



SUSTAINABILITY Roadmap

Moving forward together

May 2026

 HUTCHINSON®

We make it *possible*



MOVING FORWARD...

At Hutchinson, sustainable development is a major strategic focus and an opportunity for a deep transformation of our company and the industries we serve. It is a demanding and essential transformation, for the planet, society, and future generations.

This transformation is built on collective strength: through the commitment of our employees, as well as our customers and suppliers, we develop tangible solutions, from the composition of our materials to the optimization of our industrial processes, aligned with sustainability and responsibility objectives across the entire value chain.

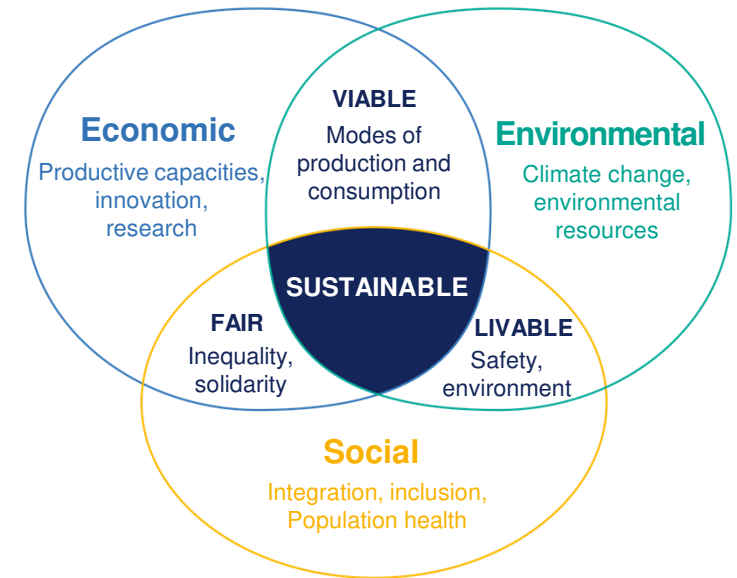
Our roadmap goes beyond commitments: it sets a clear direction and trajectory. It engages the entire organization, including our plants, research and innovation centers, and support functions. It guides our decisions, investments, and actions. **Building on the results achieved in 2025 in reducing our carbon footprint, we reaffirm our ambition to reach carbon neutrality in our operations by 2050** (scopes 1 and 2), as well as to address the environmental and eco-design challenges related to our materials and solutions. We consistently and rigorously implement our commitments, following a measurable path aligned with our objectives.

This is how we contribute to transforming industries: through the reality of our daily operations. Step by step. Together.

Hélène Moreau-Leroy

Chairman and CEO

... TOGETHER ...



17 SUSTAINABLE DEVELOPMENT GOALS set by the United Nations



... WITH A LONG-TERM VISION ...

Offer sustainable solutions driven by innovation

Act as a responsible industrial player

Be an employer of choice and maintain an open dialogue with all stakeholders

1

2

3

4

5

6

Act for a low carbon mobility world

Be efficient with material resources

Reduce our own carbon footprint and other environmental impacts

Steward our suppliers for an aligned value chain

Live up to our principles of trust and fair governance

Empower our teams

..... by

..... by

..... by

..... by

..... by

..... by

Creating value through science and technologies

Fostering the circular economy in diverse aspects

Rolling out an energy efficiency roadmap at our sites for buildings, utilities and process

engaging our partners in low carbon technologies and circular economy, life cycle analysis and fair governance, to make sustainability a reality for the whole value chain

Supporting our ambition with strong and fair governance

Fostering awareness, training & engagement for each employee

Connecting our technologies to multiple industry applications

Developing sustainable products through LCA and eco-design

Moving to low carbon energies

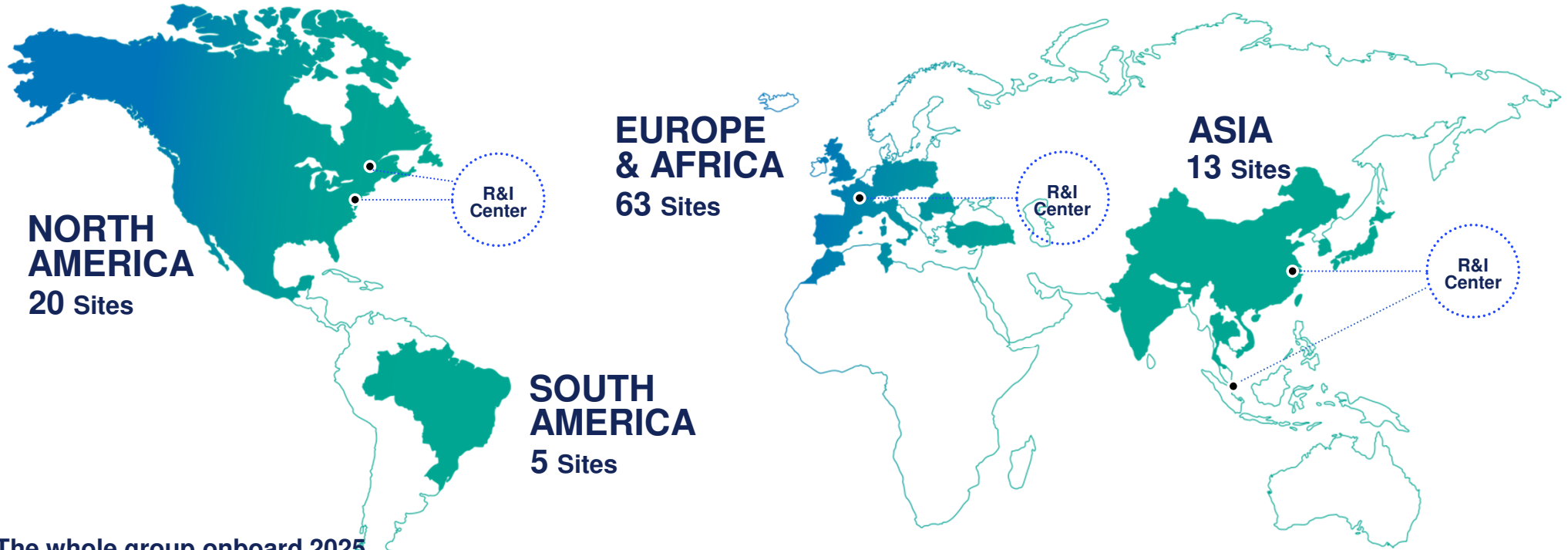
Reducing our water withdrawal and the impact of waste

Promoting our fundamentals (Business Ethics, Health, Safety & Diversity)

Paving the way for better empowerment by promoting local initiatives

Continuously developing innovative and sustainable solutions with our customers

TOGETHER WITH OUR EMPLOYEES, CUSTOMERS AND SUPPLIERS



The whole group onboard 2025



Close to our customers*



CARBON PATH 2050 OF OUR OPERATIONS

2019


2025

2030

2040


2050



CO₂ Emissions
Scope 1 = 120 kt
Scope 2 = 275 kt


28% reduction
Scope 1 = 96 kt = -20%⁽¹⁾
Scope 2 = 189 kt = -31%⁽¹⁾


All sites awarded
ISO 50001 & 14001


25% recycled
or bio-based materials
in our new products⁽²⁾


50% reduction
Of our carbon emissions
for Scopes 1 & 2⁽¹⁾


Aim for carbon Neutrality
For Scopes 1 & 2
Automotive markets


Aim for carbon Neutrality
For Scopes 1 & 2
All markets

(1) vs 2019
(2) Upon request

A HISTORY OF INNOVATION SERVING ALL MOBILITY NEEDS

Elastic suspension

Pioneer in elastic suspension for vibration dampening

1936



1980



Hydraulic suspension for engines

Pioneer in hydraulic engine suspension for superior passenger comfort

Primary suspension for Trains

On board the first TGV for passenger comfort

1981



Magnetic sensor encoders for Anti Blocking Systems

Pioneer in magnetic sensors for accurate rotational speed measurements

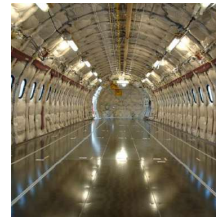
1996



Cabin fire protection

Pioneer in fireproof materials for thermal & acoustic insulation systems for aircraft and space

2009



Thermoplastic air conditioning loop

Pioneer for lightweight systems

2015



Elastic belt for electric vehicles

Auto-tension elastic transmission belt for easy fit and energy saving

2020



Cooling Module

Automotive all in one thermal management concept. Ultra compact design, energy efficiency, Recyclability.

2023



CREATING VALUE THROUGH SCIENCE & TECHNOLOGIES

INTERNAL NETWORK OF R&I COMPETENCIES



2,300
People



5%
of our revenue
invested in R&I

EXTERNAL NETWORK OF PARTNERS



Multi-material engineering

Elastomers, Thermoplastics & Composites

System characterization

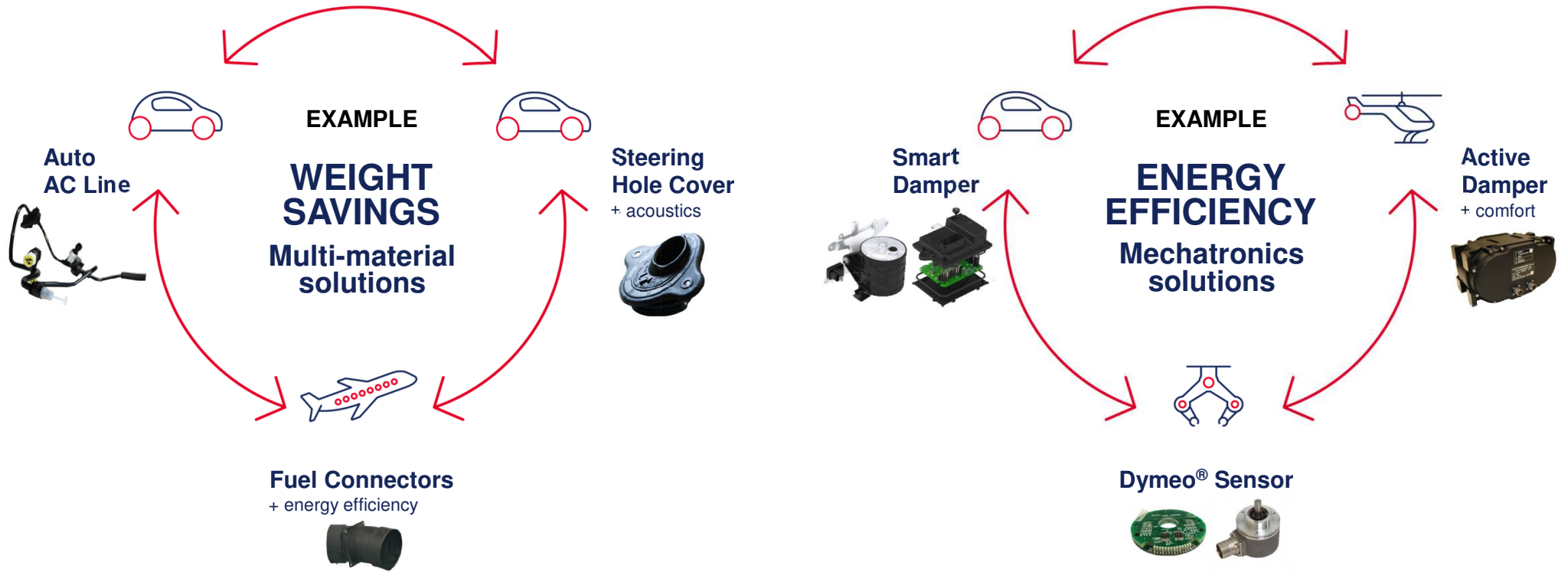
Mechatronics & connected systems

Multi-physics modelling



At the Hutchinson Research and Innovation Centre, most of the projects focus on sustainable development issues. (Green Materials, Lightweighting, Electrification, Hydrogen & Process)

CONNECTING OUR TECHNOLOGIES TO MULTIPLE INDUSTRY APPLICATIONS



LEVERAGED EXPERTISE



Multi-material Engineering & LCA know-how



Mechanical Engineering



Numerical Modelling



NVH* at System Level



Hardware, Software, & Sensor Design

CREATING NEW SOLUTIONS TO SUPPORT A LOW CARBON MOBILITY

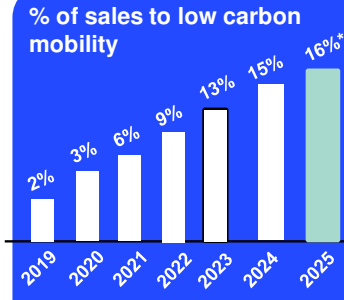
Fuel cell vehicles

Hutchinson provides supplier on new fluid transfer solutions



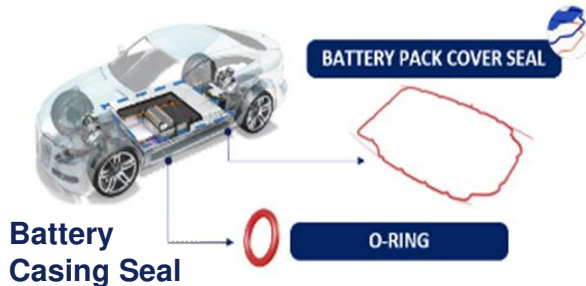
Composite technologies with function integration

Connection rods in aircraft
30% weight savings



* estimated

Reducing CO₂ emission is paramount. Thanks to its multi-expertise and multi-market DNA, Hutchinson develops, offers and markets numerous solutions to be a strong player of a low carbon mobility.



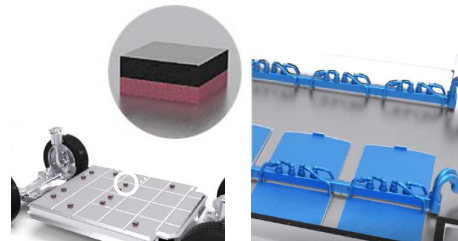
Battery Casing Seal

High temperature & fire resistant

Lightweight

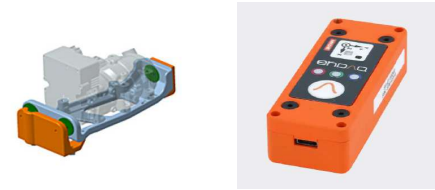
Battery Thermal Spacers in Electrification

Water tight
High temperature & fire resistant
Lightweight



Battery Cooling Lines & Connectors

Light & flexible
Leak proof design
Recyclable



Low friction wheel bearing torque

25% reduction of seal friction torque

10% reduction in friction across the entire bearing

Mechatronics & connected systems

Data acquisition systems for predictive maintenance

Multiphysics modelling

Automotive bracket for engine mount
60% weight savings



INNOVATION IN THE CYCLING INDUSTRY

Use of recycled materials from tires

Recycled carbon black



Use of recycled materials from mainstream products

Tire reinforcement made from recycled plastic bottles

We have been producing bicycle tires for decades. Delivering more sustainable products for cyclists is a basic, congruent with the choice of this very low carbon mobility.

Limited Edition of Tire

Hutchinson Gridskin smart design allows for significantly reduced environmental impact during manufacturing



Butyl'UP

Use of recycled Butyl from inner tubes in new products



INNOVATING WITH OUR PARTNERS FOR A LESS CARBONATED WORLD

TotalEnergies, Eiffage and Vestas
Floating windmills
 Quick mooring line connectors



eCitaro
Battery thermal insulation
 Thermal insulation for batteries
 in electrical buses



eVTOL partner
Acoustic solutions

Multi-material assemblies
 for VTOL mechanical and
 acoustic performance

Hutchinson is engaged for new opportunities in low carbon business while supporting our legacy customers in transitioning to a low carbon economy.

Window thermal insulation

Eco-designed window seals significantly reducing windows U-value, up to 15%



Wireless charging
 6 km of road already
 equipped and more to come
 Wireless charging system
 of electrical vehicles



FOSTERING THE CIRCULAR ECONOMY IN ALL ITS FORMS



Priority use of recycled and then biosourced materials

Use of recycled carbon black, plasticizers, TP in TPV, natural rubber, castor oil PA

More than 300 sustainable materials tested and over 80 new materials qualification ongoing

Sustainable material contains more than 25% of recycled or bio-based material



Use Reclaimed recycled rubber

- New compounds with recovered rubber
- New elastomeric compounds produced from regenerated or micronized rubber waste

We take care of our planet's resources by developing new sustainable materials for our products. This is our path to the circular economy and environmental protection.

- Recover
- Recycle
- Repurpose
- Reuse



Extend product lifecycle

Re-use of the metallic components of railway antivibration elastomer-metal, (CO₂ improvement : 40%)



DEVELOPING SUSTAINABLE PRODUCTS THROUGH ECO-DESIGN



OUR
TARGET

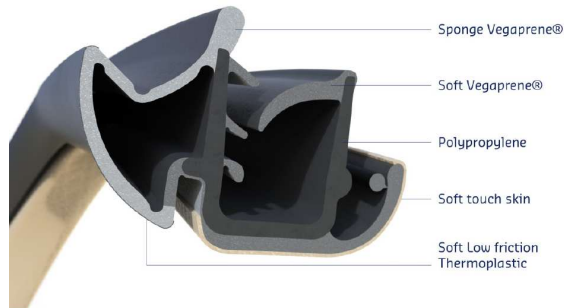
Lifecycle assessment
of our main product
families serving
eco-design purpose



Full thermoplastic door seal

Over 1.5 million pieces sold with 4 premium vehicle programs

- 49% lighter vs. metal insert
- 35% CO₂ emission saving
- 100% recyclable



The “Green Belt” for Household appliances

Same performance & less environmental footprint by design

- 20% weight saving
- 10% CO₂ emission saving
- 25% biobased and recycled material



Drainage system A350F

Replacing a titanium pipe with an eco-designed thermoplastic pipe

- 46% lighter
- 83% CO₂ emissions saving
- 100% recyclable



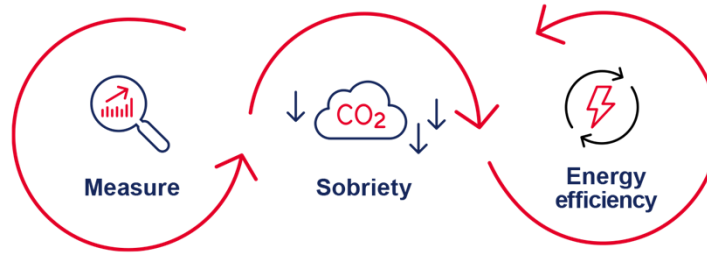
Dynamic Grommets for automotive door systems

Eco-design including use of Vegaprene®

- 30% weight reduction with TPE
- 45% CO₂ emission saving vs standard rubber grommet



ROLLING OUT AN ENERGY EFFICIENT ROADMAP AT OUR SITES

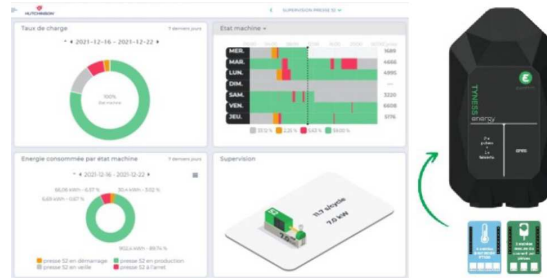


Thanks to management structured by ISO 50001 and the deployment of Energies Essentielles across all sites, with dedicated CAPEX, energy intensity* has improved by 30% in 2025 vs 2019

**Bielsko-Biala (Poland),
Saint-Brieuc & Chateaudun (France)**

Energy efficiency

- 80% of the heat from working compressors recover is used to cover our needs for heating
- 20% saving gas consumption



Ingrandes (France), Sousse (Tunisia) & Madrid (Spain)

Optimize consumption thanks to the real time consumption (IoT)



**All Hutchinson sites
Sobriety on sites**

- limit our energy consumption
- Best practices deployment

* MWh/Sales

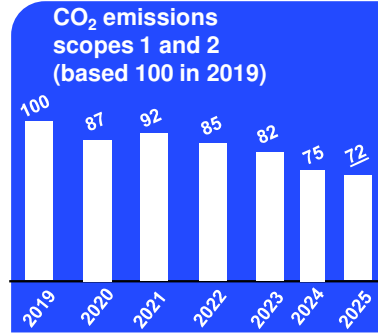


MOVING TO LOW CARBON ENERGIES

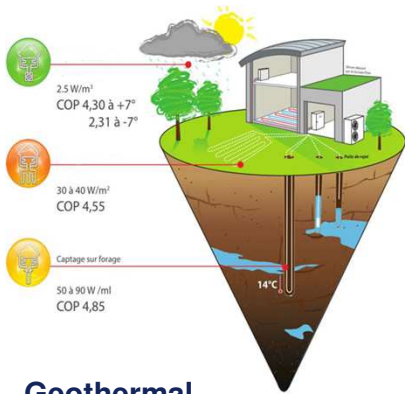


Renewable energies

Develop long term partnerships for renewable energies to secure our future (PPA)



We reduce the CO₂ content of the energy we use in our plants. We will achieve this goal with the support of TotalEnergies, a world leader in renewable energies.



Geothermal

Amiens & St Brieuc(France)

Install heat pumps to recover heat from the earth's crust. These systems provide a very high efficiency reaching 4.5



Biomass

Extrema (Brazil)

Fossil gas replaced by biomass to produce process steam



Solarization

Install panels on our plants

Wuhan (China)

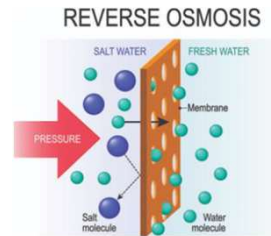
3,280 solar panels
1,500 MWh produced- 900 T CO₂/year

REDUCING ENVIRONMENTAL IMPACT - WATER

Monte Alto (Brazil)

Reduction of water consumption in parts washing processes

- Elimination of “open loops” and reuse of hot water
- Discharge of water once a day instead of 6
- Reduction in water consumption of 83% for this process.

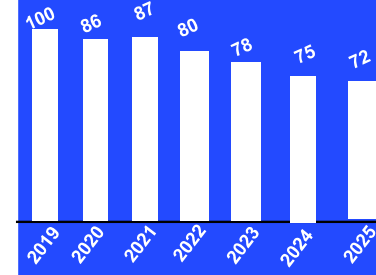


Zywiec 2 (Poland)

Reverse osmosis plant for feed boiler water

- Reduced water consumption by 10%
- Removal of chemicals to de-saline
- Reduction of CO2 emissions

Water (based 100 in 2019)



We reduce the use of a precious resource like water. The actions carried out reduced the water withdrawal by 28% in 2025 compared to 2019.

All sites)

Steam condensate recovery

Reduction of consumption:
 Water: 1,300 m³ / year
 Gas: 253 MWh / year

CO₂ emissions: -57 tCO₂ / year



Sousse (Tunisia)

Exploitation of recovered water

Limit freshwater withdrawal
 (WC, sanitary, ...)



Wuhan (China)

Vulcanization steam recovery

Installation of an interchange
 Heat used for washing parts
 Reduction:

Water consumption: 1,320 m³ / year
 CO₂ emissions: 136 tCO₂ / year



REDUCING ENVIRONMENTAL IMPACT - WASTE



Burbank (US)

Elimination of the use of paper in blue boxes

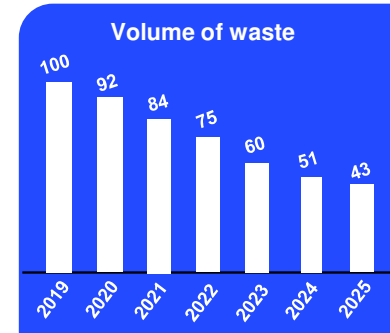
- Replacing paper with a QR code
- Environmental gain: 30,000 sheets of paper saved



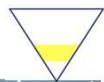
Zywiec 3 (Poland)

Carbon Black Replenishment System of a Mixer

- Reduction in the amount of technical waste
- carbon footprint reduction



We reduced our waste* by 57% in 2025 compared to 2019. More than 80% were valorized of our waste by 2025 thanks actions implemented with our stakeholders.



Montargis FMS (France)

Plastic Recycling for Chuck

- Mandrels (strings) are crushed and material reused
- Reduction of CO₂ emissions by 75 t/year

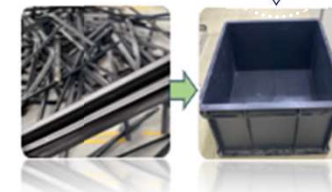
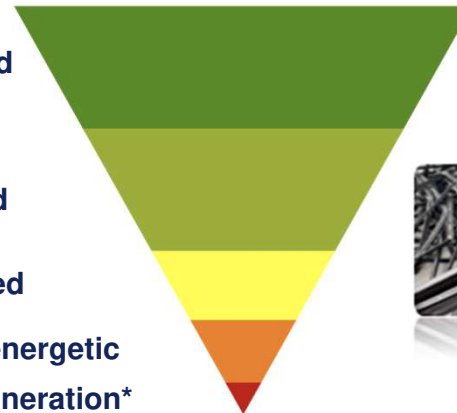
Waste avoided

Waste re-used

Waste recycled

Valorization energetic

Landfill + incineration*



Wuhan (China)

Reuse of extrusion profile waste in the manufacture of plastic packaging

Estimated carbon footprint reduction of 0.644 kg/pack

* Incinerated and Landfilled wastes



ACTING WITH OUR SUPPLIERS (1/2)

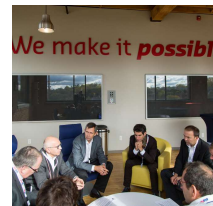
Hutchinson is committed to engage all suppliers in greenhouse gas management and align their action with the industry trend:

Reduce carbon emissions of our scope 3 Upstream by 15% in 2030 compared to 2023 (estimated at 2 500 KTCO₂e), apply eco-design, reduce environmental impacts and have a fair governance.

These requirements defined in 2021 with short term goals are included in a Sustainable Procurement Roadmap and are subject to regular monitoring to achieve stable premium performance over time.

Short-term objectives

Flow down
Hutchinson expectations
to our supply base



Aligne suppliers
commitment

Integrate our requirements
in the purchasing strategy



Monitoring
through data
and KPIs

Scope 3 upstream as defined by GHG protocol

1. Purchased goods and services
2. Capital goods
3. Fuel- and energy-related activities (not included in scope 1 or scope 2)
4. Upstream transportation and distribution
5. Waste generated in operations
6. Business travel
7. Employee commuting
8. Upstream leased assets

Long term objectives



A compliant supply
base aligned with our
own commitments



ACTING WITH OUR SUPPLIERS (2/2)

Suppliers' sustainability commitment is moving forward

4 requirements to fulfil



Reduce Carbon emissions



Eco-design



Reduce environmental impacts



Fair Governance

2023

2030



● Fully Committed
 ● Partially Committed
 ● Not Committed Yet

Together with suppliers towards 2030

- All our purchasing team trained on CSR and able to deploy all our Roadmap
- 450 main suppliers compliant with 5 axes and having implemented decarbonization actions
- Any new supplier (CDP, transport, packaging) 100% compliant with all CSR requirements
- 80% CSR audits performed at main suppliers



Our ambition is to achieve a full commitment of the target suppliers.



SUPPORTING OUR AMBITION WITH STRONG AND FAIR GOVERNANCE



Recognized certifications

ECOVADIS 2025 GOLD
CDP 2024 Climate A- & Water A- (TotalEnergies)



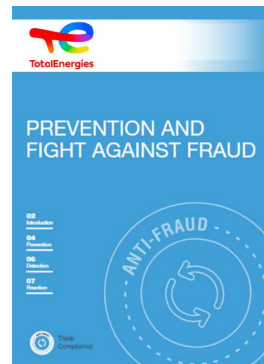
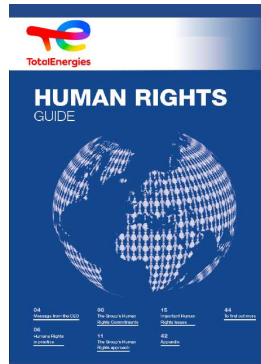
TotalEnergies policies are implemented within our organization. Hutchinson has its own Ecovadis GOLD certification and other ratings like CDP are consolidated at the parent company level.

Safe materials

Certification C2C
Material Health
for buildings seals
(VEGA 7011)

Business Ethics

Our references documents



Code of Conduct

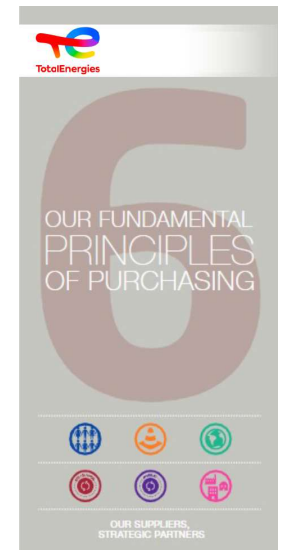
Our Values in Practice



Practical Guide for Suppliers
Implementing the
Fundamental Principles
of Purchasing



Universal
Registration
Document 2025
Including the Annual Financial Report



PROMOTING OUR FUNDAMENTALS (HEALTH, SAFETY)

Chemical regulations compliance

- Being compliant to chemical regulations: a must in our business



Mental Health & well Being

- Understand, detect and protect employee to promote mental wellness



Safety: For Me, For You, For All

- The Company Motto



PLANDO CHECK ACT

SAFERING

- The formal Safety management system
- 100% of our sites are evaluating according to "SAFERING" standard and/or ISO 45001 certified



Employee safety is fundamental for Hutchinson; with a proven record of TRIR* < 1 since 2015. We promote a safe and healthy workplace daily using the Group's best practices.



The Golden Rules

- A memento to check every day my commitment to safety

The Safety culture

- A way of sensibilization on hazards & risks to improve our behaviour and safety culture



World Day For Safety

- A dedicated moment to reinforce the safety culture

*Total Recordable Injury Rate

TRANSFORMING WITH OUR PEOPLE

Diversity, equal opportunity & inclusion

- Caring for the diversity in our recruitment and promotions
- Promoting strong local executive teams to manage our plants worldwide
- Women will represent 30% of the High Potential employees and 30% of the local Management Committees by 2027,



Social dialogue

- One monthly meeting of employee representative bodies at all its sites*
- Existence of an European Representative Body



Quality of life at work

- Promote a flexible modern and attractive work organization for our employees while combining collective efficiency and technical constraints in a safe working environment
- Organize and develop teleworking with clear rules, when possible

Training & Skills development

- Anchor training culture to develop skills through on-site, remote and on the job training through an efficient HR Information System
- by 2027, 95% of people worldwide will receive a minimum of one training session per year



Our employees are at the heart of our performance, our joint success relies on their engagement and well-being.



Engagement of our employees

- Listening to our employees is key to achieve our sustainability journey.
- Our employees are surveyed every two years about the company's future and their engagement at work (2022 score : 71%)
- Build on our employee survey to continuously improve a positive engagement level

Parenthood

- Fair approach to parenthood within the professional life
- By 2027, 100% of women or first parent going on maternity leave will have at least 14 weeks of leave with their basic salary maintained at 100% over this period
- Fair return after maternity leave



Care & Social Protection

- Ensure a living wage and quality social protection for all our employees, regardless of their location
- By 2027, 100% of our employees will be covered by a death insurance equivalent to 2 years' salary

* In accordance with local social laws.



FOSTERING AWARENESS AND TRAINING



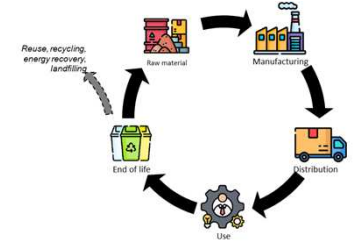
Raise employees' awareness to climate change and other sustainability challenges

- 9 e-learning in open access
- Climate Fresk with over 2500 people trained
- Sustainability challenges included in the Onboarding process for new employees



Learn and share about ISO 50001 & Energy efficiency

- Digital tool to share our best practices
- ISO 50001 trainings
- "Energy Efficiency in Industry" trainings dedicated to Energy Efficiency Referents



Deploy the eco-design approach

- Eco-design open access e-learning dedicated to development and sales profiles



Sustainability starts with awareness and training. A range of training courses is available in the Group Course Catalogue to enhance everyone's knowledge.

Encourage innovation mindset

- Challenges and Awards organized throughout the company
- Innovation Camp to develop new sustainable solutions



Raise employees' awareness with responsible initiatives (environment, care, energy, water and societal)

- More than 300 actions shared every year



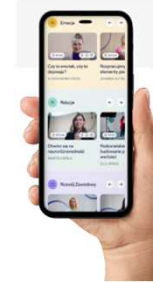
PROMOTING LOCAL INITIATIVES



Chemillé (France)

Helping restore biodiversity around our industrial sites

> 500m of hedgerow and fruit trees planted (local species)



Poland

Caring for employee well-being

Polish sites implemented a partnership with the digital platform **Wellbee** offering easily accessible psychological support to all employees, from self-development to therapeutic management.

Protecting the environment, contributing to the development of our host regions and collaborating with our stakeholders are principles that are translated into concrete actions at all our sites.



China

Contributing to the education of young people

Hutchinson Chinese sites raise funds through charity actions to establish book corners in rural schools

Montargis, Amiens (France) & Armiñon (Spain)

Promoting the employment for the most vulnerable

Some sites show **strong commitments to the local community** through partnerships with associations, prisons, or membership of specific national programs in favour of minorities and vulnerable people.



Celaya (Mexico)

Supporting our sub-contractors as they mature

Hutchinson Celaya contributes to improving the level of HSE and ethical maturity of its subcontractors by organizing training sessions

LET'S MOVE FORWARD TOGETHER

Employees, customers, suppliers and all stakeholders have a shared responsibility to significantly reduce carbon emissions, to deploy the circular economy, a fair and inclusive governance and to preserve biodiversity.

Let's join forces to continue designing innovative solutions and comprehensive renewed business models to shape a sustainable mobility.

Because the only way to meet this challenge is TOGETHER.

