriate housing, as well as a marginal share linked to the vehicle fleet. Consumption (kWh) is collected through the 2025 data collection files of each entity, and country-specific grid emission factors are applied.
Scope 3 – 1. Purchased goods and services	Emissions from the purchase of goods and services, mainly equipment and parts, as well as the digital footprint and general purchases. Calculations are based almost entirely on physical data (actual mass in kg and tonnes) rather than spend data, providing the most accurate results. Spend-based calculations (in €) represent less than 3% of this category and are limited to purchases for which no reliable physical data was available. Purchased quantities of parts are assumed to be equal to sold quantities, without accounting for stock variations, since physical weights are considered more reliable at sales level than on the purchasing side. In the future, we will aim to obtain physical quantities from purchasing as well.
Scope 3 – 2. Capital goods	Emissions related to the manufacturing of fixed assets owned by BIA, such as buildings, IT equipment (servers, monitors, smartphones), forklifts and other machines. In accordance with the GHG Protocol, only assets acquired during the reporting year are accounted for. Activity data is collected through the entities' data collection files.
Scope 3 – 3. Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	Upstream emissions from the production, extraction, refining and transport of the fuels and energy consumed under Scope 1 and Scope 2 (well-to-tank). These are calculated by applying the corresponding upstream emission factors to the same activity data used in Scopes 1 and 2.
Scope 3 – 4. Upstream transportation and distribution	Emissions from the inbound transport of equipment and parts to BIA, calculated on a tonne-kilometre (t.km) basis from logistics data, covering road, sea and air freight. For equipment, inbound transport (OEM to BIA) is included. For parts, inbound transport (OEM to BIA) is not yet included, as reliable data could not be collected for 2025. BIA aims to include it in future reporting.

▾ **Annex 3:** GHG inventory: methodological note by category

GHG PROTOCOL CATEGORY	DESCRIPTION
Scope 3 – 5. Waste generated in operations	Emissions from the treatment of waste generated at BIA sites (industrial waste, WEEE, metals, plastics, wood, food waste). Quantities (tonnes, kg) are collected through the entities' data collection files.
Scope 3 – 6. Business travel	Emissions from employee business travel, primarily air travel (short-, medium- and long-haul flights) and rail, measured in passenger-kilometres. Flights are calculated by travel class (economy, premium economy, business and first), as the emission factor per passenger-kilometre varies with the cabin class. Data is sourced from the travel agency's air and rail carbon reporting and from the entities' data collection files. Emission factors include the upstream (well-to-tank) share.
Scope 3 – 7. Employee commuting	Emissions from employees commuting between home and work, by private car, public transport and other modes (passenger- and vehicle-kilometres). Data is collected through the entities' data collection files.
Scope 3 – 8. Upstream leased assets	In 2024, this category included the emissions related to the manufacturing of leased vehicles. BIA decided to stop accounting for these, as this category is optional under the methodology and represented only a very limited share of the carbon footprint: “Companies may also calculate the life cycle emissions associated with manufacturing or constructing leased assets.” In 2025, the only emissions reported in this category relate to the construction of the new building / new lease in Ivory Coast (San Pedro), calculated on a surface (m²) basis.
Scope 3 – 9. Downstream transportation and distribution	Emissions from the outbound transport of equipment and parts to BIA's customers (road, sea and air freight), calculated on a tonne-kilometre (t.km) basis from shipment data.
Scope 3 – 10. Processing of sold products	Not applicable to BIA's activities. No emissions are reported under this category.

GHG PROTOCOL CATEGORY	DESCRIPTION
Scope 3 – 11. Use of sold products	The most material category of BIA's footprint (around 76% of total emissions). It covers the emissions from the use of the construction and mining equipment sold by BIA, based on the fuel (diesel) consumed by these machines over their lifetime. The calculation applies the life-cycle emission factor of diesel (including the upstream share) to the estimated lifetime fuel consumption of the sold equipment.
Scope 3 – 12. End-of-life treatment of sold products	Emissions from the end-of-life treatment of the equipment and parts sold by BIA (metal, plastic, tyres and other waste streams), based on the mass of materials sold (tonnes, kg).
Scope 3 – 13. Downstream leased assets	Currently not reported separately. BIA leases out part of its equipment, but it is not yet possible to distinguish leased machines from sold machines in the source data. As a result, the use-phase emissions of leased equipment are presently accounted for under category 11 (Use of sold products). For next year, a split within category 11 between leased and sold machines is to be implemented in order to report this category separately.
Scope 3 – 14. Franchises	Not applicable to BIA's activities. No emissions are reported under this category.
Scope 3 – 15. Investments	Not applicable to BIA's activities. No emissions are reported under this category.

Annex 4: Glossary

Affected community

People or group(s) living or working in the same area that have been or may be affected by BIA’s operations or through its upstream and downstream value chain. Affected communities can range from those living adjacent to BIA’s operations (local communities) to those living at a distance. Affected communities include actually and potentially affected indigenous peoples.

Bribery

Dishonestly persuading someone to act in your favour by giving them a gift of money or another inducement.

Circular economy

An economic system in which the value of resources in the economy is maintained for as long as possible, enhancing the efficiency in production and consumption, thereby reducing the environmental impact of their use, minimising waste and the release of hazardous substances at all stages of their life cycle, including through the application of the waste hierarchy.

Climate change adaptation

Climate change adaptation relates to BIA’s process to adjust to actual and expected climate change and its impacts.

Climate change mitigation

Climate change mitigation relates to BIA’s efforts to limit the increase in the global average temperature to 1.5°C above pre-industrial levels in line with the Paris Agreement and the objectives of the European Climate Law (Regulation (EU) 2021/1119).

Collective bargaining

All negotiations which take place between an employer, a group of employers or one or more employers’ organisations, on the one hand, and one or more trade unions or, in their absence, the representatives of the workers duly elected and authorised by them in accordance with national laws and regulations, on the other, for:

- (a) determining working conditions and terms of employment; and/or
- (b) regulating relations between employers and workers; and/or
- (c) regulating relations between employers or their organisations and a workers’ organisation or workers’ organisations.

Corruption

Abuse of entrusted power for private gain, which can be instigated by individuals or organisations. It includes practices such as facilitation payments, fraud, extortion, collusion, and money laundering. It also includes an offer or receipt of any gift, loan, fee, reward, or other advantage to or from any person as an inducement to do something that is dishonest, illegal, or a breach of trust in the conduct of the undertaking’s business. This can include cash

or in-kind benefits, such as free goods, gifts, and holidays, or special personal services provided for the purpose of an improper advantage, or that can result in moral pressure to receive such an advantage.

CSRD

The Corporate Sustainability Reporting Directive is a European Union directive that requires companies to disclose standardized, reliable, and comparable sustainability information. The CSRD aims to improve transparency on environmental, social and governance matters and supports informed decision-making by all stakeholders (Directive (EU) 2026/470 of the European Parliament and of the Council).

Customer

Individuals or organisations who acquire, consume or use goods and services for personal use, either for themselves or for others, and not for resale, commercial or trade, business, craft or profession purposes.

Double Materiality

Double materiality has two dimensions: impact materiality and financial materiality. A sustainability topic meets the criterion of double materiality if it is material from the impact perspective or the financial perspective or both.

ESG

The three key sustainability dimensions used to assess an organisation’s impacts, risks, opportunities and performance. ESG covers environmental matters (such as climate change and resource use), social matters (such as employee wellbeing and human rights), and governance matters (such as ethics and business conduct).

ESRS

The European Sustainability Reporting Standards are the mandatory reporting standards developed by EFRAG under the Corporate Sustainability Reporting Directive (CSRD). ESRS specify the disclosures companies must provide on their sustainability impacts, risks, and opportunities across environmental, social and governance topics.

EU Climate Law

The European Union’s legal framework for achieving climate neutrality by 2050. The EU Climate Law establishes a binding target to reduce net greenhouse gas emissions by at least 55% by 2030 compared with 1990 levels and supports the transition to a climate-neutral economy (Regulation (EU) 2021/1119).

Greenhouse Gases (GHG)

The gases listed in Part 2 of Annex V of Regulation (EU) 2018/1999 of the European Parliament and of the Council. These include Carbon dioxide (CO₂), Methane (CH₄), Nitrous Oxide (N₂O), Sulphur hexafluoride (SF₆), Nitrogen trifluoride (NF₃), Hydrofluorocarbons (HFCs) and Perfluorocarbons (PFCs).

Renewable energy

Energy from renewable non-fossil sources, namely wind, solar (solar thermal and solar photovoltaic) and geothermal energy, ambient energy, tide, wave and other ocean energy, hydropower, biomass, landfill gas, sewage treatment plant gas, and biogas (Article 2(1) Directive (EU) 2018/2001 of the European Parliament and of the Council on the promotion of the use of energy from renewable sources).

Resource use

Resource use refers to the way physical materials, specifically technical materials and biological materials, are sourced, consumed, transformed, reused, or disposed of by BIA across its operations and value chain. It encompasses both:

(a) resource inflows: materials entering BIA's operations (e.g. materials, equipments, parts); and

(b) resource outflows: materials leaving BIA's operations (e.g. products, waste).

SDGs

The Sustainable Development Goals are 17 global goals adopted by the United Nations as part of the 2030 Agenda for Sustainable Development. The SDGs provide a framework for addressing key global challenges.

Social dialogue

All types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers, their organisations and workers' representatives, on issues of common interest relating to economic and social policy. It can exist as a tripartite process, with the government as an official party to the dialogue or it may consist of bipartite relations only between workers' representatives and management (or trade unions and employers' organisations).

Value chain

The full range of activities, resources and relationships related to the undertaking's business model and the external environment in which it operates. A value chain encompasses the activities, resources and relationships the undertaking uses and relies on to create its products or services from conception to delivery, consumption and end-of-life. Relevant activities, resources and relationships include:

(a) those in the undertaking's own operations, such as human resources;

(b) those along its supply, marketing and distribution channels, such as materials and service sourcing and product and service sale and delivery; and

(c) the financing, geographical, geopolitical and regulatory environments in which the undertaking operates.

Value chain includes actors upstream and downstream from the undertaking. Actors upstream from the undertaking (e.g. suppliers) provide products or services that are used in the development of the undertaking's products or services. Entities downstream from the undertaking (e.g. distributors, customers) receive products or services from the undertaking. ESRS use the term 'value chain' in the singular, although it is recognised that undertakings may have multiple value chains.

Waste

Any substance or object which BIA Group discards, intends to discard, or is required to discard (see Directive 2008/98/EC of the European Parliament and of the Council on waste).

Worker in the value chain

An individual performing work in the value chain of the undertaking, regardless of the existence or nature of any contractual relationship with the undertaking. In the ESRS, the scope of workers in the value chain include all workers in the undertaking's upstream and downstream value chain who are or can be materially impacted by the undertaking. This includes impacts that are connected to the undertaking's own operations and value chain, including through its products or services, as well as through its business relationships.

Workforce

Employees who are in an employment relationship with BIA ('employees') and non-employees who are either individual contractors supplying labour to BIA ('self-employed people') or people provided by undertakings primarily engaged in 'employment activities' (NACE Code N78).

Annex 5: List of acronyms

CBAM	ESG	ISO 45001	SOP
Carbon Border Adjustment Mechanism	Environment, Social and Governance	Occupational Health and Safety Management System	Standard Operating Procedure
—	—	—	—
CEO	ESRS	KYC	TCO
Chief Executive Officer	European Sustainability Reporting Standards	Know Your Customer	Total Cost of Ownership
—	—	—	—
CFO	EU ETS	NGO	UN SDG
Chief Financial Officer	European Union Emissions Trading System	Non-Governmental Organisation	United Nations Sustainable Development Goals
—	—	—	—
CPPW	FTE	NPS	VP
Committee for Prevention and Protection at Work	Full-Time Equivalent	Net Promoter Score	Vice President
—	—	—	
CRC	GDPR	OECD	
Component Rebuild Center	General Data Protection Regulation	Organisation for Economic Co-operation and Development	
—	—	—	
CSRD	GHG	OEM	
Corporate Sustainability Reporting Directive	Greenhouse Gas	Original Equipment Manufacturer	
—	—	—	
DMA	HR	OHSC	
Double Materiality Assessment	Human Resources	Occupational Health and Safety Committees	
—	—	—	
DR	HSE	PPE	
Disclosure Requirement	Health, Safety and Environment	Personal Protective Equipment	
—	—	—	
EFRAG	IRO	SME	
European Financial Reporting Advisory Group	Impact, Risk and Opportunity	Small and Medium Enterprises	



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