



# SUSTAINABILITY Roadmap

Moving forward together

May 2025



We make it **possible**





## MOVING FORWARD...

We are committed to pledges made in Paris in 2015; reducing our emissions and acting sustainably for the planet and for future generations, as defined by the 17 Sustainable Development goals adopted by all United Nations Member States. For Hutchinson, we aim to fully meet this engagement.

We believe that companies contribute to making the world more sustainable in combining the three pillars of Sustainable Development: Social, Economic and Environmental. This roadmap explores the concrete actions we are taking to deliver on these commitments for 2030 and 2040, including our aim for net carbon neutrality for all scopes and all markets by 2050 together with society. Hutchinson plays a leading role in fulfilling this obligation and our roadmap demonstrates how we are becoming part of the solution. 2024 results confirm we are well engaged with our commitment.

Serving Green Industries and supporting the transition of Mobility on land, at sea, and in the air are our main fields of action. We have the technologies, capabilities and global reach to embrace the Electrification and Sustainability challenges and opportunities.

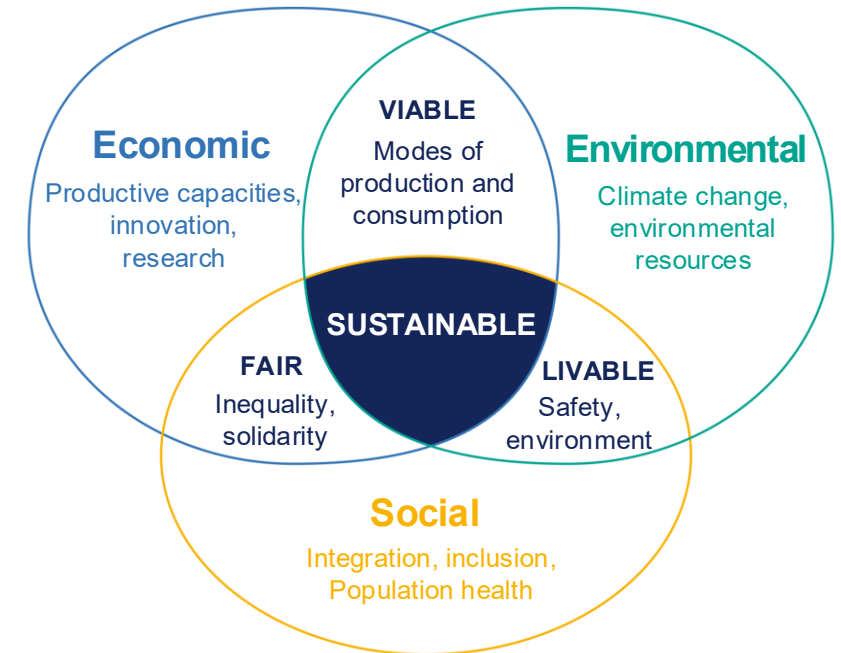
Together with our 40,000 employees, customers, suppliers and all stakeholders, Hutchinson is taking actions now to co-create a brighter future for everyone, everywhere.

It's not just a roadmap for us, but a collective action roadmap for a sustainable world.

**Hélène Moreau-Leroy**  
Chairman and CEO



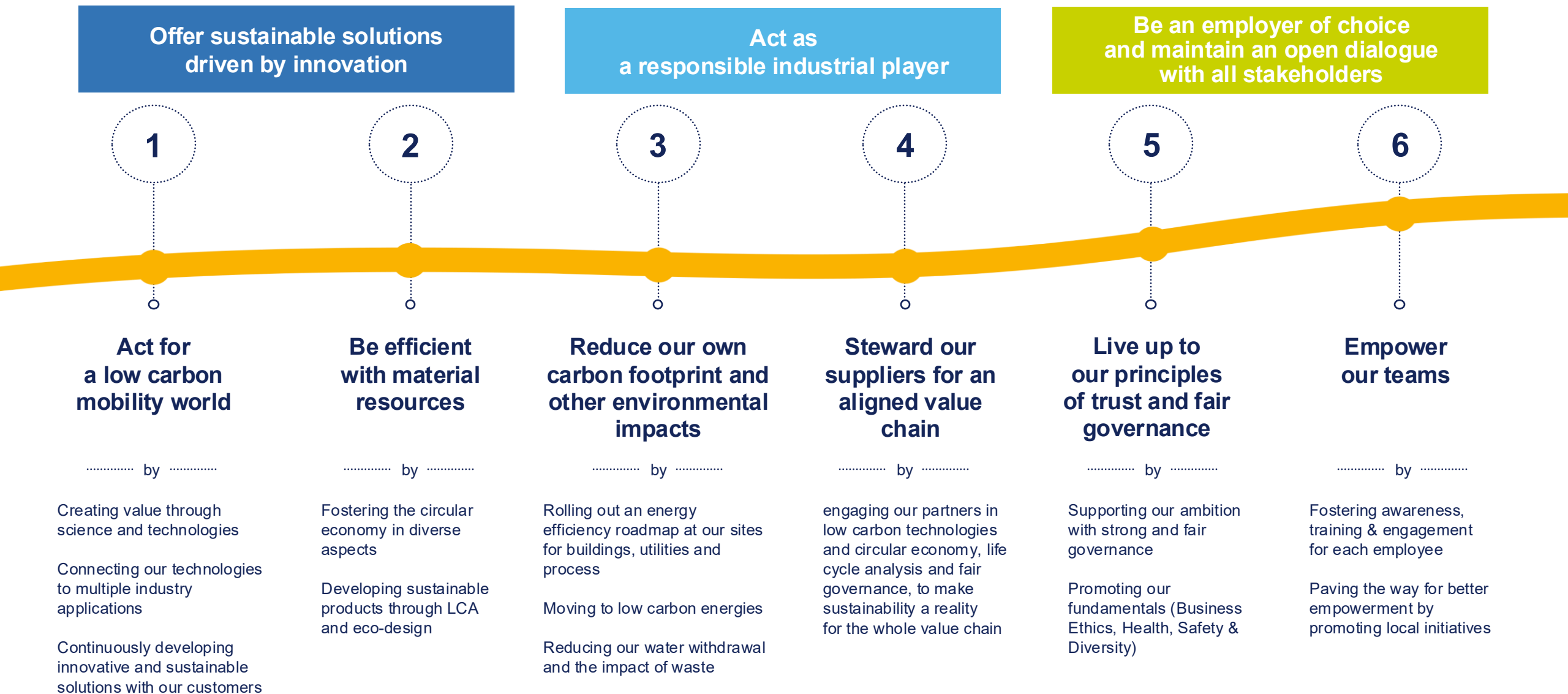
## ... TOGETHER ...



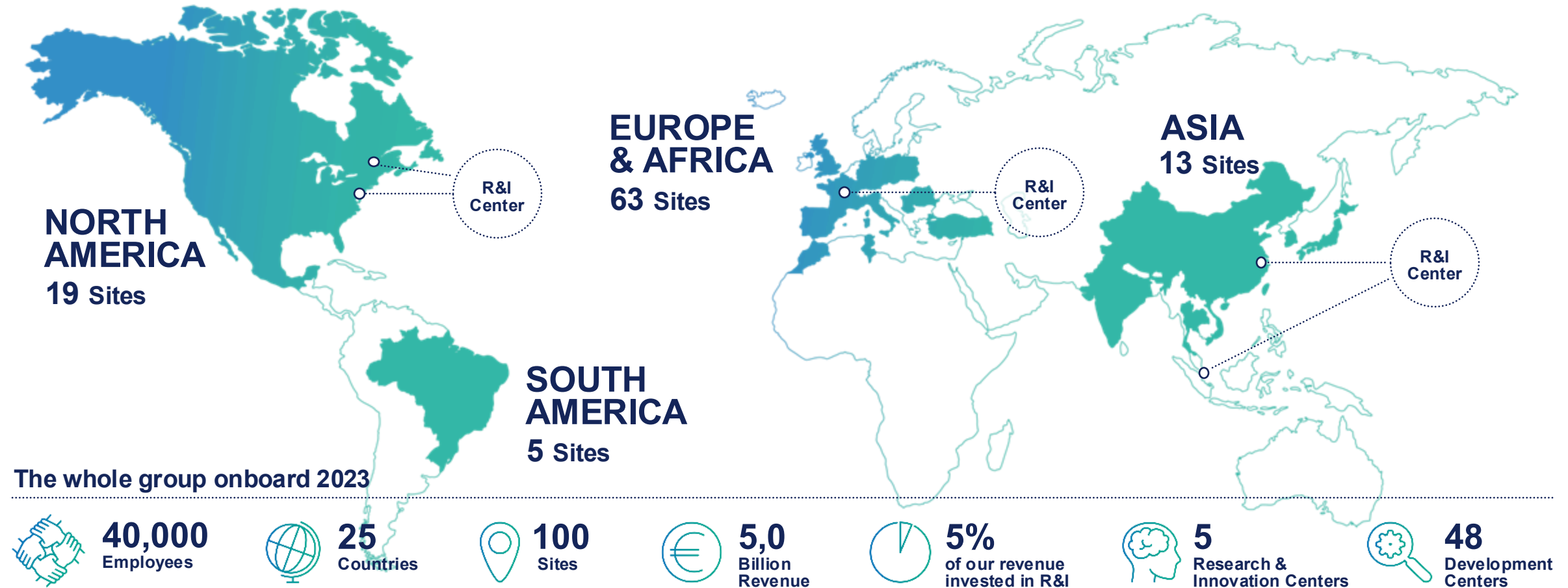
### 17 SUSTAINABLE DEVELOPMENT GOALS set by the United Nations



# ... WITH A LONG TERM VISION ...



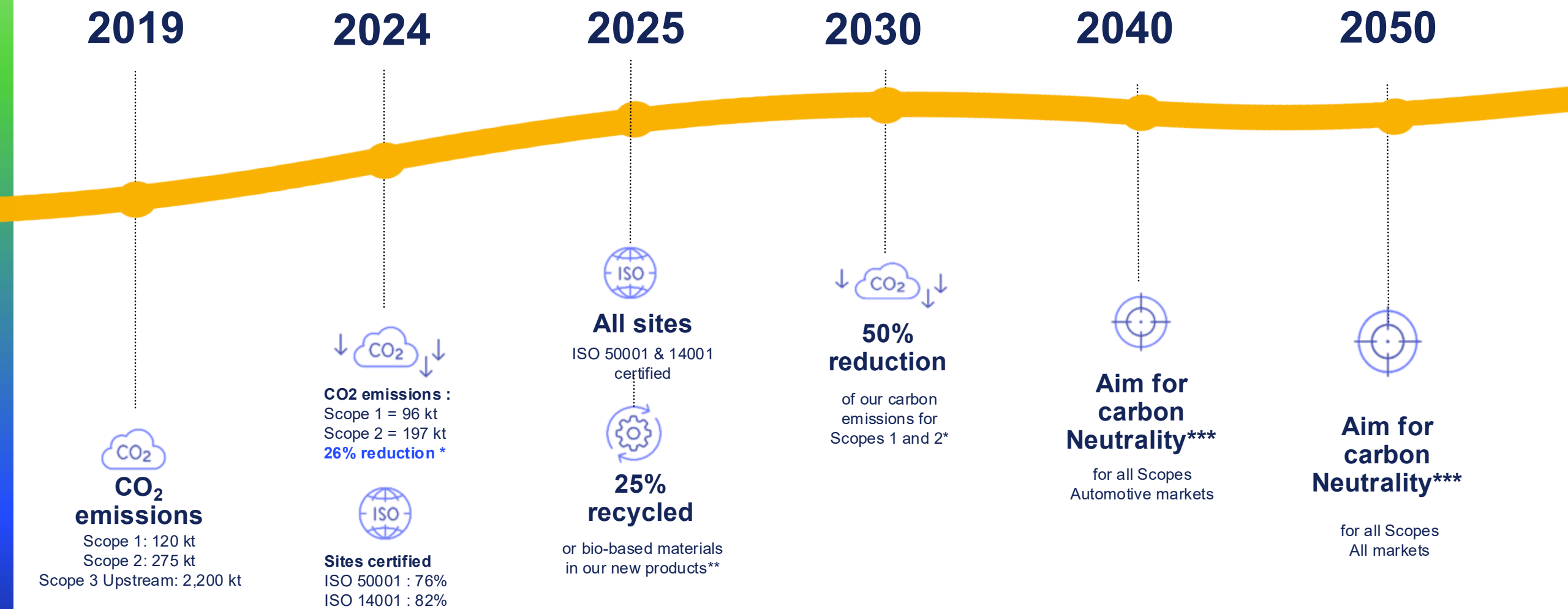
# TOGETHER WITH OUR EMPLOYEES, CUSTOMERS AND SUPPLIERS



Close to our customers\*



# Our path towards carbon neutrality



\*vs 2019  
\*\* upon request  
\*\*\* together with society

# 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

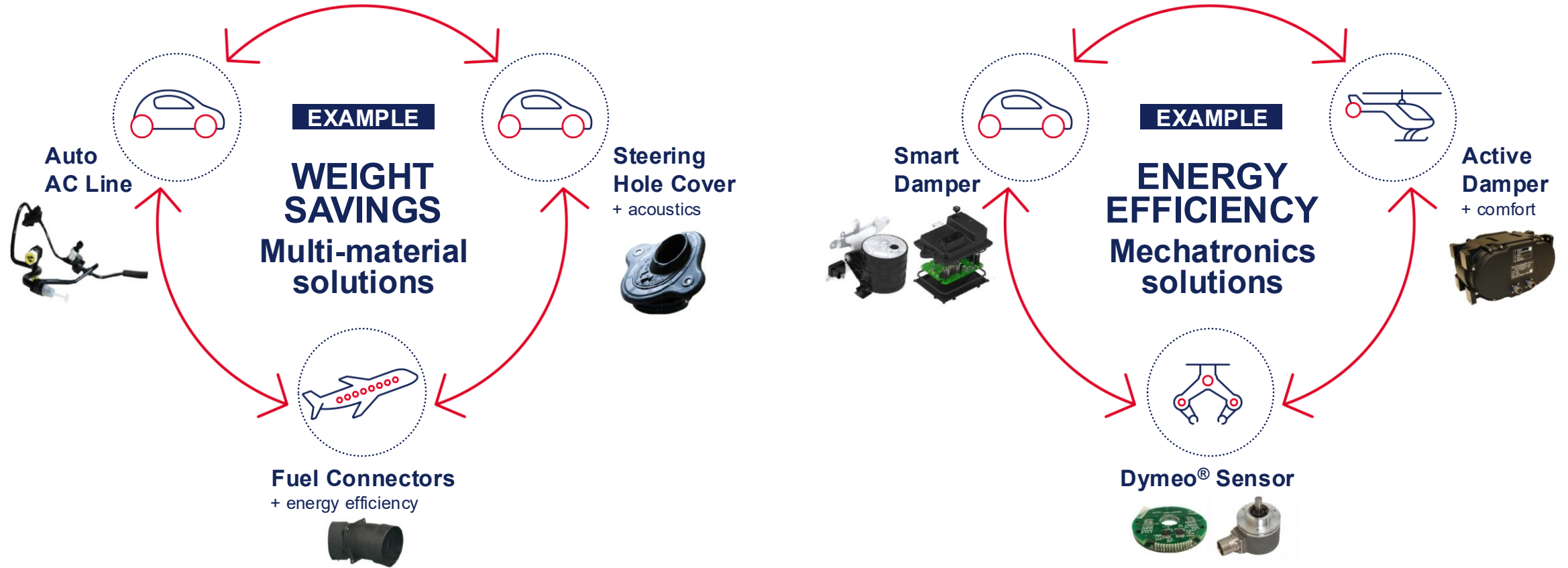
Multi-physics modelling

Eco-design and Life Cycle Assessments

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



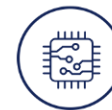
Mechanical  
Engineering



Numerical  
Modelling



NVH\* at  
System Level



Hardware,  
Software,  
& Sensor Design



# CREATING NEW SOLUTIONS TO SUPPORT A LOW CARBON MOBILITY

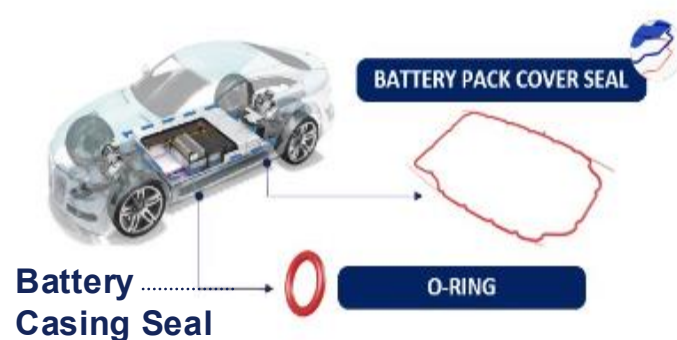
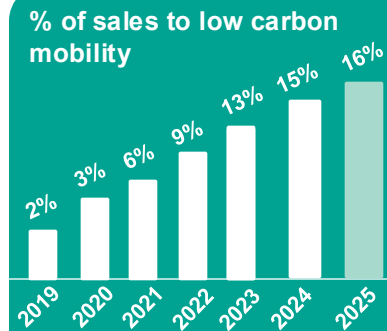
## Fuel cell vehicles

- Hutchinson provides supplier on new fluid transfer solutions



## Composite technologies with function integration

- Connection rods in aircraft
- 30% weight savings

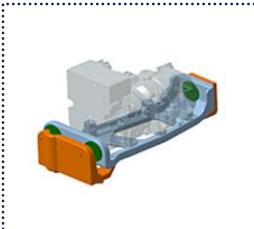
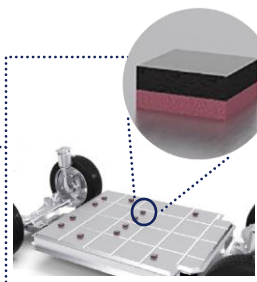


## Battery Casing Seal

- 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

## Multiphysics modelling

- Automotive bracket for engine mount
- 60% weight savings

**Reducing CO<sub>2</sub> 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.**



## 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

# INNOVATION IN THE CYCLING INDUSTRY

## Circular Economy (short loop)

### Use of recycled materials from tires

- Recycled carbon black



**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.**

## Butyl'UP

- Reuse of recycled Butyl from inner tubes in new products



### Use of recycled materials from mainstream products

- Tire reinforcement made from recycled plastic bottles



### Limited Edition of Green Tire

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



# INNOVATE WITH PARTNERS TO CREATE A DECARBONIZED 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%



**Electreon**

## Wireless charging

6 km of road already equipped and more to come

- Wireless charging system of electrical vehicles





# FOSTERING THE CIRCULAR ECONOMY IN DIVERSE ASPECTS



## Priority use of recycled and then biosourced materials

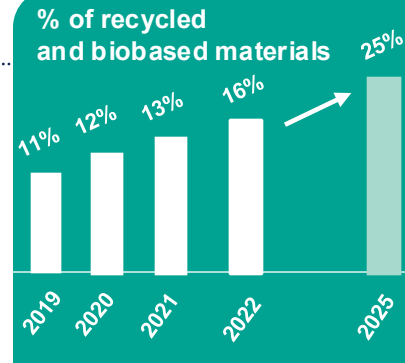
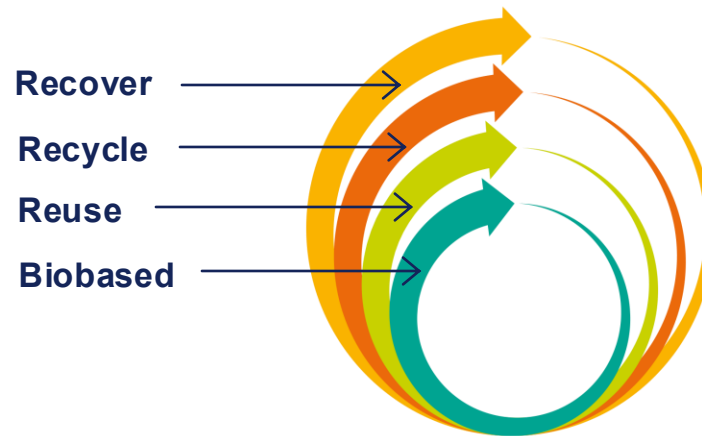
- Use of recycled carbon black, plasticizers, TP in TPV, natural rubber, castor oil PA
- More than 300 sustainable materials tested and over 80 new materials qualification ongoing
- Sustainable material contains more than 25% of recycled or bio-based material



## 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.**



## Extend product lifecycle

- Re-use of the metallic components of railway antivibration elastomer-metal, (CO<sub>2</sub> improvement : 40%)



# DEVELOPING SUSTAINABLE PRODUCTS THROUGH ECO-DESIGN



OUR  
TARGET

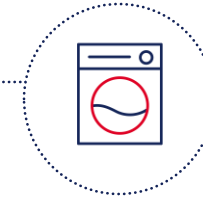
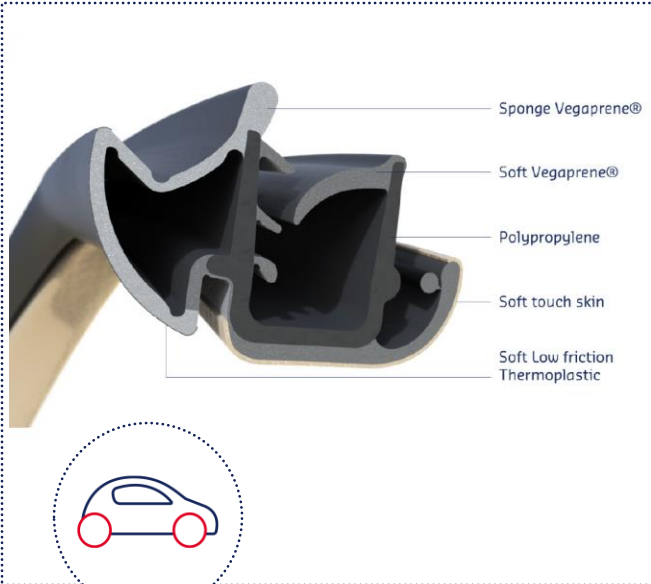
CO<sub>2</sub> lifecycle  
assessment  
of our products serving  
eco-design purpose

## EXAMPLE

### Full thermoplastic door seal

- 49% lighter vs. metal insert
- 35% CO<sub>2</sub> emission saving
- 100% recyclable

Over 1.5 million pieces sold with 4 premium vehicle programs



## EXAMPLE

### The “Green Belt” for Household appliances

Same performance & less environmental footprint by design

- 20% weight saving
- 10% CO<sub>2</sub> emission saving
- 25% biobased and recycled material

## EXAMPLE

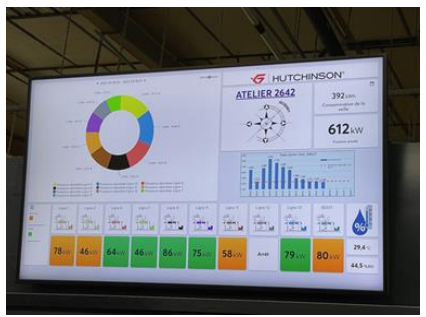
### Dynamic Grommets for automotive door systems

Eco-design including use of Vegaprene®

- 30% weight reduction with TPE
- 45% CO<sub>2</sub> impact improvement (cradle to gate) vs standard rubber grommet

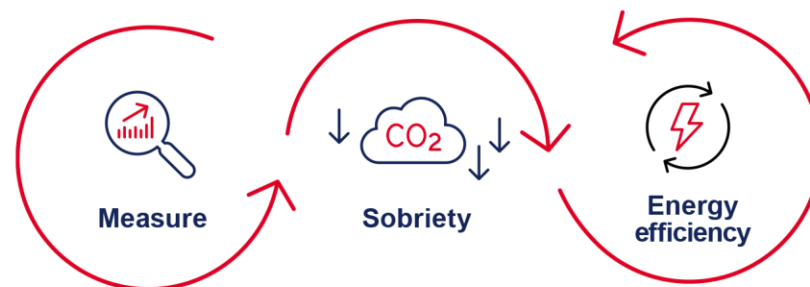


# ROLLING OUT AN ENERGY EFFICIENT ROADMAP AT OUR SITES

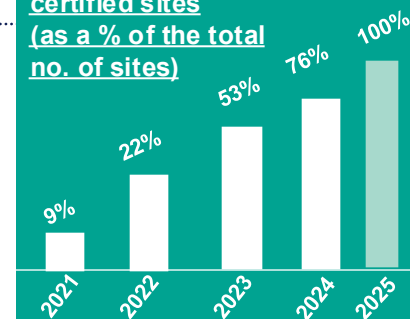


## Monitoring the performance Real time management

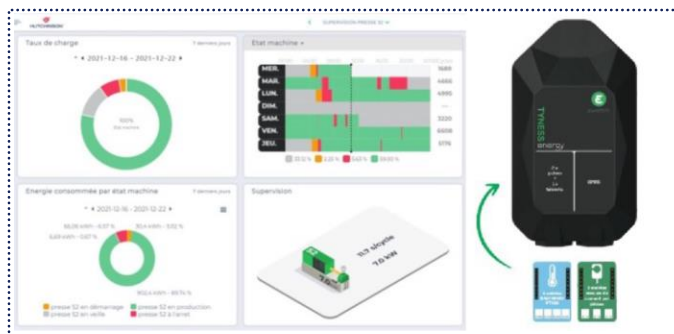
- KPI visible for all at any time
- All sites deployment



ISO 50001  
certified sites  
(as a % of the total  
no. of sites)



**ISO 50001 certification for all sites by 2025 is a must to manage energies. Based on consumption measurement, we improve our energy efficiency with dedicated CAPEX.**



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

**Optimize our monitoring through IoT  
real time electric consumption**



**All Hutchinson sites**

**Sobriety on sites**

- limit our energy consumption,
- LED lights
- heating
- Insulation.



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

**Energy efficiency**

- 80% of the heat from working compressors recover
- cover our needs for heating (Air or Water)
- 20% saving natural gas consumption





# MOVING TO LOW CARBON ENERGIES

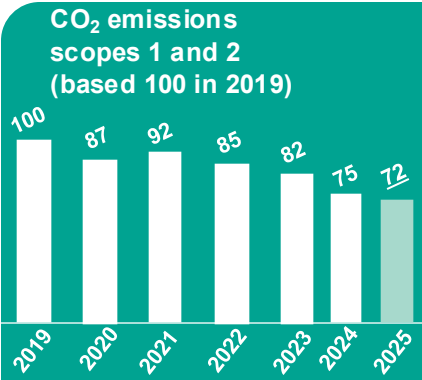
## Solarization

- Install panels on our plants, according to a pluriannual solarization roadmap
- Wuhan plant (China)**
  - 3,280 solar panels
  - 1,500 MWh produced- 900 T CO<sub>2</sub>/year

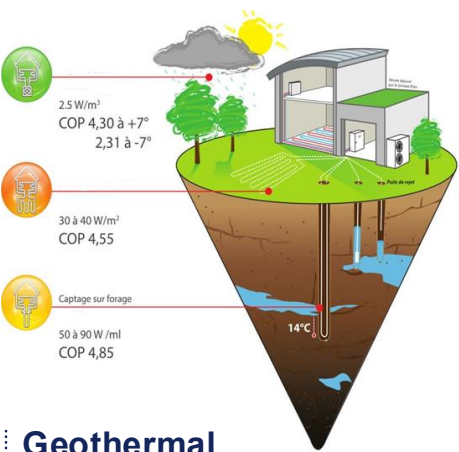


## Wind power

- Develop partnerships for existing and future projects to secure long term contracts on renewable power



**We reduce the CO<sub>2</sub> 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 (France)**
  - Install heat pumps to recover heat from the earth's crust. These systems provide a very high efficiency reaching 4.5



## Biomass

- Extrema plant (Brazil)**
  - Fossil gas replaced by biomass to produce process steam



## Solar PV farm

- Contract with existing renewable energy suppliers

## TotalEnergies

- As part of TotalEnergies, a world leader of renewable energies, Hutchinson has access to PPA (Purchase Power Agreements)



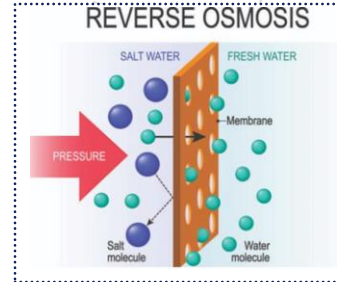
# REDUCING ENVIRONMENTAL IMPACT - WATER



## Monte Alto 1 PSS (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, i.e. a reduction of 47 m<sup>3</sup> / year



## Zywiec 2 (Poland)

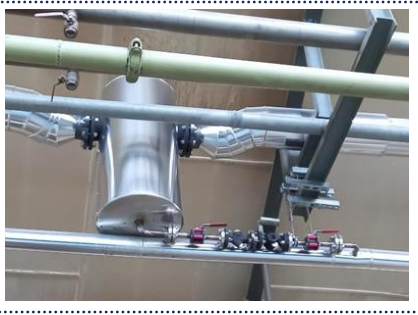
### Reverse osmosis plant for feed boiler water

- Reduced water consumption by 10%
- Removal of chemicals to de-saline
- Reduction of CO<sub>2</sub> emissions

## Water (based 100 in 2019)



**We reduce the use of a precious resource like water. The actions carried out make the reduction of water withdrawal by 25% possible in 2025 compared to 2019.**



## Saint Brieuc (France)

### Steam condensate recovery

- Reduction of consumption:
  - Water: 1,320 m<sup>3</sup> / year
  - Gas: 253 MWh / year
  - CO<sub>2</sub> emissions: -57 tCO<sub>2</sub>e / year

## Sousse (Tunisia)

### Exploitation of recovered water

- Avoid fresh water withdrawal



## Wuhan (China)

### Vulcanization steam recovery

- Installation of an interchange
- Heat used for washing parts
- Reduction:
  - Water consumption: 1,320 m<sup>3</sup> / year
  - CO<sub>2</sub> emissions: 136 tCO<sub>2</sub>eq / 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
- Reduced carbon footprint



## Volume of waste



**We limit our environmental impact by reducing waste to its lowest possible level.**  
**We create value, and avoid landfill, by giving a second life to materials, and recycling our waste.**

## Montargis FMS (France)

### Plastic Recycling for Chuck

- Mandrels (strings) are crushed and reused
- Reduction of CO<sub>2</sub> emissions by 75 t/year



## Waste avoided

Prévention →

## Non-Waste

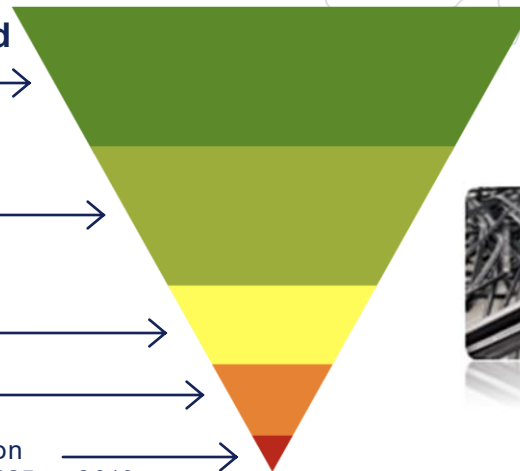
Reused →

## Waste

Recycled →

Valorization  
energetic →

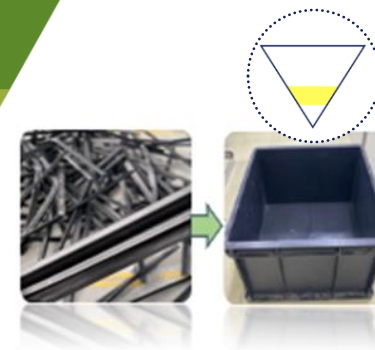
Landfill + incineration  
50% reduction in 2025 vs 2019 →



## Wuhan (China)

### Reuse of extrusion profile waste in the manufacture of plastic packaging

- Estimated carbon footprint reduction of 0.644 kg/pack





# ACTING WITH OUR SUPPLIERS (1/2)

With upstream scope 3 emissions estimated to be five times the total Hutchinson Scope 1 & 2, Hutchinson is committed to engage all suppliers in greenhouse gas management and align their action with the industry trend: carbon neutrality commitment, renewable electricity, circular economy, life cycle analysis and fair governance.

These requirements were set up in 2021 with short term goals and are monitored on a regular basis to achieve a premium performance in the long term.

## 5 requirements to fulfil



**Carbon  
neutrality**



**Renewable  
electricity**



**Circular  
economy**



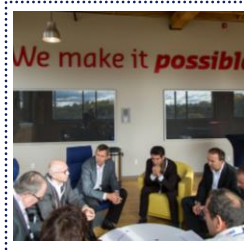
**Life cycle  
analysis**



**Governance**

## Short-term objectives

Flow down  
Hutchinson expectations  
to our supply base



Get suppliers  
commitment

Integrate our requirements  
in the purchasing strategy

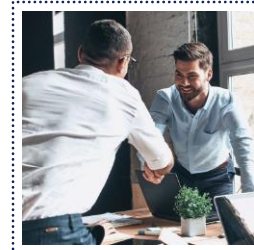


Monitoring  
through data  
and KPIs

## 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

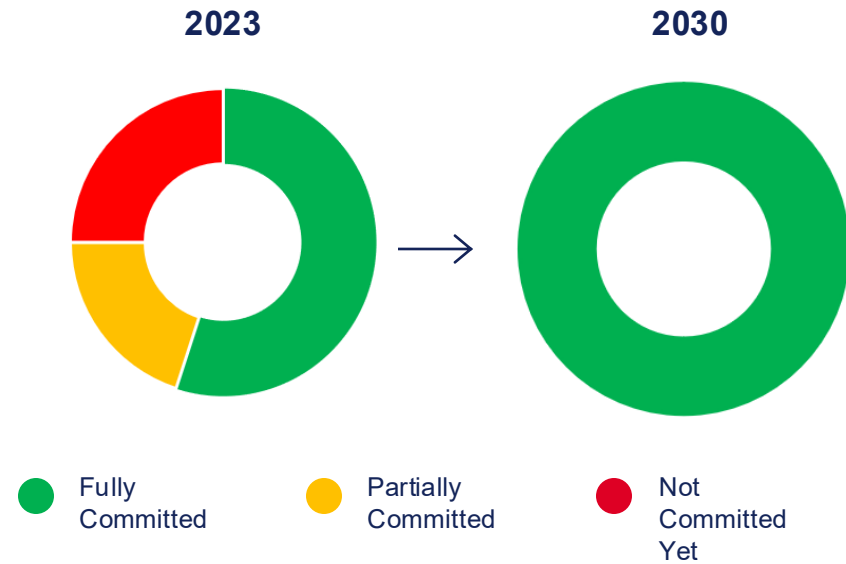


A compliant  
supply base



# ACTING WITH OUR SUPPLIERS (2/2)

## Suppliers' sustainability commitment is moving forward



**Our ambition is to achieve 100% commitment with the target suppliers.**

## Together with suppliers towards 2030

- All our purchasing team trained on CSR and able to deploy all our Roadmap
- +/- 500 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



# SUPPORTING OUR AMBITION WITH STRONG AND FAIR GOVERNANCE



## Recognized certifications

- ECOVADIS Platinum
- CDP Climate A- & Water A- (TotalEnergies)



## Safe materials

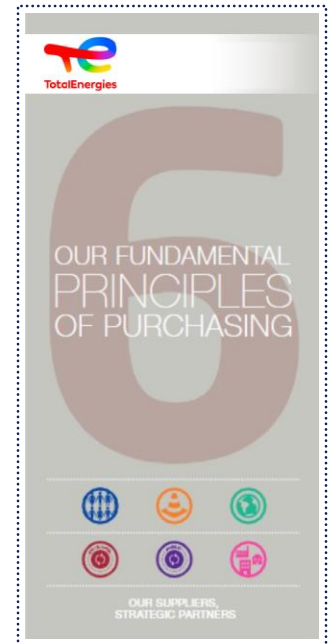
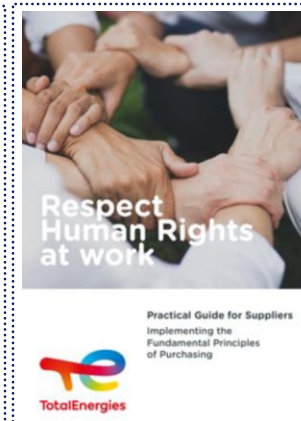
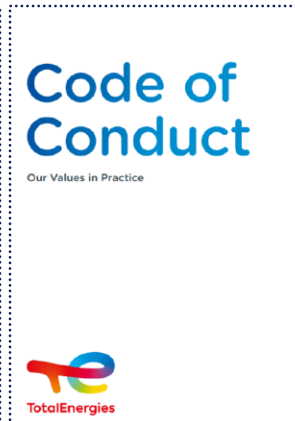
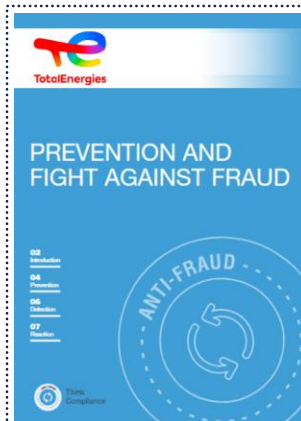
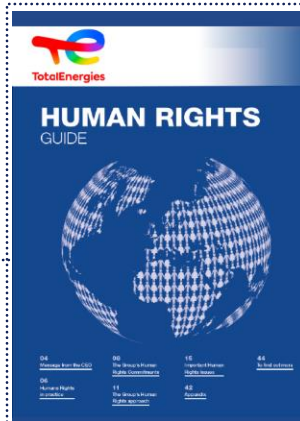
- Certification C2C Material Health for buildings seals (VEGA 7011)

## Business Ethics

- Our references documents



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





# 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

Safety at Work

## The 12 Golden Rules



## The Golden Rules

- A memento to check every day my commitment to safety

**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 Safety culture

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



Play  
• Safe



## World Day For Safety

- A dedicated moment to reinforce the safety culture

# 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, 80% of our entities will offer a medical check-up every 2 years,
- 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



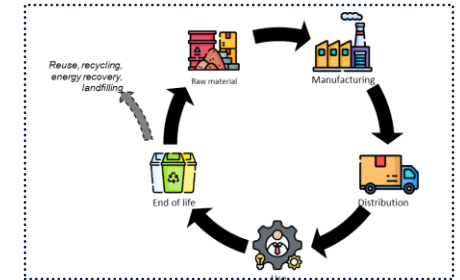
## Raise employees' awareness to climate change and other sustainability challenges

- 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 ISO50001 & Energy efficiency

- Digital tool to share our best practices
- ISO 50001 trainings
- “Energy Efficiency in Industry” training 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)

- More than 300 actions recorded every year





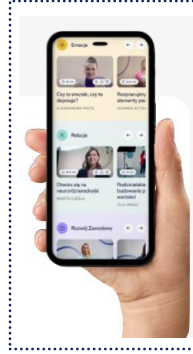
# PROMOTING LOCAL INITIATIVES



## 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.**

## Montargis, Amiens (FR) & Armiñon (SP)

### 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.



## China

### Contributing to the education of young people

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



## 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 achieve carbon neutrality, a more circular economy, a fair and inclusive governance and a biodiversity.

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

TOGETHER, we can meet that challenge.







Hutchinson employees fully support this sustainability roadmap

