



ADVANCING MOBILITY SINCE 1924

2025 Corporate Carbon Footprint

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A message from our CEO



What Environmental, Social and Governance means to UTAC

"As trusted experts, Advancing Mobility towards a safer & cleaner future, we remain focused on improving our environmental and societal impact.

Taking stock of our achievements so far, we are proud of the consistent progress that we have been making in our climate journey; annually calculating our UTAC Group Corporate Carbon Footprint for Scopes 1, 2 and 3; monitoring against the near-term science-based absolute reduction targets validated by the SBTi; integrating climate solutions to our service offerings on climate mitigation and climate adaptation ; disclosure on Climate to CDP.

As we continue our sustainability journey, some of our actions will be target driven and some will be ambitions. This allows us the flexibility to really understand what our business and stakeholders need, and where we can have the most impact over the coming years as the mobility sector, and world, changes around us."

Connor McCormack
Group CEO

Introduction

Introduction – Part 1

UTAC has been measuring and reporting its greenhouse gas emissions for several years as part of its commitment to understanding and managing its environmental performance.

The Group's first consolidated corporate carbon footprint was developed for the 2022 reporting year with the support of an external specialist consultancy. This initial exercise established a baseline understanding of UTAC's emissions profile and highlighted both the opportunities and challenges associated with collecting carbon data across an international organisation.

Since then, the Group has continued to refine its approach to carbon accounting and environmental reporting. A significant milestone was achieved at the end of 2024 when UTAC's near-term science-based emissions reduction targets were validated by the Science Based Targets initiative (SBTi), providing an externally recognised framework to guide the Group's climate ambitions and emissions reduction efforts.

From the 2024 reporting cycle onwards, UTAC has used Greenly to support the collection, calculation and review of greenhouse gas emissions data. This transition reflected a desire to increase flexibility in analysing emissions data and respond to evolving stakeholder expectations for greater transparency and insight.



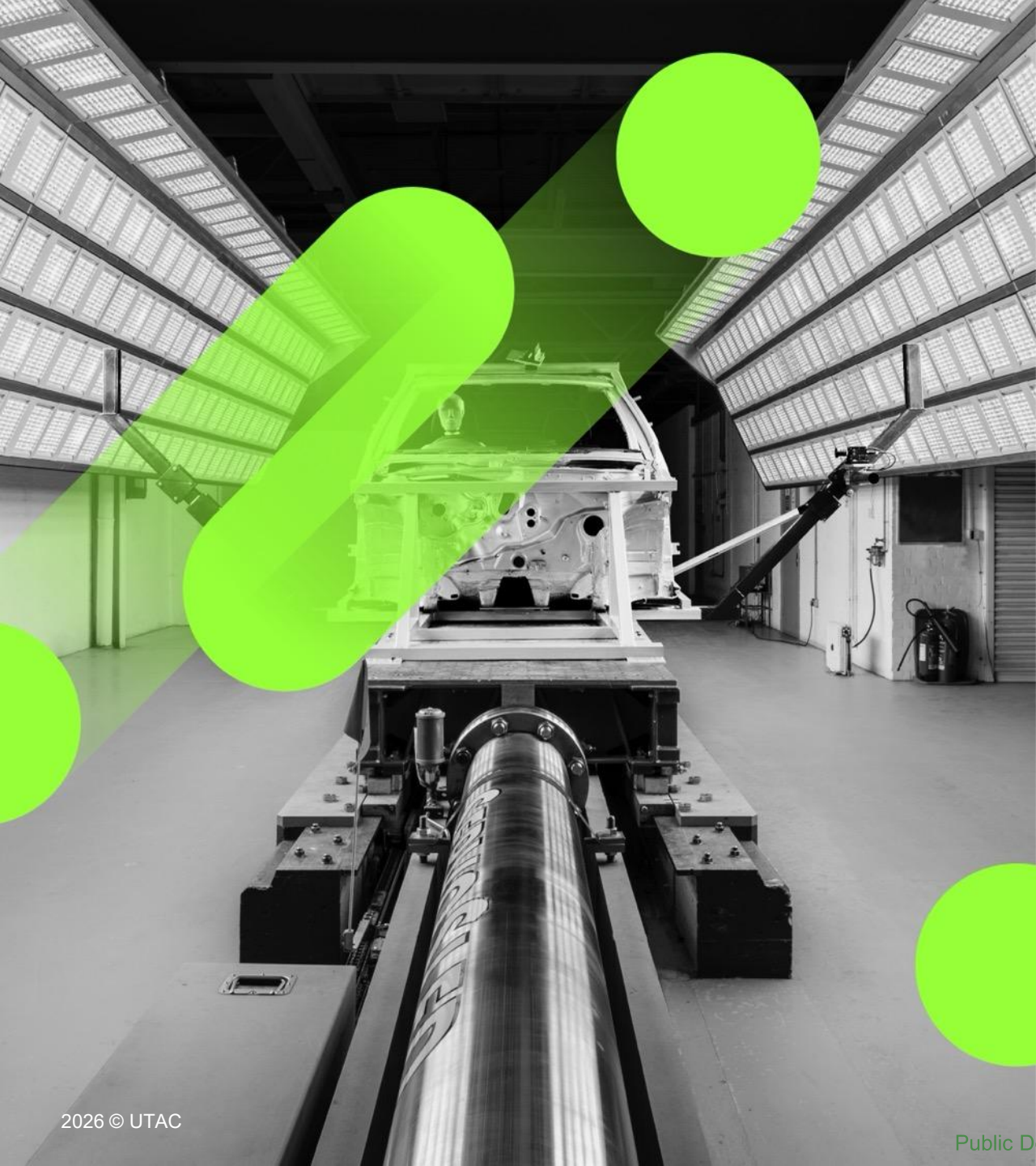


The **2025 reporting cycle** represents another step in this ongoing journey. Significant effort has been invested in **improving data collection, validating results** and **engaging stakeholders across the Group**. Participation increased across several countries and reporting modules, supported by contributions from **operational teams, finance teams, facilities specialists, managers and colleagues**, including those who completed **commuting surveys**.

UTAC recognises that environmental reporting remains an evolving capability. Further improvements in data quality, systems, processes and organisational engagement will be necessary as the Group continues to strengthen its understanding of environmental performance and opportunities for improvement.

Since the Group's first consolidated carbon footprint in 2022, UTAC has continued to strengthen its approach to environmental reporting and emissions management. Over this period, reported emissions have evolved from **54.1 ktCO₂e in 2022 to 44.3 ktCO₂e in 2024 and 31.9 ktCO₂e in 2025**. Year-on-year changes reflect a combination of business activity, operational developments, improvements in data quality and methodological evolution. They reflect the collective efforts of colleagues across the organisation to better understand, measure and manage environmental impacts.

Our ESG journey is connecting environmental data with the reality of our business, **so that colleagues can see their work, decisions and expertise reflected in the story behind the numbers**.



The Scope

Entity

UTAC Group (China, Finland, France, Germany, Italy, Japan, Korea, Morocco, Romania, UK, USA)

Period

From January 2025 to December 2025

Primary Data

Accounting data

Buildings data

Activity data from the following modules: Business Travel & Vehicle Fuel Consumption, Azure Cloud, Fuels for stationary combustion, Freight, IT Inventory, Machines Inventory, Products, Raw Materials & Packaging Inventory, Refrigerant Gases, SaaS & Softwares, Vehicle Fleet, Waste, Use of Sold Products | Fuels, Fuels Purchases for Customers.

Methodology

Official and approved GHG Protocol Methodology; GWP 100
Market based

Emission Scopes and Solving the Climate Equation

Scope 1

Direct emissions | GHG emissions generated directly by the organisation and its activities.

Examples: combustion of fossil fuels, refrigerant leaks

Scope 2

Indirect emissions related to energy consumption | Emissions related to the organisation's consumption of electricity, heat or steam.

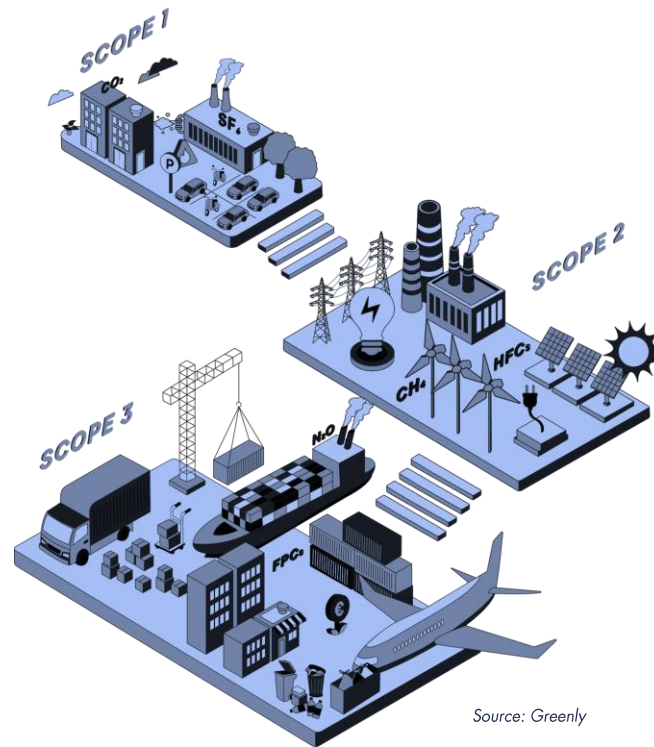
Examples: electricity consumption

Scope 3

Other indirect emissions | Emissions related to the organisation's upstream and downstream operations and activities.

Examples: transportation, purchased goods and services, use of sold products - fuel

Emission Scopes



Measuring emissions is the first step to Solving the Climate Equation

Measure
UTAC commits to measure its corporate carbon footprint annually.



Reduce
UTAC has in place a carbon reduction plan to guide all our colleagues to make progress towards our targets.

Report
UTAC regularly reports and communicates to internal and external stakeholders on our transition.

Understanding Emission computation

Data Accuracy

Expense Based Total Expense 80 € $\times$ 1.75 kgCO₂e/€ = 140 kgCO₂e

 Total Distance 600 miles $\times$ 0.2 kgCO₂e/mile = 120 kgCO₂e

Activity Based Total Fuel 40 gallons $\times$ 2.8 kgCO₂e/gallon = 112 kgCO₂e

There are several approaches to collecting data on our carbon footprint:

1. **Activity-based:** Data is collected based on the **quantity** of goods and services purchased.
2. **Spend-based:** Data is collected based on the **economic value** of goods and services purchased.
3. **Hybrid:** This approach combines the activity-based and spend-based methodologies when there is missing data.

To calculate emissions, multiply the quantity or economic value by the relevant emission factor. Below are some examples, moving from least to most accurate.

Emission Factor Sources



Executive Summary



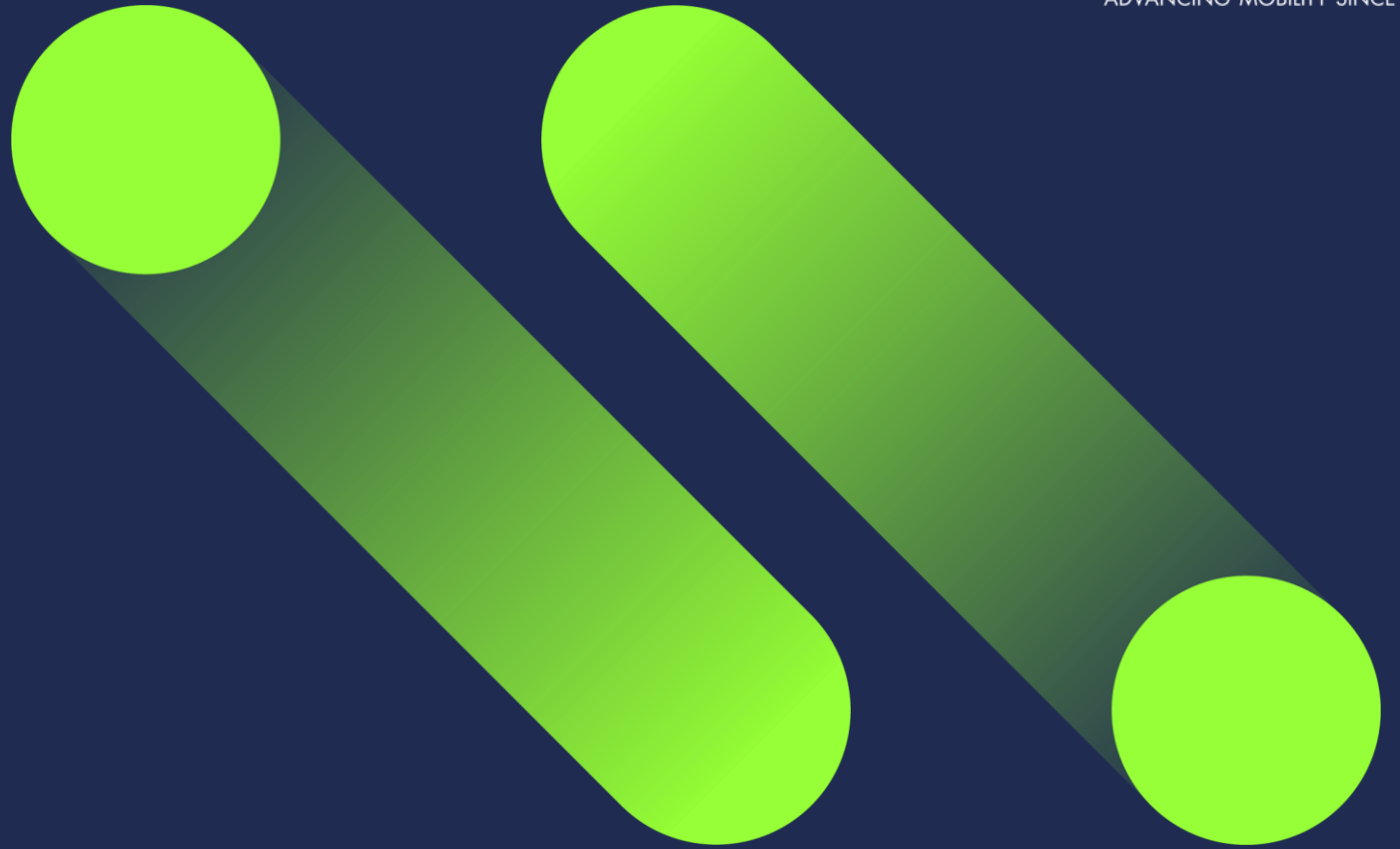
- This report presents UTAC Group's 2025 greenhouse gas emissions inventory using a market-based approach for Scope 2 emissions and covering Scope 1, Scope 2 and relevant Scope 3 categories in accordance with the Greenhouse Gas Protocol.
- The 2025 reporting cycle represents another important milestone in UTAC's climate journey. Reported greenhouse gas emissions totalled **31.9 ktCO₂e in 2025**, compared with 44.3 ktCO₂e in 2024 and 54.1 ktCO₂e in the Group's 2022 baseline year, reflecting the progress made in the Group's understanding and management of greenhouse gas emissions since its first consolidated carbon footprint.
- The reported reduction should not be interpreted as a direct measure of decarbonisation progress alone. Changes in emissions reflect a combination of operational activity, investment cycles, business conditions, data quality improvements and reporting methodology. To support interpretation, **emissions changes are analysed throughout this report through four complementary lenses: operational changes, investment-cycle effects, business activity changes and methodology/reporting changes.**
 - As carbon-related objectives become increasingly embedded within business performance, improving understanding of emissions drivers will be essential to help integrate sustainability considerations into operational decision-making, business planning and long-term value creation across the Group.
- **Beyond measuring emissions, the reporting cycle strengthened UTAC's understanding of how operational decisions, procurement activity, capital investments and business evolution influence the Group's emissions profile.** This additional insight is helping to translate carbon data into a more meaningful understanding of operational performance and future reduction opportunities.
- Purchased goods and services remain a significant contributor to the Group's emissions profile. Improved visibility of supplier-related emissions is helping inform the development of UTAC's sustainable procurement approach and future supplier engagement activities.
- **The Group remains aligned with its current science-based target trajectory.** However, the greatest value of the 2025 reporting cycle extends beyond target tracking, providing deeper visibility of emissions drivers and helping build a stronger foundation for informed decision-making, accountability and future improvement opportunities across the Group.

Interpreting emissions changes through four complementary lenses

Emissions changes can be interpreted through multiple complementary lenses rather than attributed to a single factor.

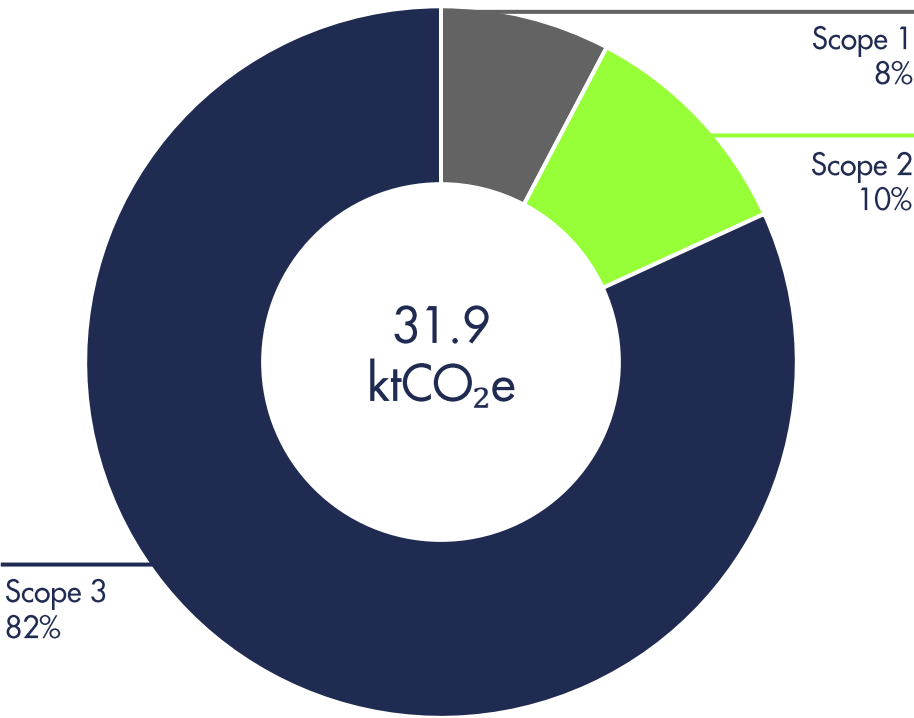


Our Group Emissions

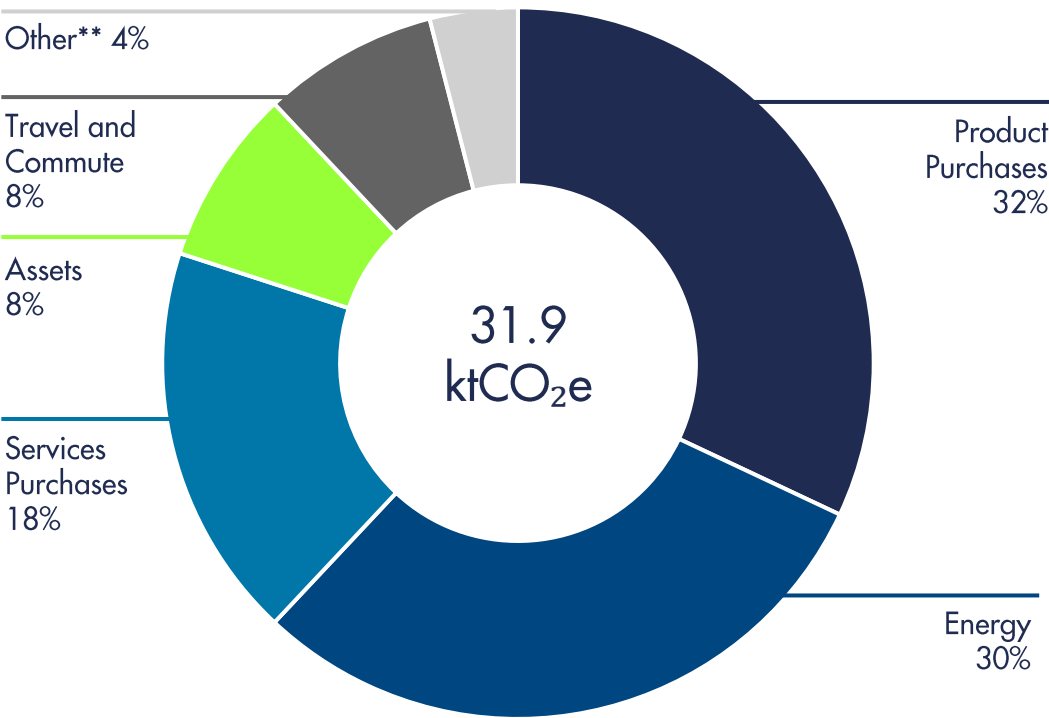


UTAC Group: 2025 Emissions Profile

2025 total emissions of UTAC Group
per scope (%):



2025 total emissions of UTAC Group
by emissions source (%):



* Emission Factor Sources: ADEME MEF Base Empreinte, AIB, Base Carbone Ademe, Base Empreinte ADEME, Company Report, Cornell Hotel Sustainability Benchmarking Index, Ecoinvent, eGreen, eGRID, EPA GHG Emission Factor Hub, EXIOBASE, Greenly Experts, Greenly IT, Greenly MEF, Heat Network French Government, IEA, IEA Building Module, MITECO, Other, Public Authority, Research Paper, UK GHG Conversion Factor

** Freight, Digital, Waste, Food and drinks, Activities and events, Investments

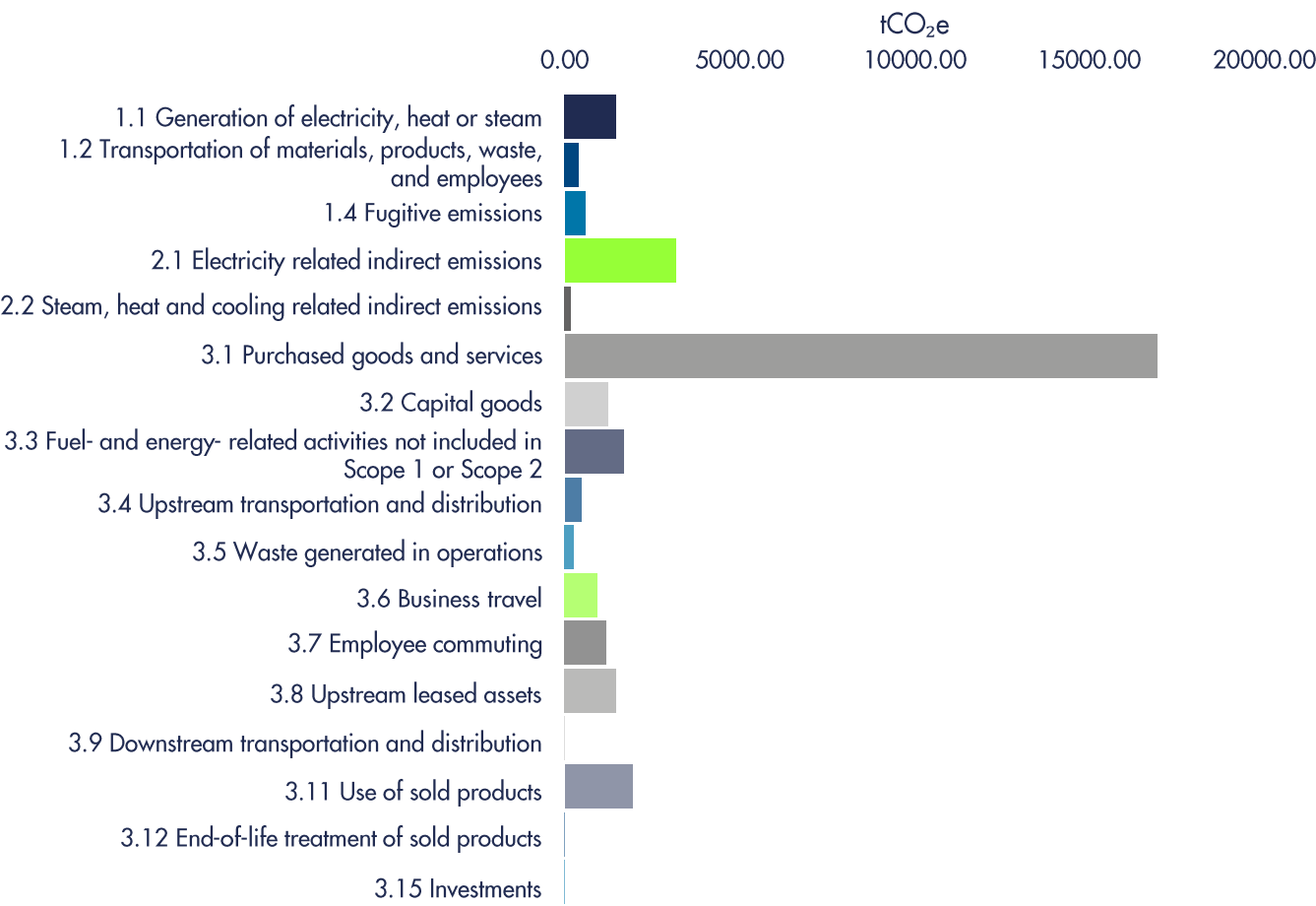
*** Data shown is on a market-based approach

**** Market-based data (Scope figures): Scope 1 = 2.5 ktCO₂e, Scope 2 = 3.3 ktCO₂e, Scope 3 = 26.1 ktCO₂e

***** Location-based data: Total emissions = 37.7 ktCO₂e, Scope 1 = 2.5 ktCO₂e (7%), Scope 2 = 7.4 ktCO₂e (20%), Scope 3 = 27.8 ktCO₂e (74%). For the breakdown by country please contact esg@utac.com

UTAC Group: 2025 Emission Breakdown

2025 total emissions of UTAC Group per GHG Protocol Category (tCO₂e):

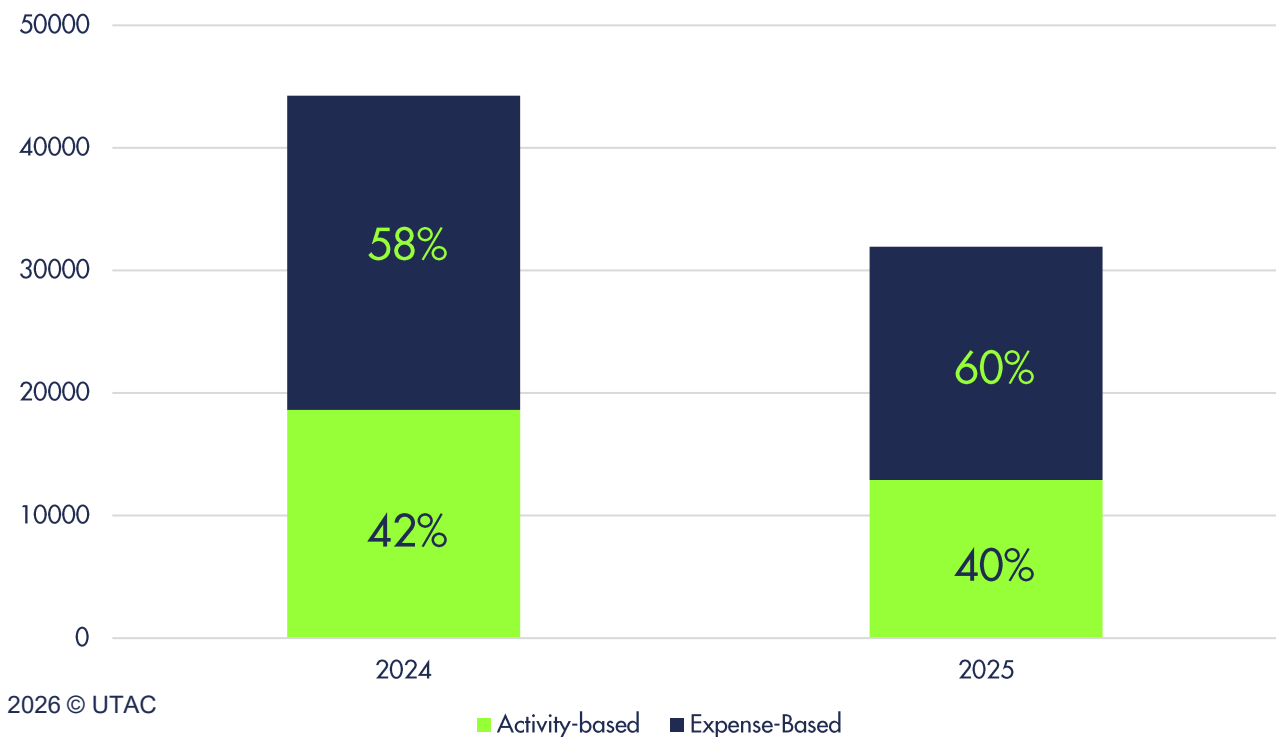


GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	4.62	1475.67	2,673.78
1.2 Transportation of materials, products, waste, and employees	1.25	398.08	1,435.23
1.4 Fugitive emissions	1.84	588.57	1,012.28
2.1 Electricity related indirect emissions	9.92	3166.73	3,044.59
2.2 Steam, heat and cooling related indirect emissions	0.53	169.98	N/A
3.1 Purchased goods and services	53.05	16937.53	22,273.71
3.2 Capital goods	3.86	1231.09	6,439.01
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	5.28	1686.16	1,432.34
3.4 Upstream transportation and distribution	1.46	467.33	1,097.78
3.5 Waste generated in operations	0.83	264.27	840.82
3.6 Business travel	2.94	938.25	2,318.17
3.7 Employee commuting	3.71	1184.81	1,269.63
3.8 Upstream leased assets	4.61	1470.79	421.54
3.9 Downstream transportation and distribution	0.02	5.37	N/A
3.11 Use of sold products	6.07	1938.83	N/A
3.12 End-of-life treatment of sold products	0.01	2.30	N/A
3.15 Investments	0.01	4.33	N/A

UTAC Group: 2025 Reporting Coverage & Data Maturity

Reporting coverage expanded significantly during 2025 through the inclusion of additional countries and broader module coverage across the Group. While activity-based data coverage remained broadly stable, the reporting boundary became substantially larger and more detailed, **increasing from 71 to 117 (+65%) covered modules**. This enhanced visibility is helping UTAC better understand the operational activities, investments and procurement decisions influencing emissions across the Group.

UTAC Group : Activity-Based Data vs Expense-Based Data Coverage -2024 & 2025



Key Reporting Metrics	2024	2025
Countries covered	10	11
Modules covered	71	117
Activity-based data	42%	40%

Reporting Coverage by Country and Module (2024–2025)

		Modules																	
		Waste	Travel (*)	SaaS & Software	Refrigerant Gases	Products, Raw Materials & Packaging	Machine Inventory	IT Inventory	Fuels for stationary combustion	Freight	Building	Vehicle Fleet	Azure Cloud	Employee Survey	Company Information	Fuels purchases for customers (*)	Use of Solid Products / Fuels (*)	Supplier (*)	Expenses
Country	United Kingdom															NA	NA	NA	
	France															NA	NA	NA	
	United States															NA	NA	NA	
	Finland															NA	NA	NA	
	Morocco															NA	NA	NA	
	China															NA	NA	NA	
	Japan															NA	NA	NA	
Italy															NA	NA	NA		
Romania															NA	NA	NA		
Germany															NA	NA	NA		
Korea (***)	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	

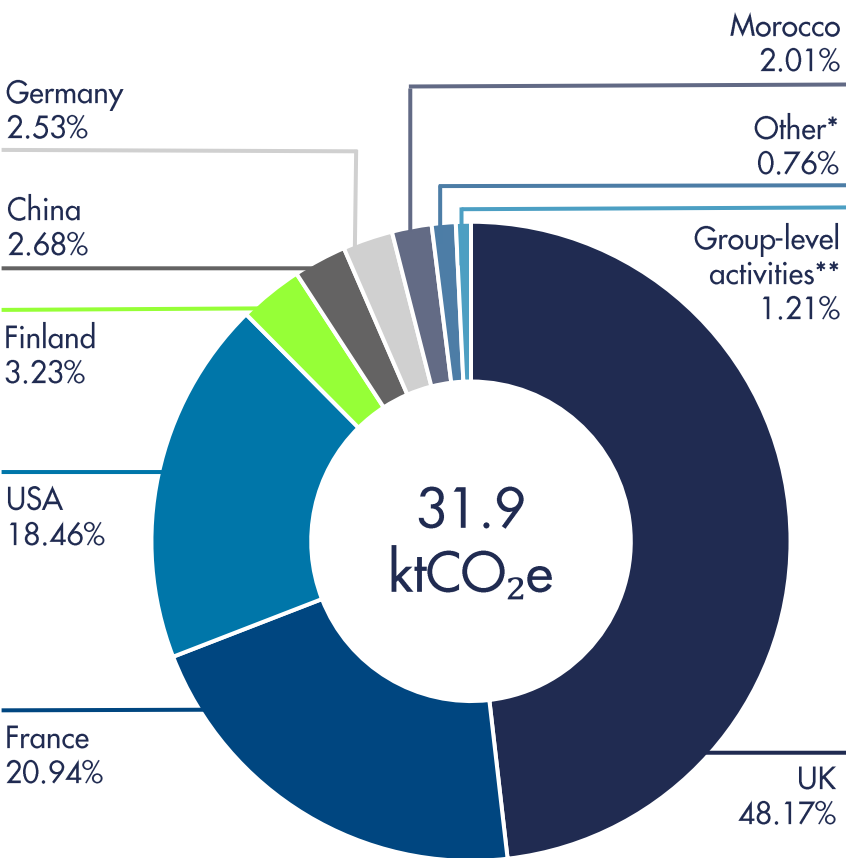
(*) Fuel-related reporting categories were refined in 2025 following methodology updates. Fuel for testing and events was reported separately from customer fuel purchases and sold fuel products.

(**) Supplier information was used to support emissions calculations, including the application of supplier-specific emission factors where available.

(***) Korea operations commenced in 2025; therefore, no 2024 comparison is available.

UTAC Group: 2025 Country Contribution to Emissions

2025 total emissions of UTAC Group per country (%):

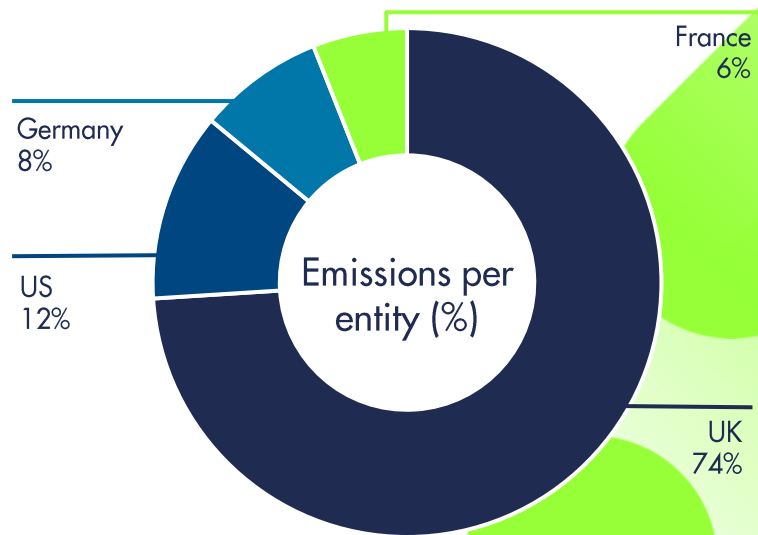
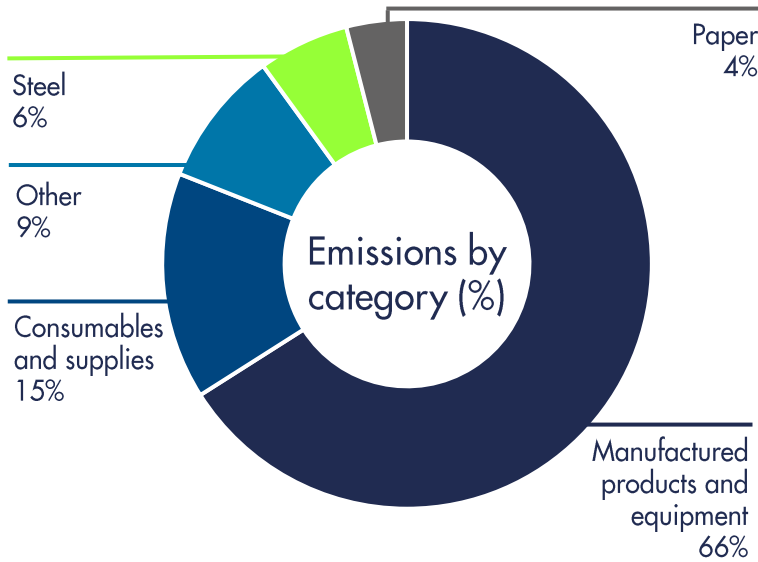
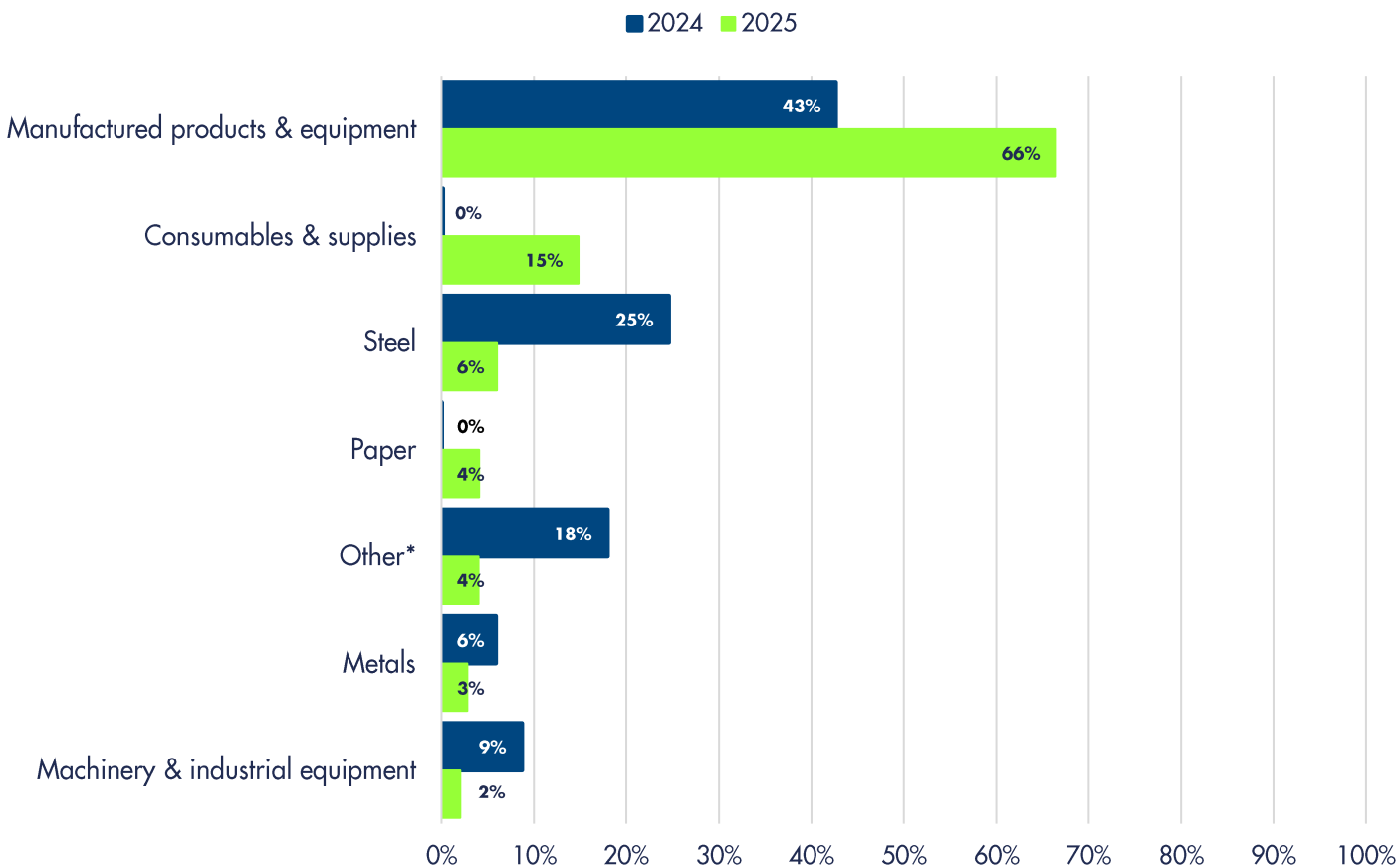


Country	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
UK	48.17	15,381.79	17,494.39
France	20.94	6,687.02	10,079.65
USA	18.46	5,894.60	10,594.77
Finland	3.23	1,031.02	1,620.46
China	2.68	856.93	2,229.02
Germany	2.53	807.81	1,988.37
Morocco	2.01	642.47	166.12
Group-level activities**	1.21	386.47	N/A
Italy	0.39	124.16	54.29
Japan	0.36	113.64	28.52
Korea	0.01	2.80	N/A
Romania	<0.01	1.38	3.29

* Other includes Italy, Japan, Korea and Romania
** Group-level activities emissions are 386.47 tCO₂e, representing 1.21% of the 2025 Group total
*** Data shown is on a market-based approach **** Location-based figures: Total emissions = 37.7 ktCO₂e, UK = 19.9 ktCO₂e, France = 7.3 ktCO₂e, USA = 5.8 ktCO₂e, Finland = 1.2 ktCO₂e, China = 856.9 tCO₂e, Germany = 807.8 tCO₂e, Morocco = 1.9k tCO₂e, Italy = 121.4 tCO₂e, Japan = 113.6 tCO₂e, Korea = 2.8 tCO₂e, Romania = 1.7 tCO₂e

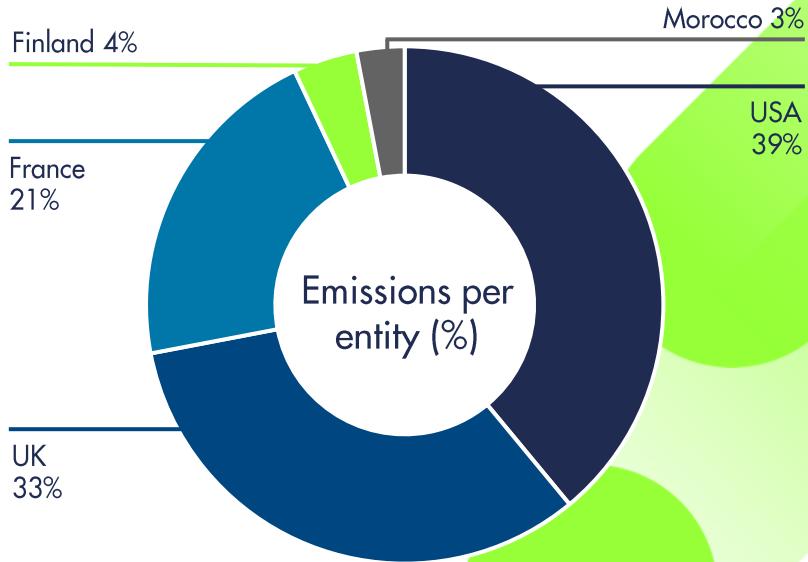
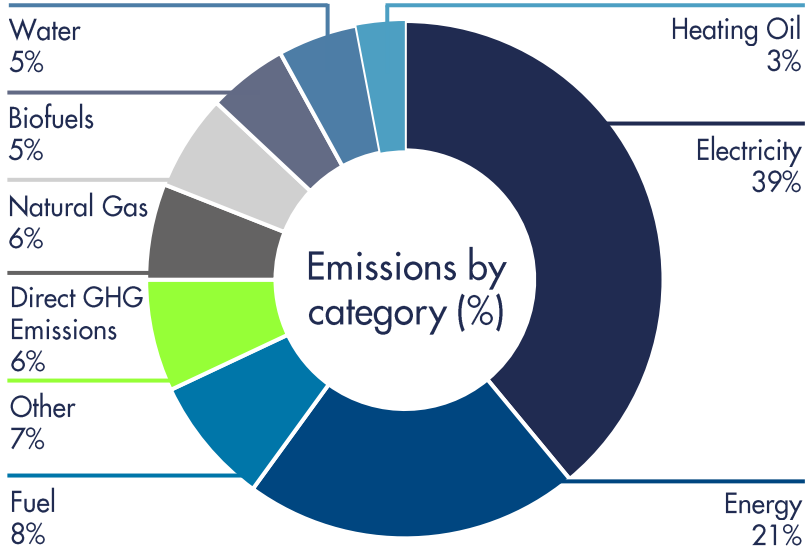
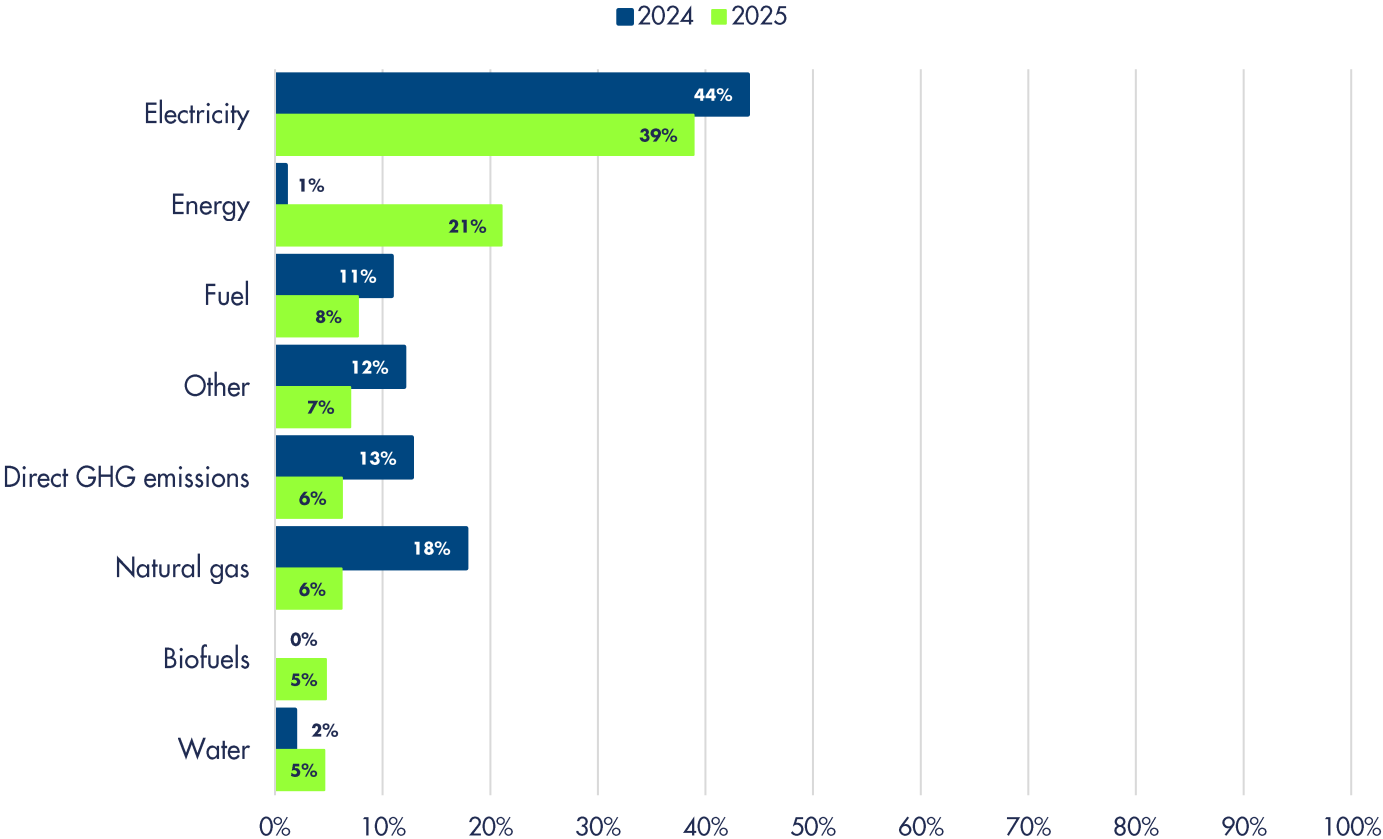
Product Purchases – 2025 vs 2024

Product Purchases: Proportion of Activity-based Emissions by sub-category - 2024 & 2025



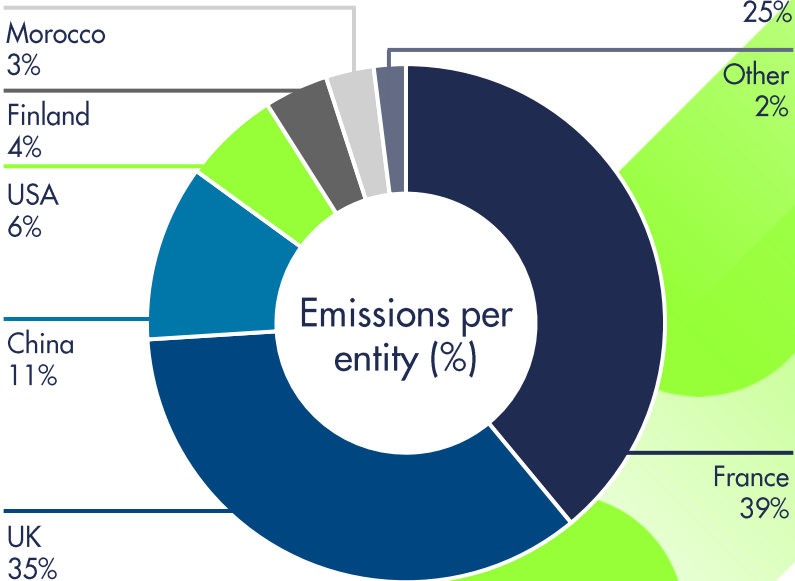
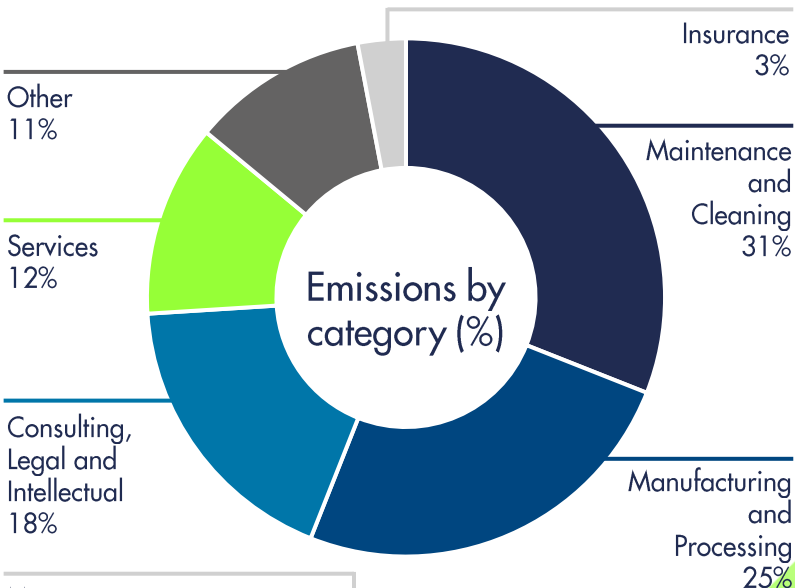
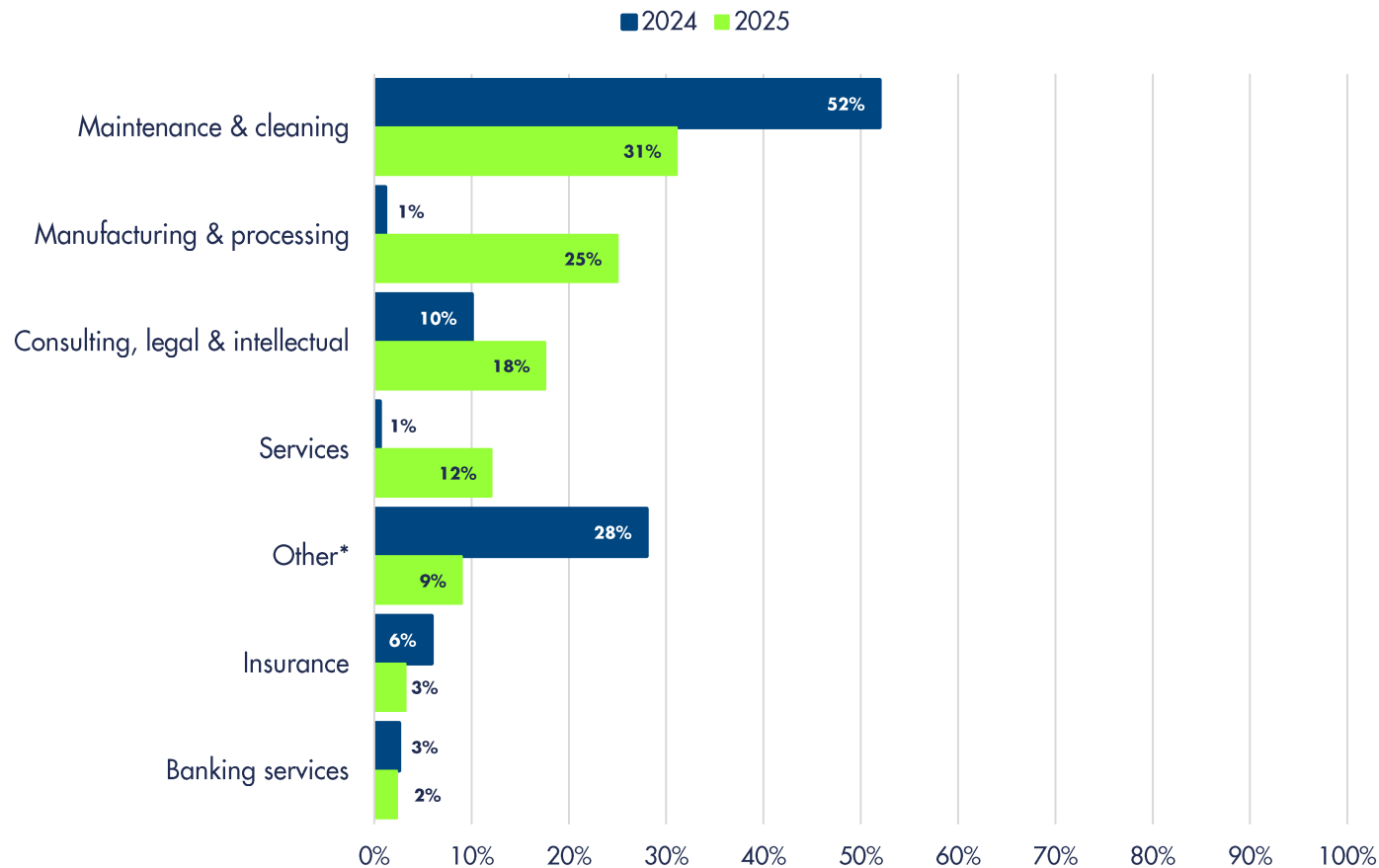
Energy – 2025 vs 2024

Energy: Proportion of Activity-based Emissions
by sub-category - 2024 & 2025



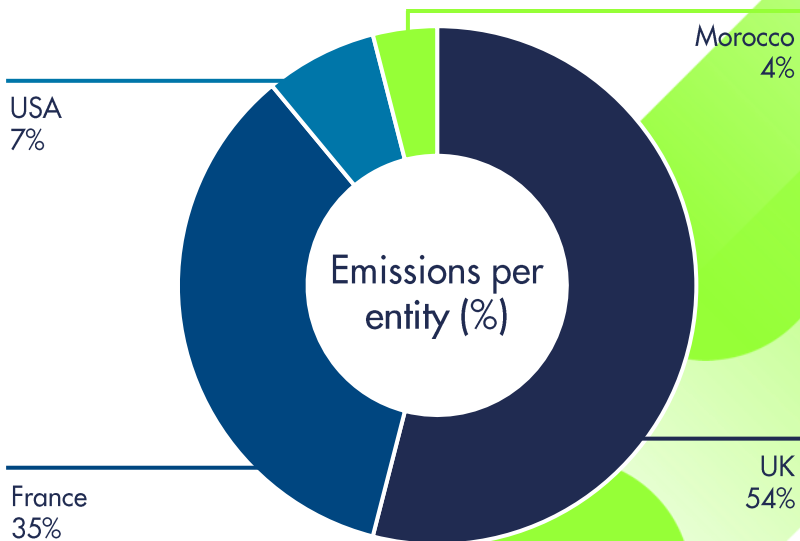
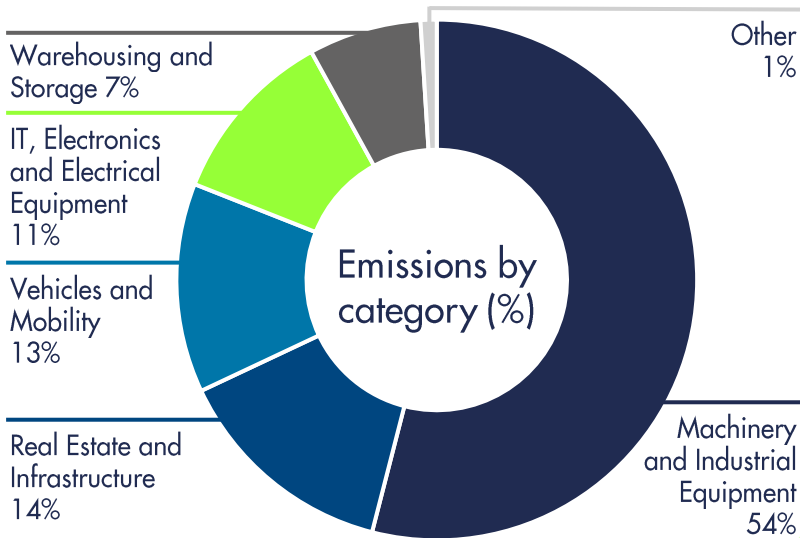
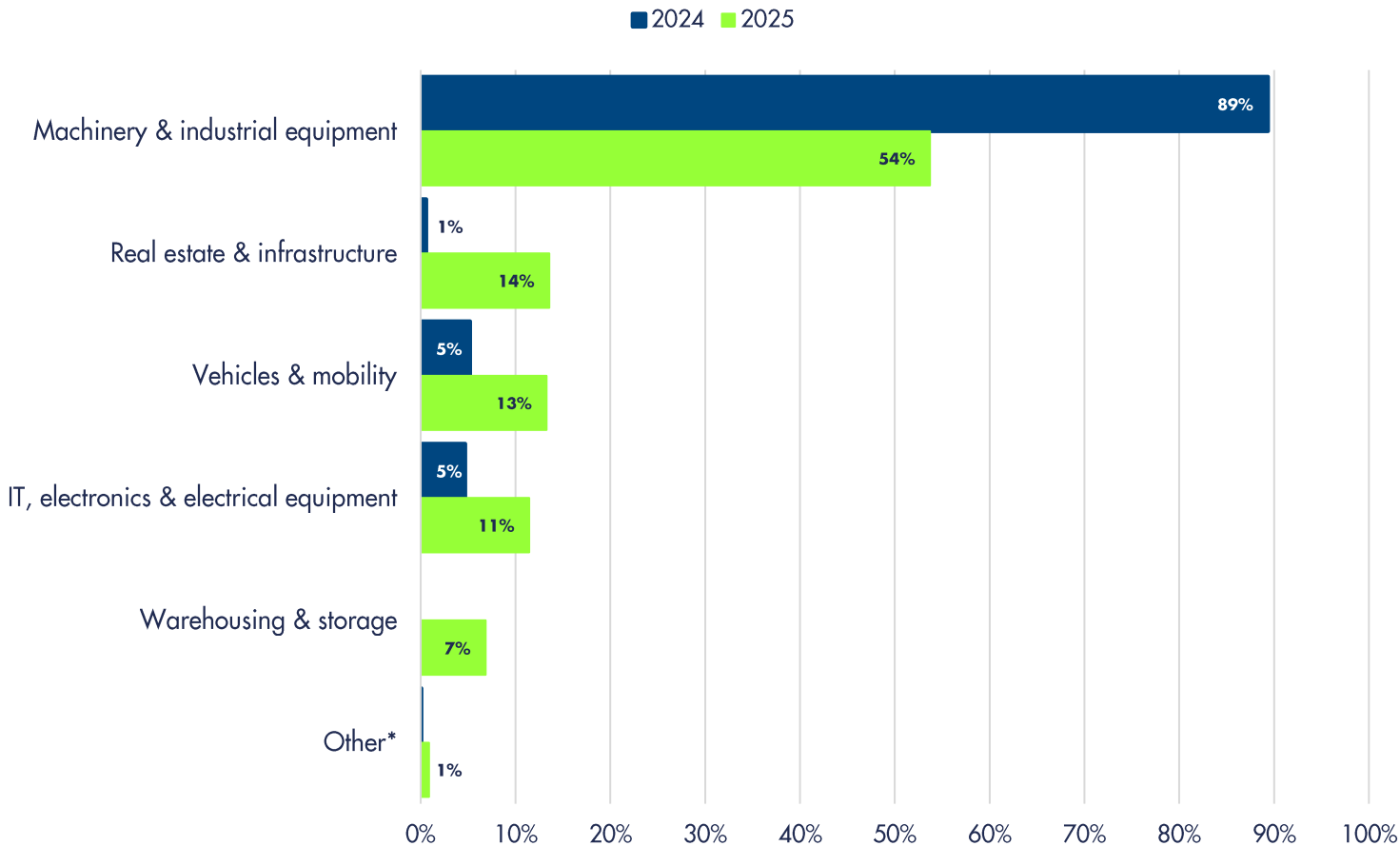
Services Purchases – 2025 vs 2024

Services Purchases: Proportion of Activity-based Emissions by sub-category - 2024 & 2025



Assets – 2025 vs 2024

Assets: Proportion of Activity-based Emissions by sub-category - 2024 & 2025



2025 Drivers of change by country



UTAC Group: 31.9 ktCO₂e (-28%). Lower Assets (-60%), Product Purchases (-27%) and Services Purchases (-27%) drove most of the reduction. The results suggest a combination of investment-cycle effects, changing business activity, operational improvements and improved reporting maturity, highlighting the importance of understanding the drivers behind the reduction rather than focusing on emissions alone.



UK: 15.4 ktCO₂e (-12%). Construction projects completed; Energy and Assets indicate continued operational investment.



France: 6.69 ktCO₂e (-34%). Growth investments partly offset by lower gas, travel and short-term rental activity.



USA: 5.89 ktCO₂e (-44%). Strong reduction mainly linked to lower Assets emissions, especially machinery and equipment investment.



Finland: 1.03 ktCO₂e (-36%). Lower activity after a strong 2024 reduced purchased goods and services.



China: 857 tCO₂e (-62%). Lower product purchasing drove the reduction; office relocation increased maintenance spend.



Germany: 808 tCO₂e (-59%). The reduction reflects the progressive closure of German operations, with the remaining footprint mainly associated with residual Scope 3 purchasing-related activity.



Morocco: 642 tCO₂e (+287%). Significant increase driven by higher purchasing, services, assets and travel-related activity in line with business growth.



Italy: 124 tCO₂e (+129%). Increase primarily linked to higher purchased goods and services, travel activity and capital goods, although emissions remain a relatively small proportion of the Group footprint.

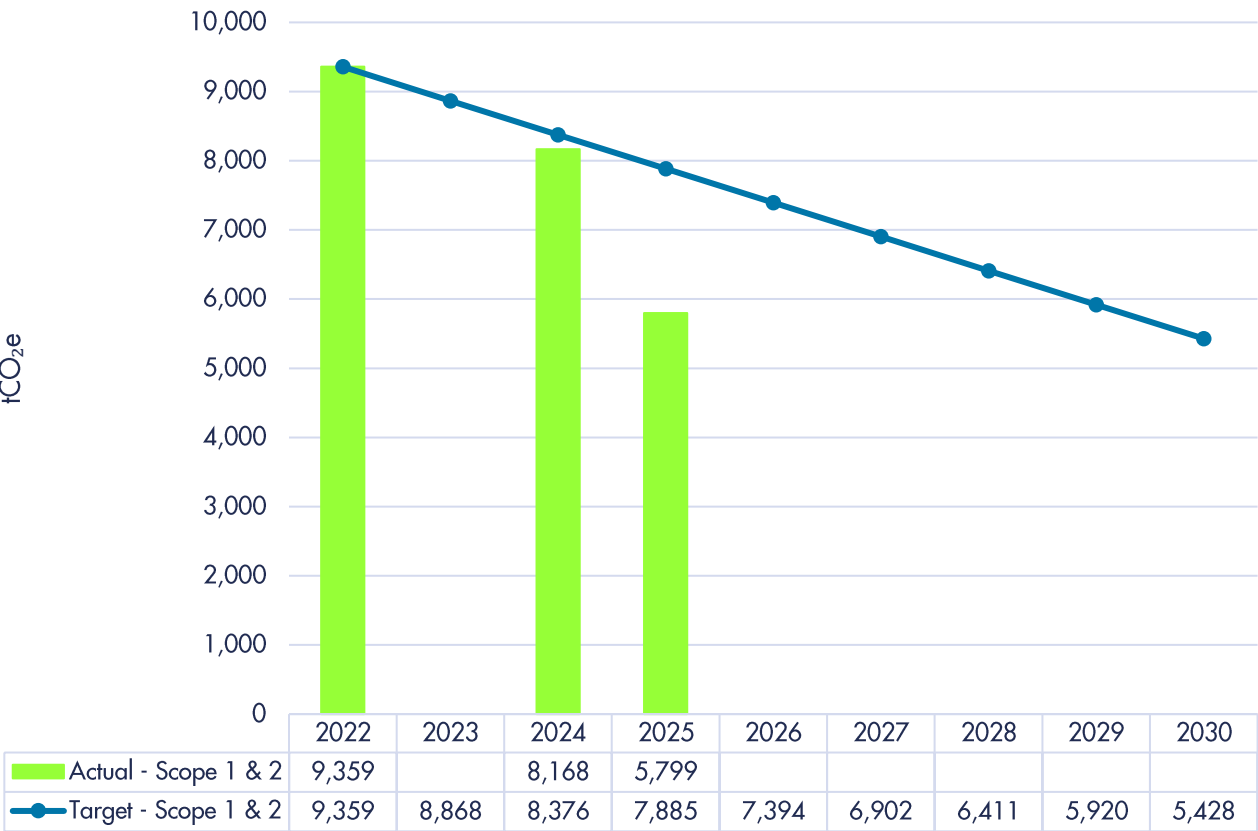
Progress against Scope 1 & 2 SBTi target trajectory

Reported Scope 1 and 2 emissions remain below the level required by UTAC’s approved near-term SBTi trajectory. This is an encouraging position and reflects a combination of operational improvements, energy management initiatives and changes in site-level emissions sources across the Group. Meaningful reductions have been achieved since the 2022 baseline year, including the transition to renewable electricity procurement in parts of the Group, operational energy improvements and selected infrastructure investments.

Year-on-year comparisons are influenced by a fuel reclassification completed during 2025. Certain fuel consumption associated with testing activities and events was reassigned to dedicated Scope 3 categories, improving the consistency of reporting but affecting comparability with previous years. As a result, part of the reduction observed in Scope 1 and 2 emissions reflects methodology and category allocation changes in addition to operational factors.

Many of the initial opportunities linked to renewable electricity procurement and energy efficiency have already been implemented. Future reductions are therefore likely to require increasing levels of operational change, infrastructure renewal and investment. Continued monitoring will be required to assess long-term performance against the SBTi pathway.

UTAC Group - Scope 1 & 2 (Combined)
Actual vs Absolute Reduction Target - 1.5°C
Year: Base 2022 - Target 2030



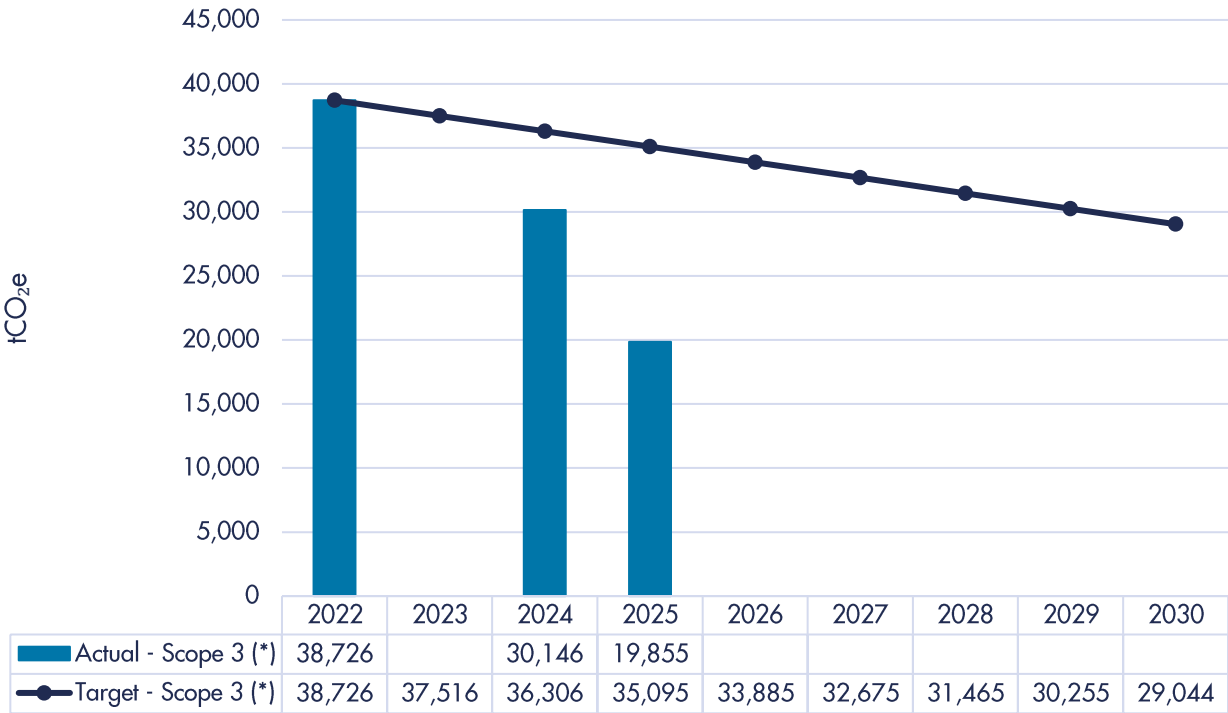
Progress against Scope 3 SBTi target trajectory

Reported Scope 3 emissions are currently below the level required by UTAC's approved near-term SBTi trajectory. This reflects a combination of business activity, purchasing decisions, investment patterns and continued improvements in reporting maturity across the Group.

Scope 3 emissions remain strongly influenced by investment cycles, particularly within Capital Goods categories. Variations can materially influence reported emissions independently of operational decarbonisation measures. Changes in methodology, data quality and emission factors can influence comparability over time.

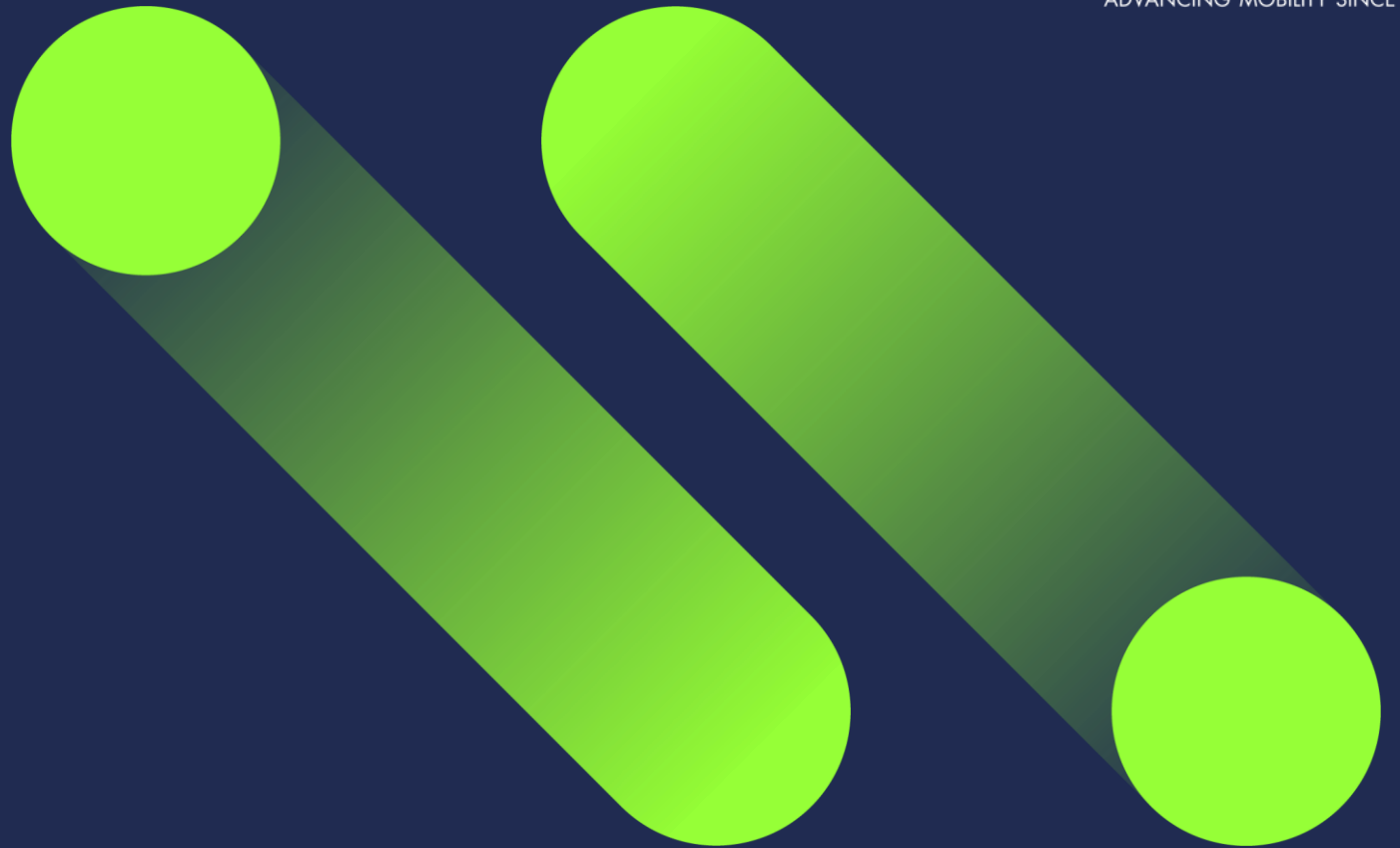
The trajectory is encouraging and highlights the importance of understanding the operational, procurement and investment drivers that influence emissions over time. Continued monitoring will be required to understand the drivers behind future emissions trends and progress against the SBTi pathway.

UTAC Group - Scope 3 (*)
Actual vs Absolute Reduction Target - Well-below 2°C
Year: Base 2022 - Target 2030



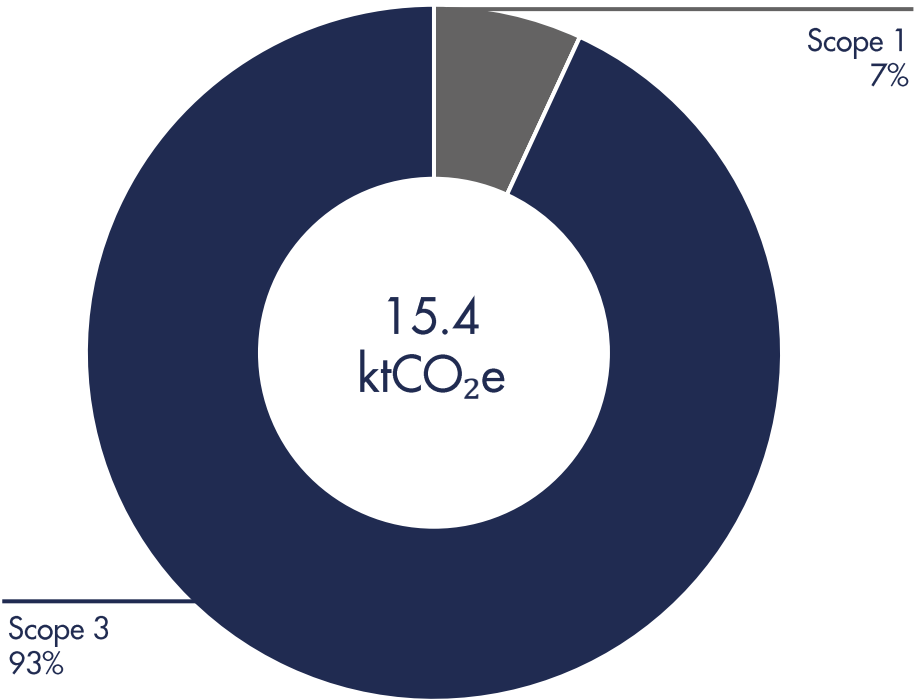
* UTAC Group's Scope 3 target only includes Purchased Goods and Services , Capital Goods, and Fuel- and Energy-Related Activities

Country Emissions

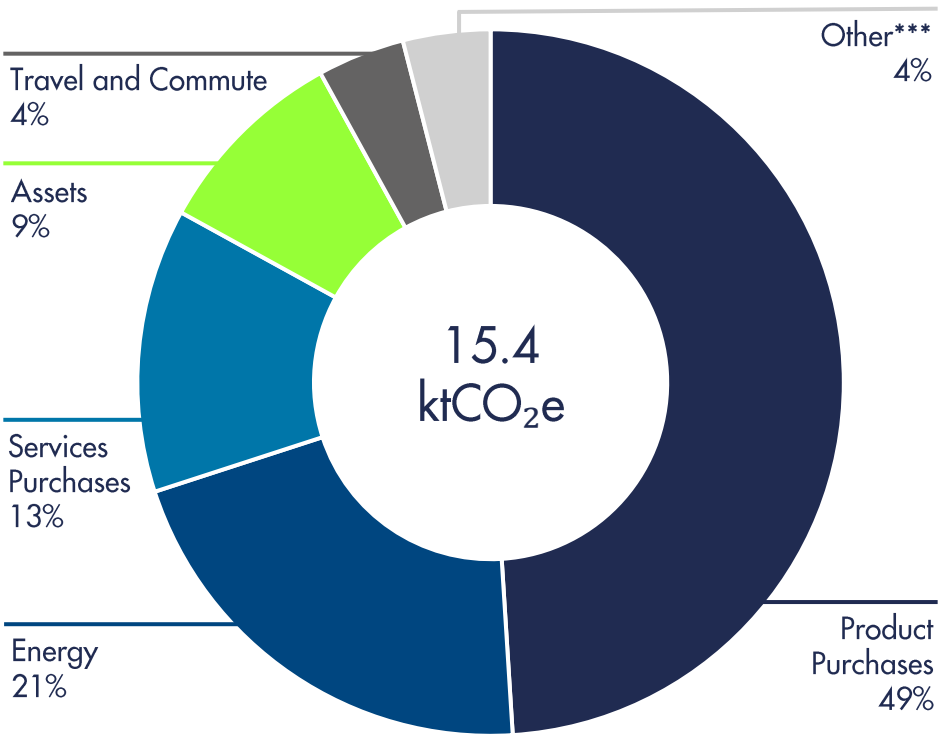


UTAC in the UK: 2025 Emissions Profile

2025 total emissions of UTAC in the UK
per scope (%):



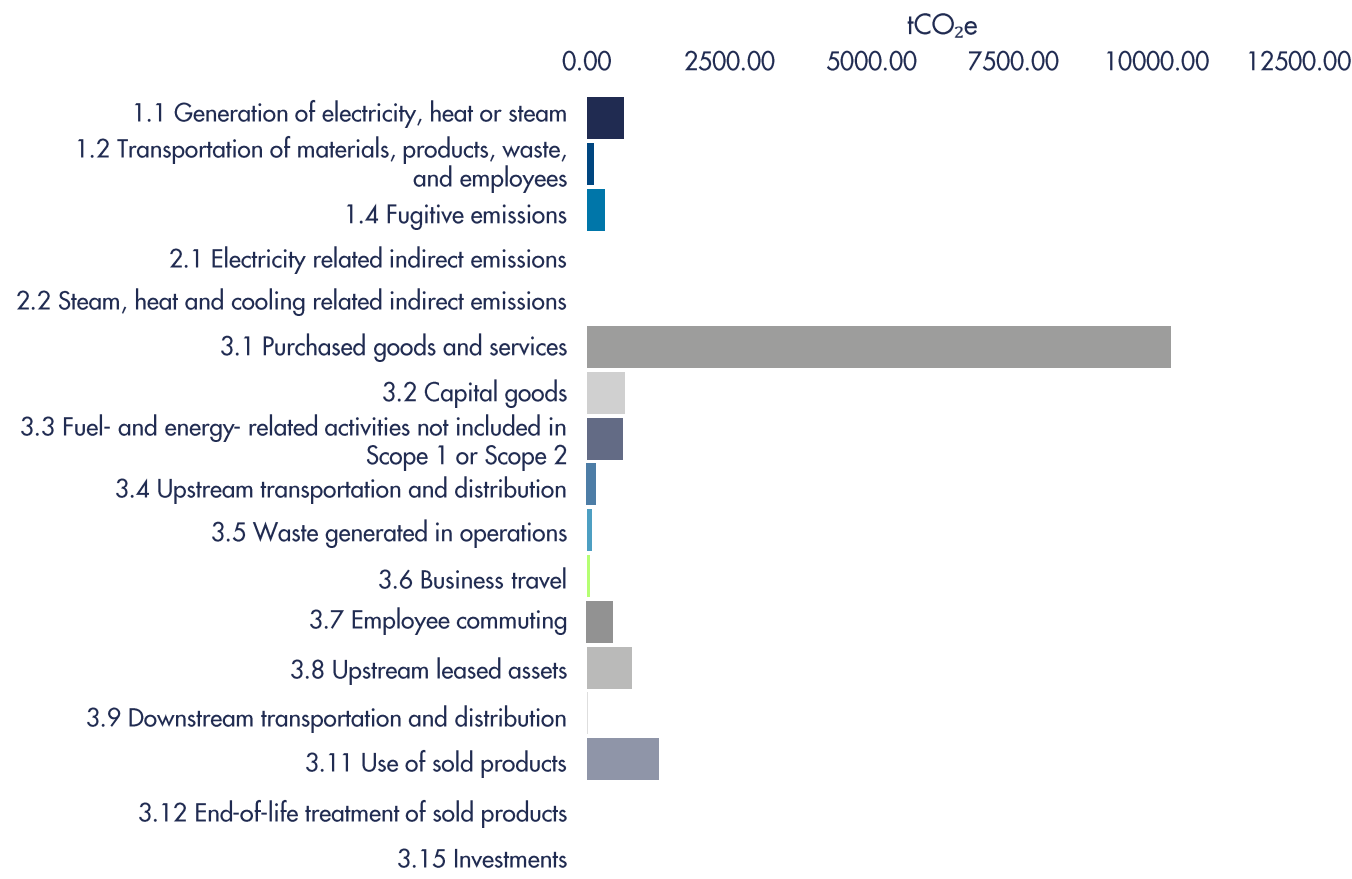
2025 total emissions of UTAC in the UK
by emissions source (%):



* Emission Factor Sources: ADEME MEF Base Empreinte, AIB, Base Carbone ADEME, Base Empreinte ADEME, Company Report, Cornell Hotel Sustainability Benchmarking Index, ecoinvent, EPA GHG Emission Factor Hub, EXIOBASE, Greenly Experts, Greenly IT, Greenly MEF, IEA, MITECO, Public Authority, Research Paper, UK GHG Conversion Factor
** Data shown is on a market-based approach
*** Freight, Digital, Waste, Activities and Events
**** Location-based data: Total emissions = 19.9 ktCO₂e, Scope 1 = 1.1 ktCO₂e (5%), Scope 2 = 3.2 ktCO₂e (16%), Scope 3 = 15.6 tCO₂e (78%)

UTAC in the UK: Emissions Breakdown

2025 total emissions of UTAC in the UK per GHG Protocol Category (tCO₂e):



GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	4.18	642.67	980.45
1.2 Transportation of materials, products, waste, and employees	0.73	112.90	843.94
1.4 Fugitive emissions	1.98	304.08	862.20
2.1 Electricity related indirect emissions	0.00	0.00	0.03
2.2 Steam, heat and cooling related indirect emissions	0.00	0.00	N/A
3.1 Purchased goods and services	66.63	10,249.31	11,250.70
3.2 Capital goods	4.28	657.99	953.07
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	4.09	628.60	436.46
3.4 Upstream transportation and distribution	1.04	159.90	633.68
3.5 Waste generated in operations	0.50	77.36	591.10
3.6 Business travel	0.32	49.35	236.91
3.7 Employee commuting	2.97	457.50	604.35
3.8 Upstream leased assets	5.06	777.55	101.51
3.9 Downstream transportation and distribution	0.00	0.48	N/A
3.11 Use of sold products	8.22	1264.09	N/A
3.12 End-of-life treatment of sold products	0.00	0.00	N/A
3.15 Investments	0.00	0.00	N/A

UTAC in the UK: 2025 Operational Context & Drivers of Change

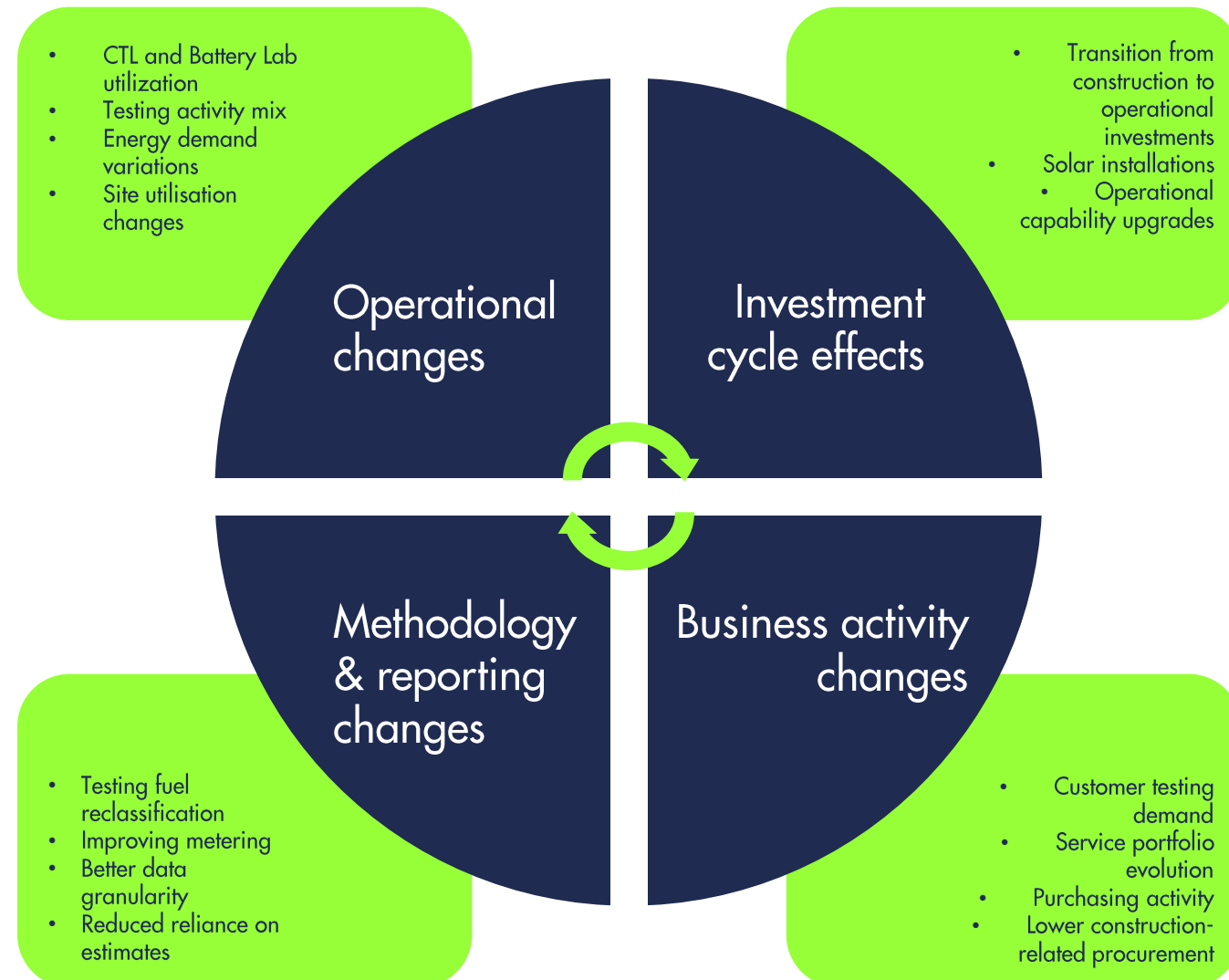
UK operational context

The UK represents a significant share of the Group footprint, accounting for around 15.4 ktCO₂e in 2025 versus 31.9 ktCO₂e at Group level. Its profile is structurally Scope 3-heavy, with 14.3 ktCO₂e reported under Scope 3 and emissions driven mainly by purchased goods and services, energy-intensive testing operations and investment cycles.

Although UK emissions decreased by 12% overall and revenue intensity improved from 237 to 191 tCO₂e/M€, the results suggest a shift in business activity rather than a simple decline.

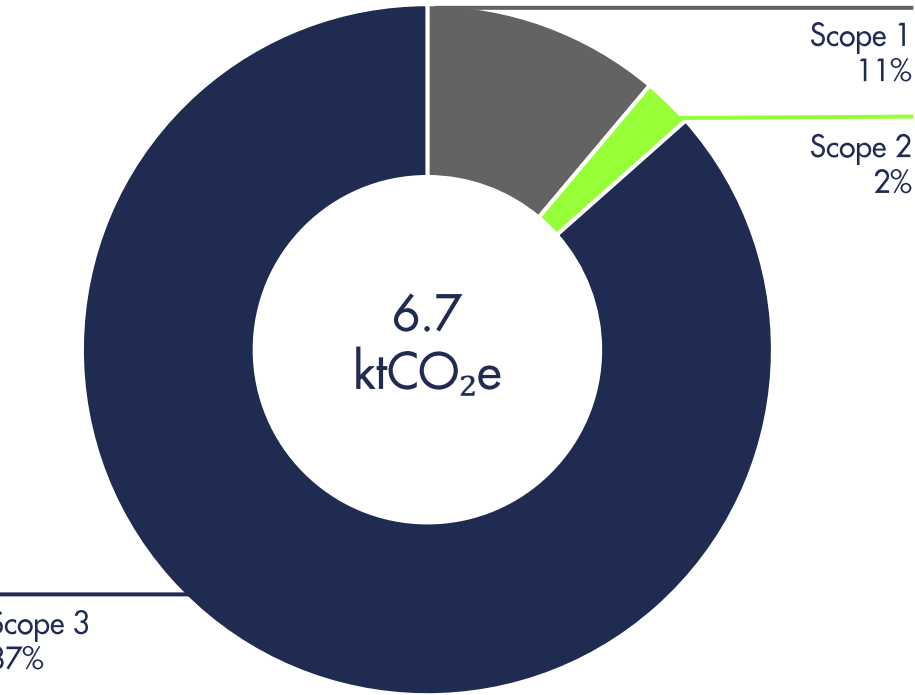
The profile points to a transition from property and construction-related investment towards operational capability, technical equipment and energy-intensive testing activity.

This is reflected in continued product purchases (7.6 ktCO₂e), energy-related emissions (3.2 ktCO₂e) and asset-related emissions (1.4 ktCO₂e), alongside lower real estate and infrastructure-related services following major project completion. Solar energy investment, green energy contracts and Energy Champion meetings also support ongoing energy monitoring and efficiency improvements.

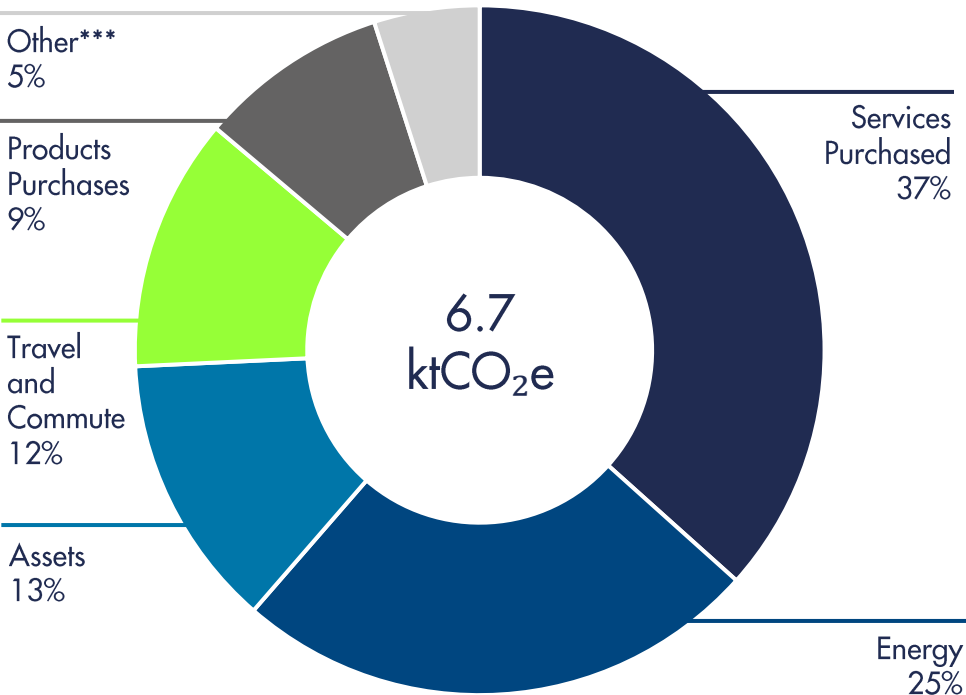


UTAC in France: 2025 Emissions Profile

2025 total emissions of UTAC in France
per scope (%):



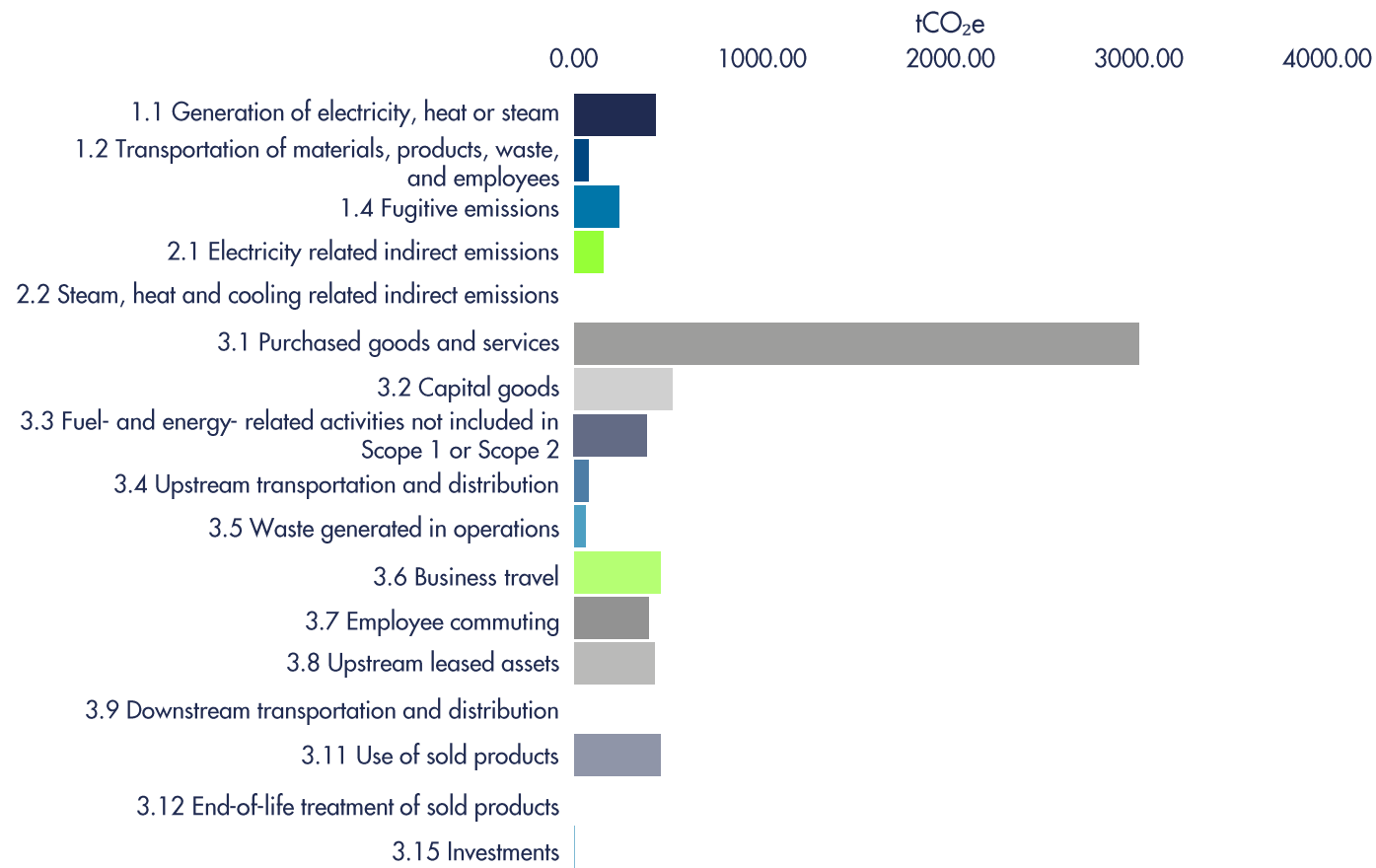
2025 total emissions of UTAC in France
by emissions source (%):



* Emission Factor Sources: ADEME MEF Base Empreinte, AIB, Base Empreinte ADEME, Company Report, eGRID, EPA GHG Emission Factor Hub, Greenly Experts, Greenly IT, Greenly MEF, Heat Network French Government, IEA, MITECO, Other, Research Paper, UK GHG Conversion Factor
** Data shown is on a market-based approach
*** Digital, Freight, Waste, Activities and Events, Food and Drinks, Investments
**** Location-based data: Total emissions = 7.3 ktCO₂e, Scope 1 = 744 tCO₂e (10%), Scope 2 = 191 tCO₂e (3%), Scope 3 = 6.3 ktCO₂e (87%)

UTAC in France: 2025 Emissions Breakdown

2025 total emissions of UTAC in France per GHG Protocol Category (tCO₂e):



GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	6.49	433.94	1,440.17
1.2 Transportation of materials, products, waste, and employees	1.11	74.09	488.28
1.4 Fugitive emissions	3.54	236.40	147.29
2.1 Electricity related indirect emissions	2.32	155.06	236.00
2.2 Steam, heat and cooling related indirect emissions	0.00	0.00	N/A
3.1 Purchased goods and services	44.86	2,999.77	4,535.31
3.2 Capital goods	7.80	521.62	201.10
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	5.80	388.10	545.76
3.4 Upstream transportation and distribution	1.11	74.45	352.91
3.5 Waste generated in operations	0.89	59.68	29.16
3.6 Business travel	6.84	457.54	1,441.21
3.7 Employee commuting	5.90	394.67	356.73
3.8 Upstream leased assets	6.42	429.57	305.74
3.9 Downstream transportation and distribution	0.00	0.00	N/A
3.11 Use of sold products	6.85	457.80	N/A
3.12 End-of-life treatment of sold products	0.00	0.00	N/A
3.15 Investments	0.06	4.33	N/A

UTAC in France: 2025 Operational Context & Drivers of Change

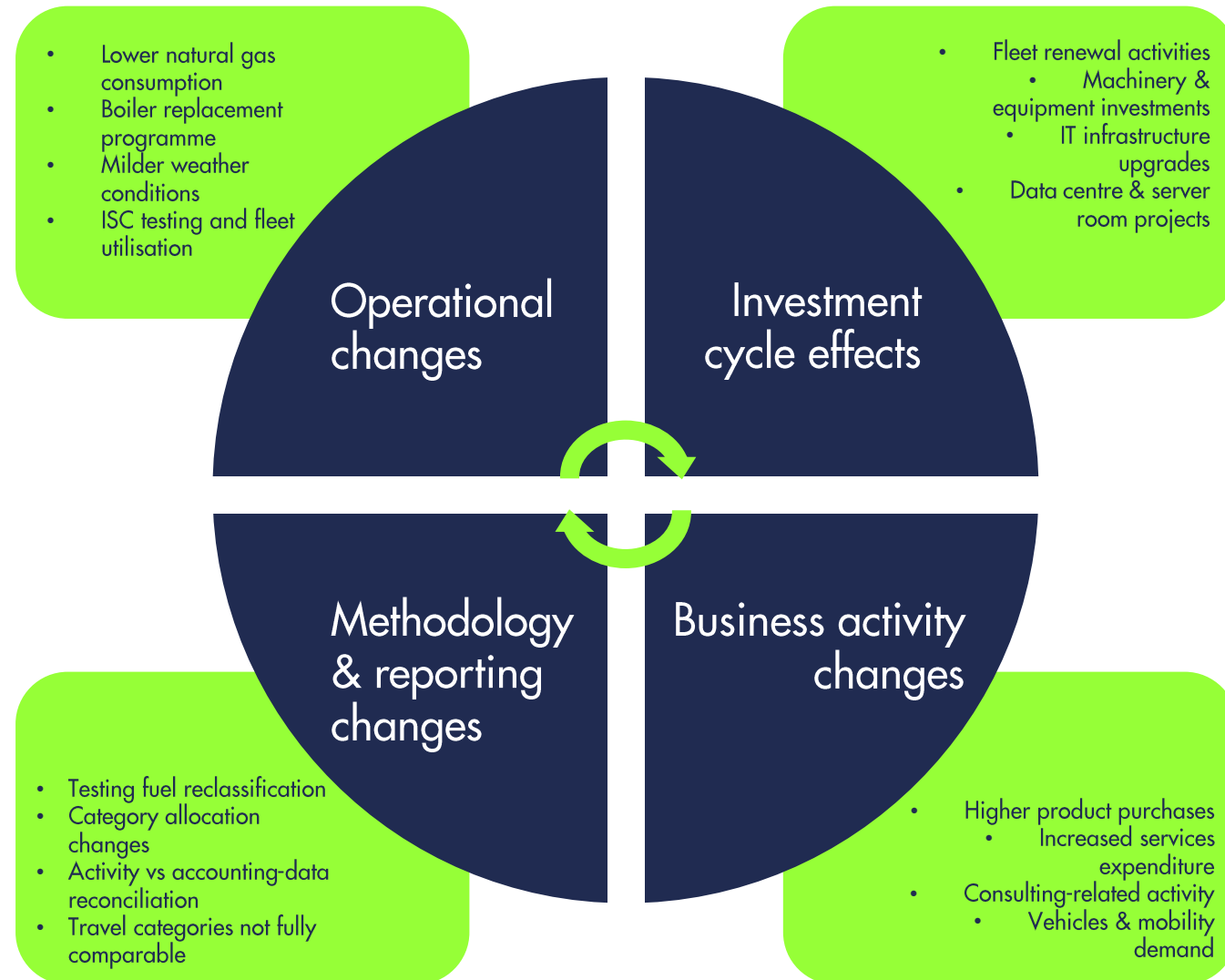
France operational context

France reduced its carbon footprint by 3.41 ktCO₂e (-34%), from 10.1 ktCO₂e in 2024 to **6.69 ktCO₂e in 2025**. The profile remains largely Scope 3-driven and reflects a combination of operational changes, investment activity, business evolution and reporting methodology updates.

The largest reductions were associated with fossil fuels (-1.33 ktCO₂e), maintenance and cleaning services (-1.81 ktCO₂e), natural gas (-0.80 ktCO₂e) and air travel (-0.62 ktCO₂e). The decrease in natural gas emissions is consistent with the replacement of **two older gas boilers with high-efficiency units**, supported by **milder weather conditions**.

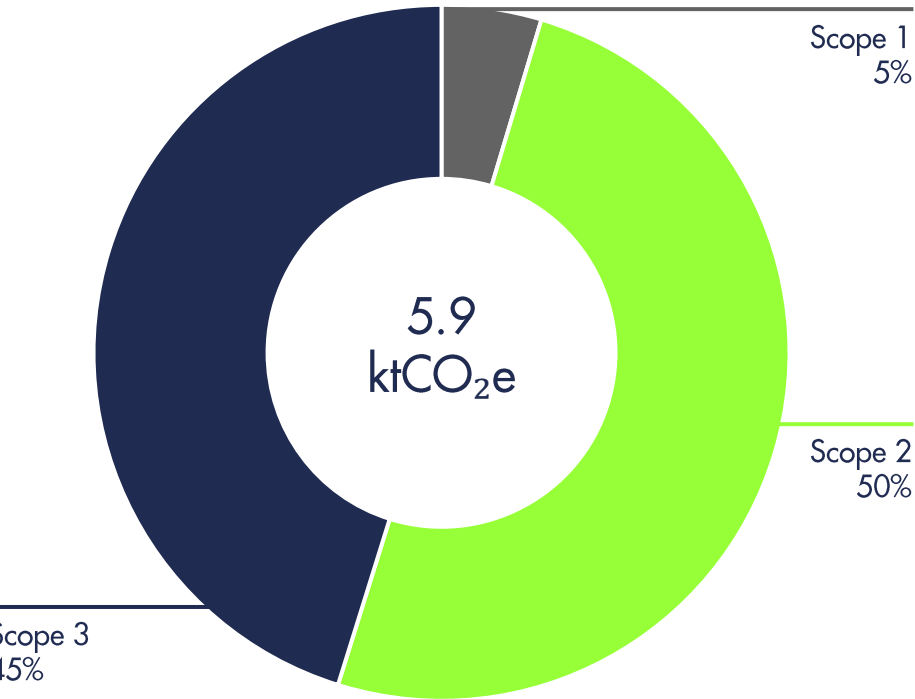
These reductions were partially offset by increases in services (+0.89 ktCO₂e), consulting and professional services (+0.30 ktCO₂e), machinery and industrial equipment (+0.28 ktCO₂e), consumables (+0.26 ktCO₂e) and vehicles & mobility (+0.18 ktCO₂e). France also reported investments in IT infrastructure, server rooms and data-centre capabilities, while fleet-related emissions reflected vehicle acquisitions supporting ISC testing activities and evolving witness-testing requirements during the year.

The results suggest a combination of operational improvements, business growth, investment decisions and category reclassifications rather than the impact of a single carbon reduction initiative. Fuel associated with testing activities and events was reported differently between reporting years, limiting direct comparability for some travel-related categories.

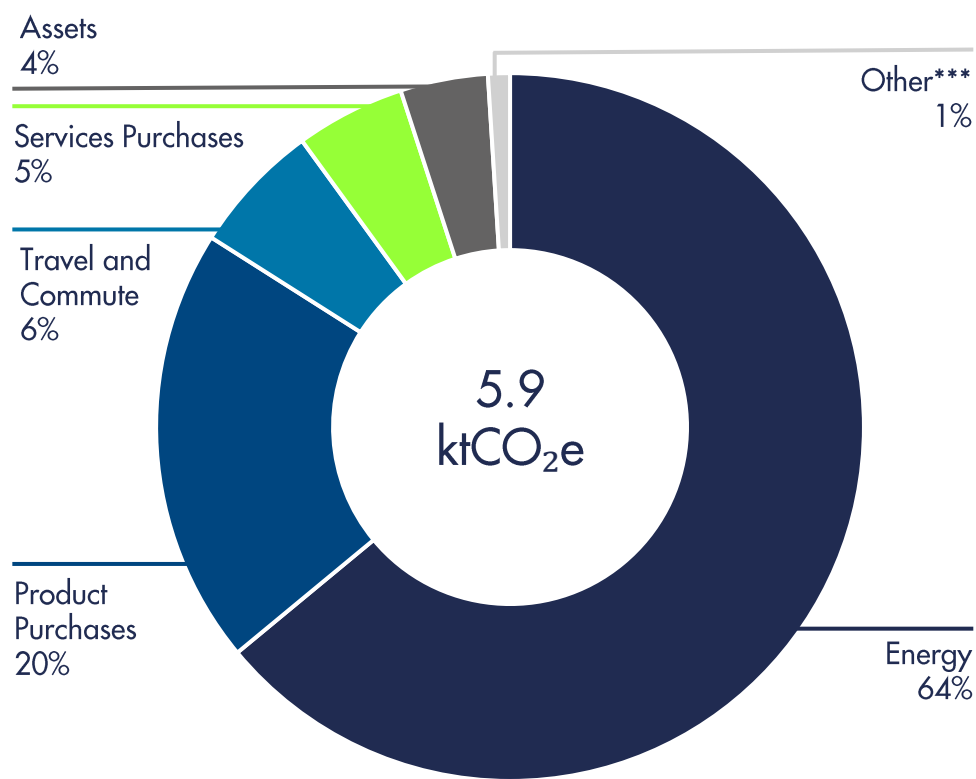


UTAC in the USA: 2025 Emissions Profile

2025 total emissions of UTAC in the USA
per scope (%):



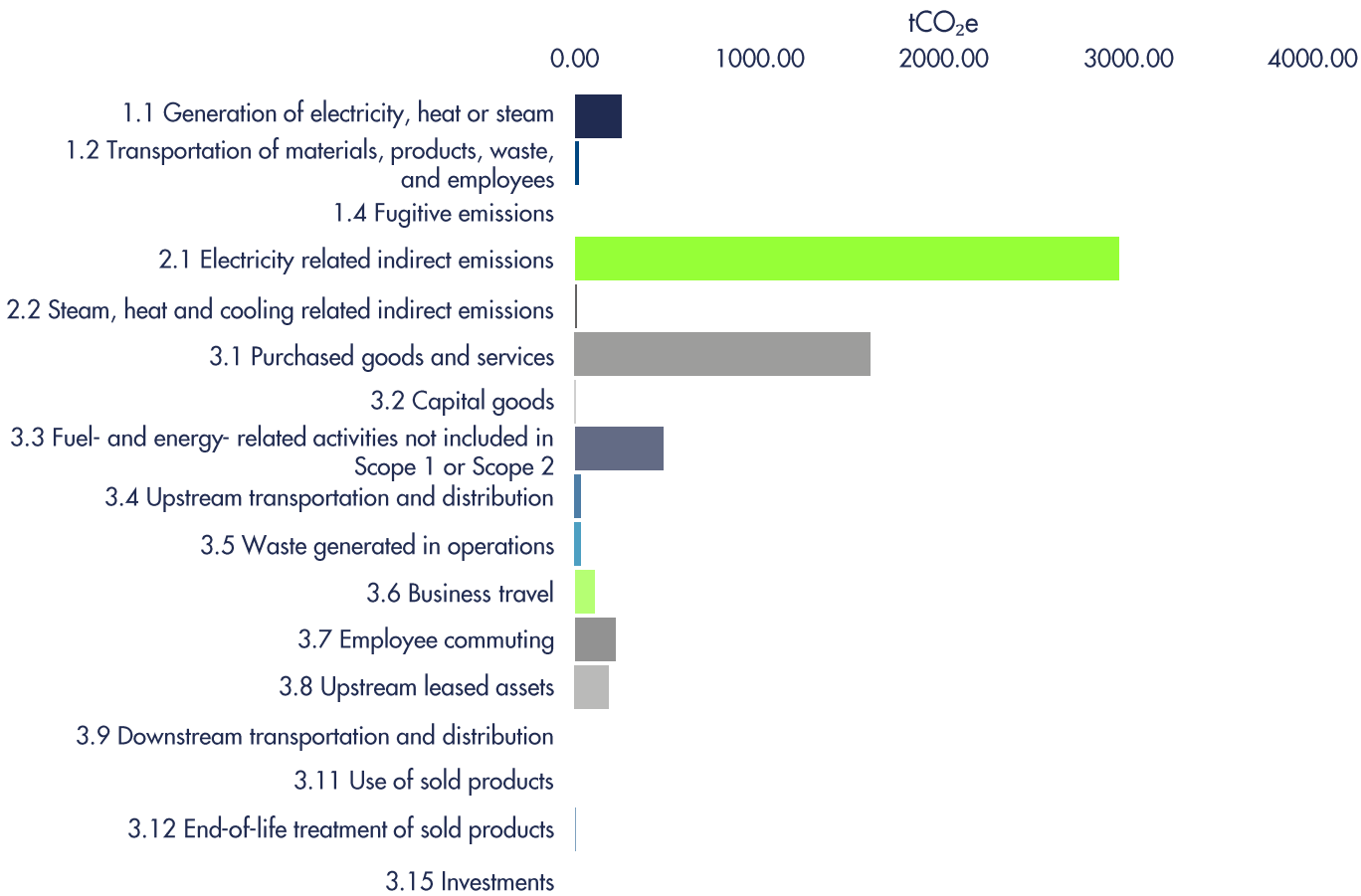
2025 total emissions of UTAC in the USA
by emissions source (%):



* Emission Factor Sources: ADEME MEF Base Empreinte, Base Empreinte ADEME, Company Report, eGreen, eGRID, EPA GHG Emission Factor Hub, EXIOBASE, Greenly Experts, Greenly IT, Greenly MEF, IEA
** Data shown is on a market-based approach
*** Freight, Waste, Digital, Activities and Events
**** Location-based data: Total emissions = 5.8 ktCO₂e, Scope 1 = 359 tCO₂e (6%), Scope 2 = 2.8 ktCO₂e (48%), Scope 3 = 2.7 ktCO₂e (46%)

UTAC in the USA: 2025 Emission Breakdown

2025 total emissions of UTAC in the USA per GHG Protocol category (tCO₂e):



GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	4.28	252.27	235.72
1.2 Transportation of materials, products, waste, and employees	0.36	21.05	47.62
1.4 Fugitive emissions	0.00	0.00	0.00
2.1 Electricity related indirect emissions	50.01	2,947.73	2,804.15
2.2 Steam, heat and cooling related indirect emissions	0.17	9.83	N/A
3.1 Purchased goods and services	27.18	1,601.91	1,132.63
3.2 Capital goods	0.10	5.85	5,093.39
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	8.11	478.28	431.46
3.4 Upstream transportation and distribution	0.58	33.92	77.44
3.5 Waste generated in operations	0.56	32.90	197.98
3.6 Business travel	1.80	106.34	338.58
3.7 Employee commuting	3.71	218.57	226.93
3.8 Upstream leased assets	3.12	183.65	8.86
3.9 Downstream transportation and distribution	0.00	0.00	N/A
3.11 Use of sold products	0.00	0.00	N/A
3.12 End-of-life treatment of sold products	0.04	2.30	N/A
3.15 Investments	0.00	0.00	N/A

UTAC in the USA: 2025 Operational Context & Drivers of Change

USA operational context

The USA accounted for 5.89 ktCO₂e in 2025, representing approximately 18.46% of the Group footprint. Emissions decreased by approximately 4.7 ktCO₂e (-44%) compared with 2024, primarily reflecting lower Capital Goods emissions and a significant reduction in machinery and equipment investment.

The most significant change relates to machinery and industrial equipment, which decreased from approximately 5.1 ktCO₂e in 2024 to almost zero in 2025. Discussions with the USA leadership team confirmed that activities requiring substantial machinery and tooling investment were lower during the reporting year, resulting in reduced capital expenditure. This appears consistent with the evolution of the business and its investment cycle rather than changes in reporting or accounting treatment.

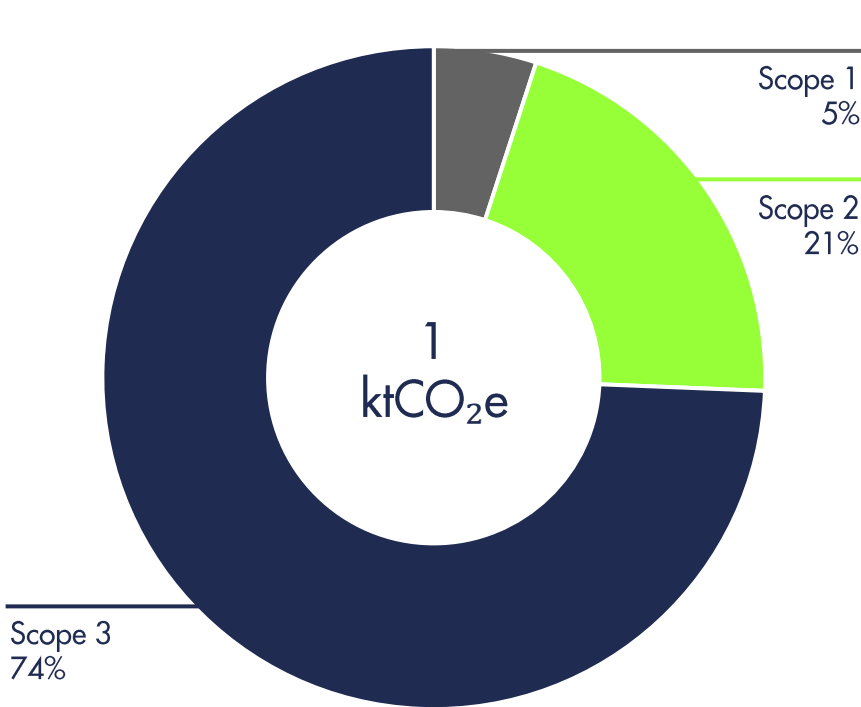
Several categories nevertheless increased during 2025, including manufactured products and equipment, electricity consumption and selected purchased goods and services categories. These increases suggest continued operational activity and customer-driven purchasing requirements despite lower capital investment. Improved categorisation of accounting data also provided greater visibility and granularity than the previous reporting approach.

Overall, the reduction appears to have been driven principally by investment-cycle effects rather than major changes in day-to-day operations. Electricity consumption, site activities and business operations remained relatively stable, while improvements in data quality and expense categorisation provided a more accurate representation of emissions sources.

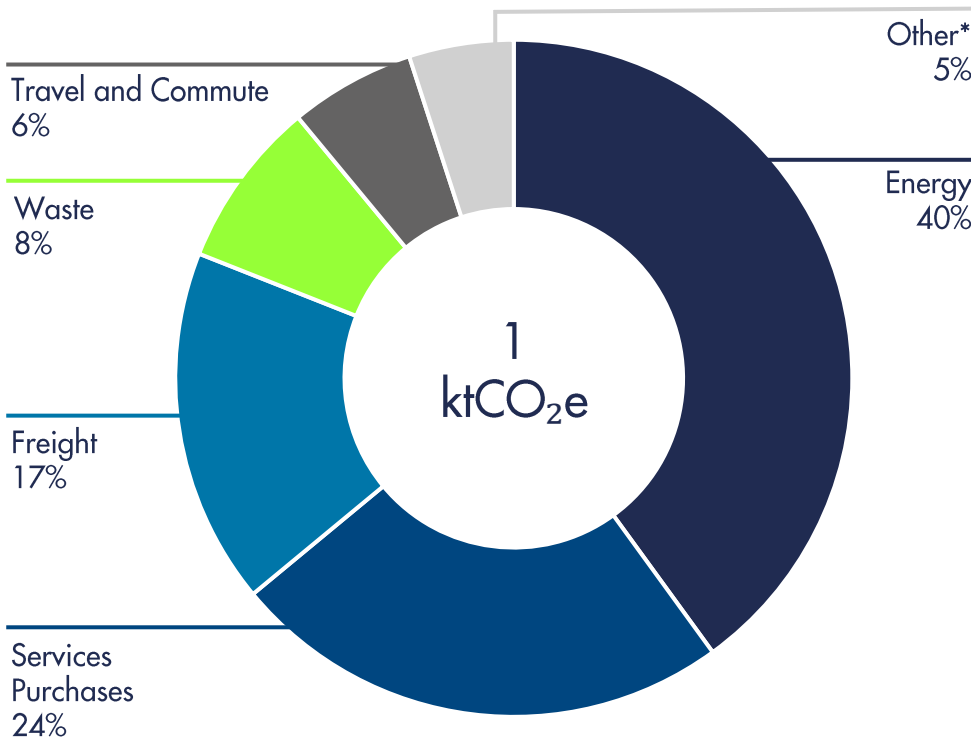


UTAC in Finland: 2025 Emissions Profile

2025 total emissions of UTAC in Finland per scope (%):



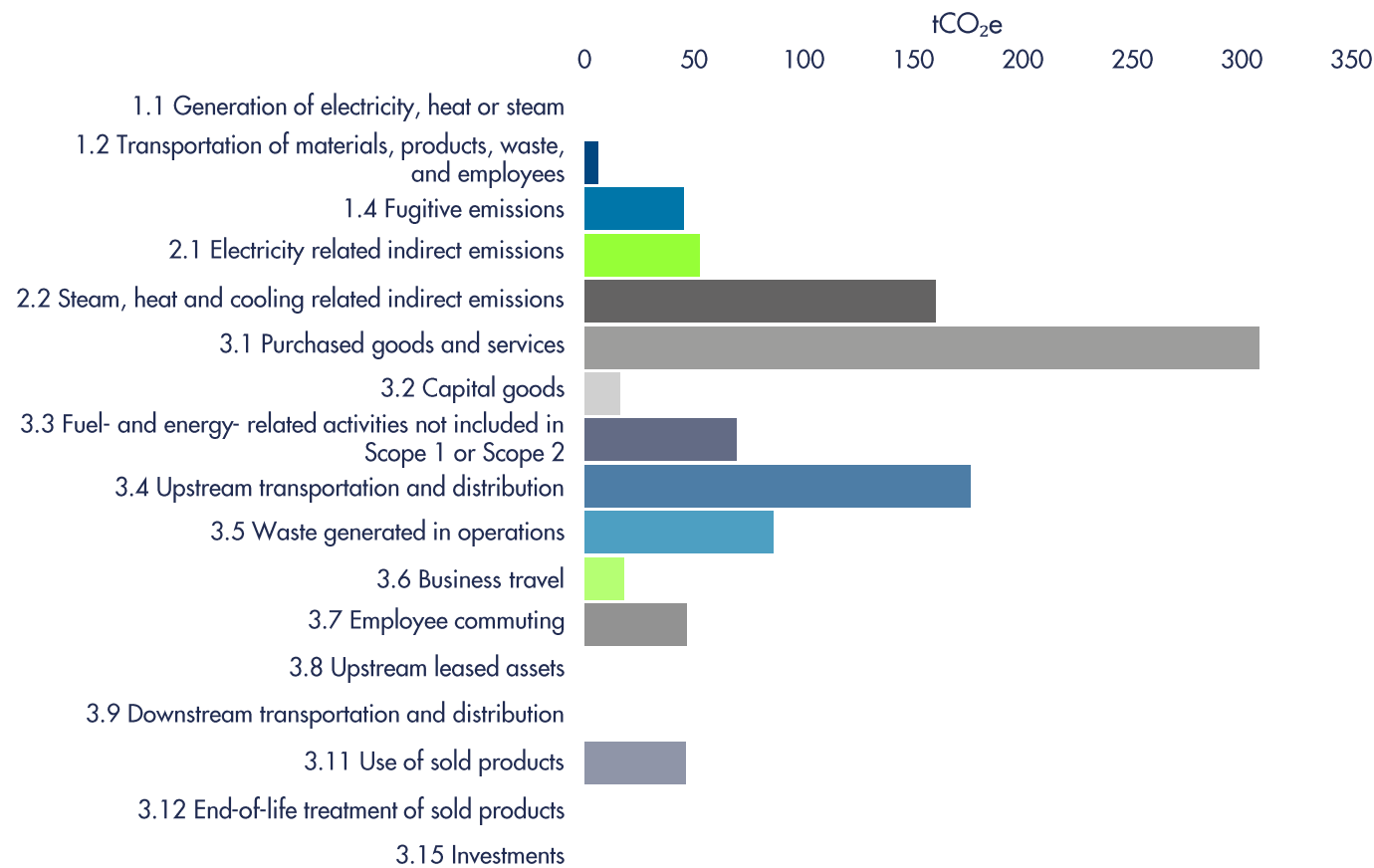
2025 total emissions of UTAC in Finland by emissions source (%):



* Emission Factor Sources: AIB, Base Carbone ADEME, Base Empreinte ADEME, Company Report, Ecoinvent, EPA GHG Emission Factor Hub, EXIOBASE, Greenly Experts, Greenly IT, Heat Network French Government, IEA, IEA Building Module, UK GHG Conversion Factor
** Data shown is on a market-based approach
*** Digital, Assets, Product Purchases, Food and Drinks, Activities and Events
**** Location-based data: Total emissions = 1.2 ktCO₂e, Scope 1 = 52 tCO₂e (4%), Scope 2 = 301 tCO₂e (25%), Scope 3 = 841 tCO₂e (70%)

UTAC in Finland: 2025 Emissions Breakdown

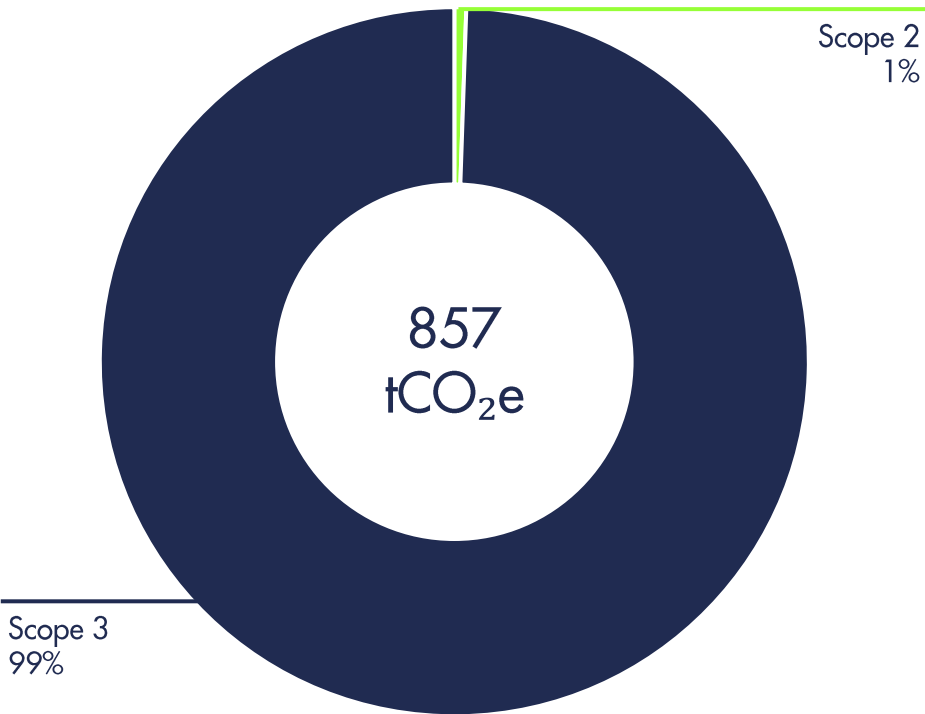
2025 total emissions of UTAC in Finland per GHG Protocol Category (tCO₂e):



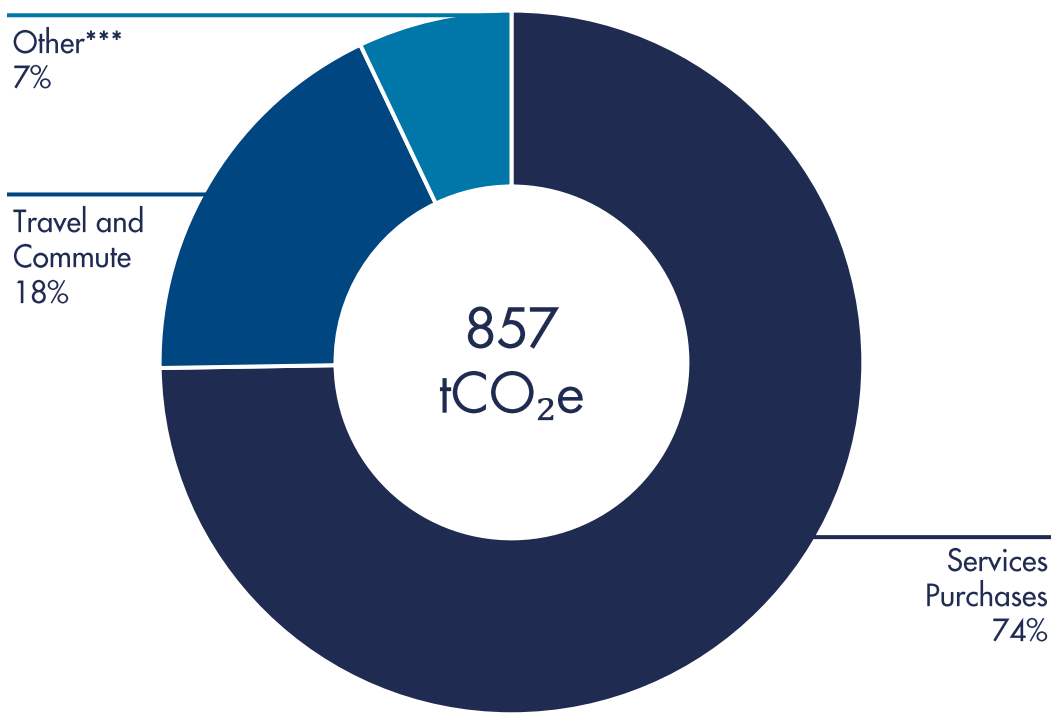
GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	0.00	0.00	0.00
1.2 Transportation of materials, products, waste, and employees	0.61	6.28	48.90
1.4 Fugitive emissions	4.39	45.31	0.00
2.1 Electricity related indirect emissions	5.10	52.56	0.00
2.2 Steam, heat and cooling related indirect emissions	15.53	160.15	N/A
3.1 Purchased goods and services	29.88	308.03	1,214.04
3.2 Capital goods	1.57	16.20	149.48
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	6.72	69.31	11.11
3.4 Upstream transportation and distribution	17.09	176.18	25.21
3.5 Waste generated in operations	8.35	86.13	11.17
3.6 Business travel	1.75	18.01	132.19
3.7 Employee commuting	4.52	46.59	28.36
3.8 Upstream leased assets	0.00	0.00	0.00
3.9 Downstream transportation and distribution	0.00	0.00	N/A
3.11 Use of sold products	4.49	46.27	N/A
3.12 End-of-life treatment of sold products	0.00	0.00	N/A
3.15 Investments	0.00	0.00	N/A

UTAC in China: 2025 Emissions Profile

2025 total emissions of UTAC in China
per scope (%):



2025 total emissions of UTAC in China
by emissions source (%):



* Emission Factor Sources: Base Empreinte ADEME, Company Report, EXIOBASE, Greenly Experts, Greenly MEF, Heat Network French Government, IEA, IEA Building Module, UK GHG Conversion Factor

** Data shown is on a market-based approach

*** Freight, Food and Drinks, Product Purchases, Energy, Activities and Events, Digital, Waste

**** Location-based data: Total emissions = 857 tCO₂e, Scope 1 = 0 tCO₂e (0%), Scope 2 = 4.6 tCO₂e (1%), Scope 3 = 852.3 tCO₂e (99%)

UTAC in China: 2025 Emissions Breakdown

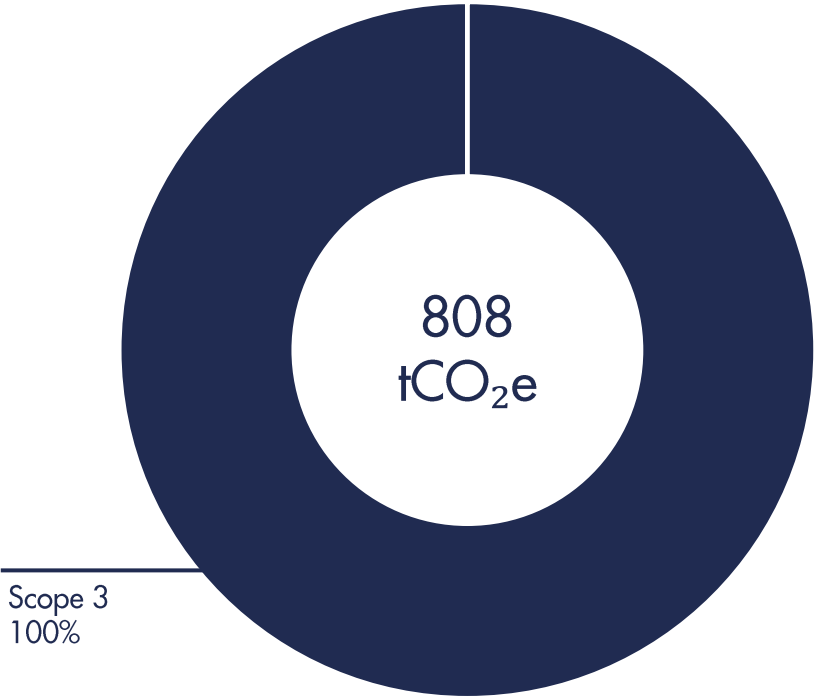
2025 total emissions of UTAC in China per GHG Protocol Category (tCO₂e):



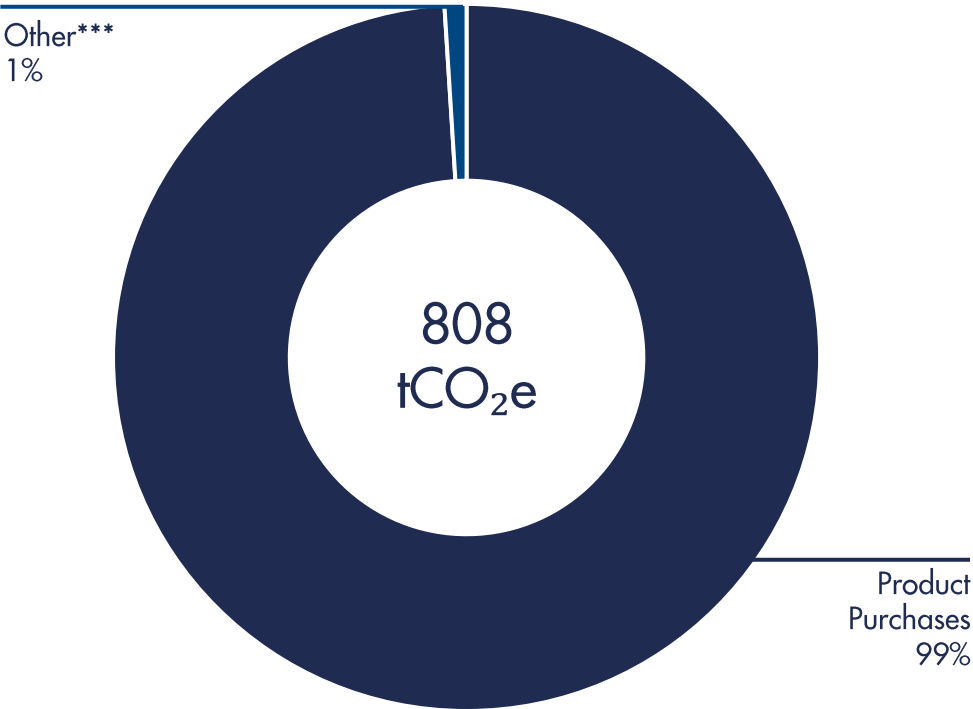
GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	0.00	0.00	0.00
1.2 Transportation of materials, products, waste, and employees	0.00	0.00	0.00
1.4 Fugitive emissions	0.00	0.00	0.00
2.1 Electricity related indirect emissions	0.54	4.63	4.11
2.2 Steam, heat and cooling related indirect emissions	0.00	0.00	N/A
3.1 Purchased goods and services	77.88	667.35	2,083.40
3.2 Capital goods	0.00	0.00	4.97
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	0.10	0.86	2.18
3.4 Upstream transportation and distribution	2.37	20.33	0.66
3.5 Waste generated in operations	0.09	0.74	0.00
3.6 Business travel	18.14	155.46	124.67
3.7 Employee commuting	0.31	2.67	9.02
3.8 Upstream leased assets	0.00	0.00	0.00
3.9 Downstream transportation and distribution	0.57	4.89	N/A
3.11 Use of sold products	0.00	0.00	N/A
3.12 End-of-life treatment of sold products	0.00	0.00	N/A
3.15 Investments	0.00	0.00	N/A

UTAC in Germany: 2025 Emission Profile

2025 total emissions of UTAC in Germany
per scope (%):



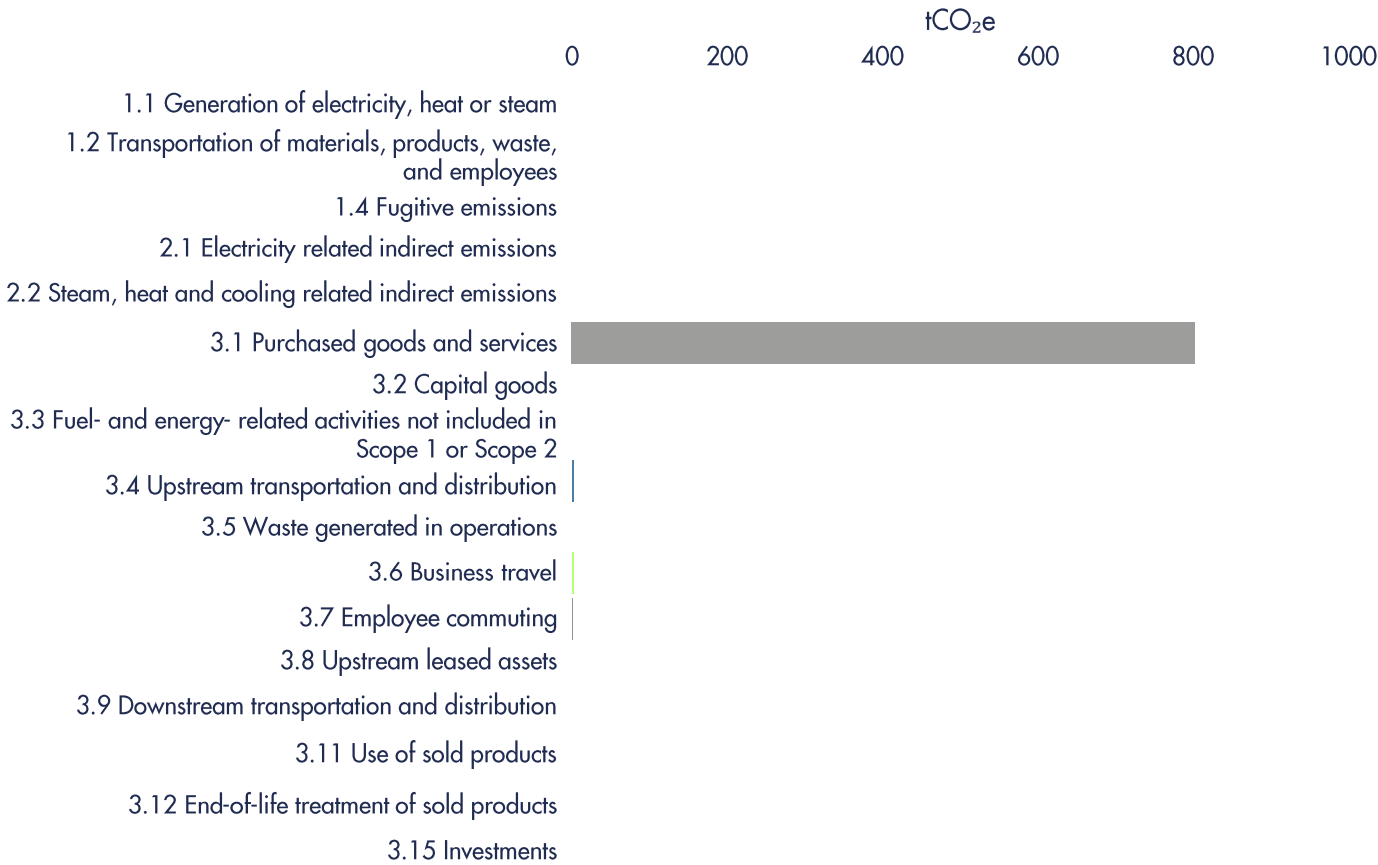
2025 total emissions of UTAC in
Germany by emissions source (%):



* Emission Factor Sources: Base Empreinte ADEME, Company Report, EXIOBASE, Greenly Experts
** Data shown is on a market-based approach
*** Services Purchases, Travel and Commute, Freight, Digital, Energy
**** Location-based data: Total emissions = 808 tCO₂e, Scope 1 = 0 tCO₂e (0%), Scope 2 = 0 tCO₂e (0%), Scope 3 = 808 tCO₂e (100%)

UTAC in Germany: 2025 Emission Breakdown

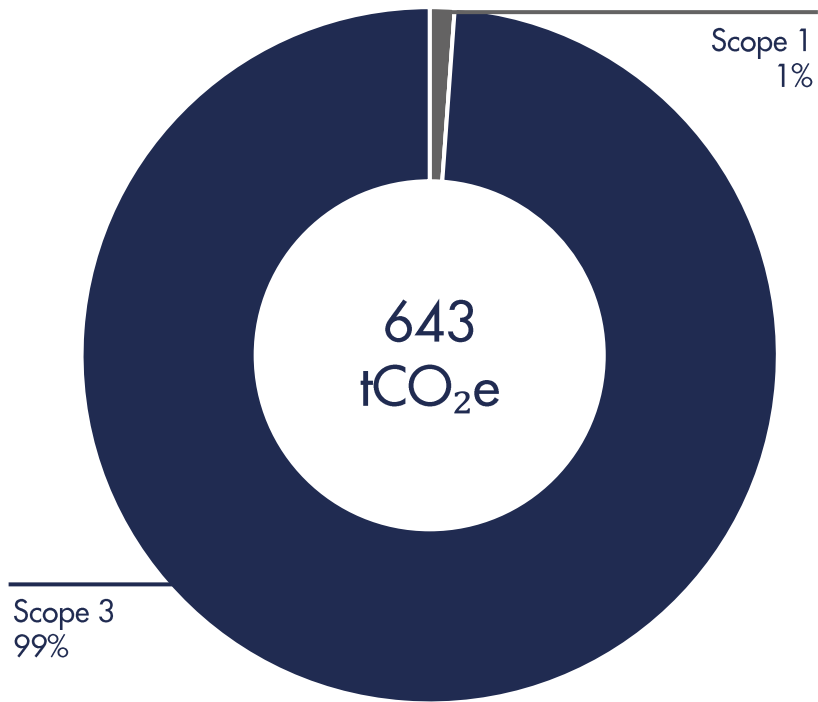
2025 total emissions of UTAC in Germany per GHG Protocol Category (tCO₂e):



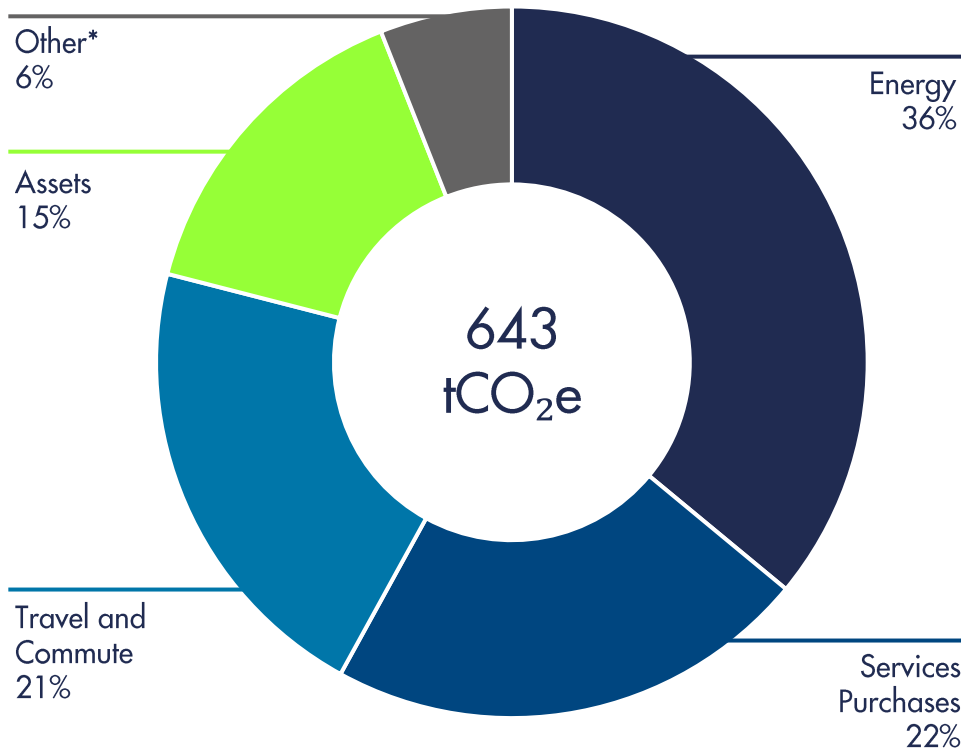
GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	0.00	0.00	0.00
1.2 Transportation of materials, products, waste, and employees	0.00	0.00	0.00
1.4 Fugitive emissions	0.00	0.00	0.00
2.1 Electricity related indirect emissions	0.00	0.00	0.00
2.2 Steam, heat and cooling related indirect emissions	0.00	0.00	N/A
3.1 Purchased goods and services	99.35	802.54	1,936.90
3.2 Capital goods	0.00	0.00	30.13
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	0.00	0.00	7.04
3.4 Upstream transportation and distribution	0.31	2.50	0.00
3.5 Waste generated in operations	0.00	0.00	10.36
3.6 Business travel	0.29	2.38	3.64
3.7 Employee commuting	0.05	0.38	0.31
3.8 Upstream leased assets	0.00	0.00	0.00
3.9 Downstream transportation and distribution	0.00	0.00	N/A
3.11 Use of sold products	0.00	0.00	N/A
3.12 End-of-life treatment of sold products	0.00	0.00	N/A
3.15 Investments	0.00	0.00	N/A

UTAC in Morocco: 2025 Emissions Profile

2025 total emissions of UTAC in Morocco per scope (%):



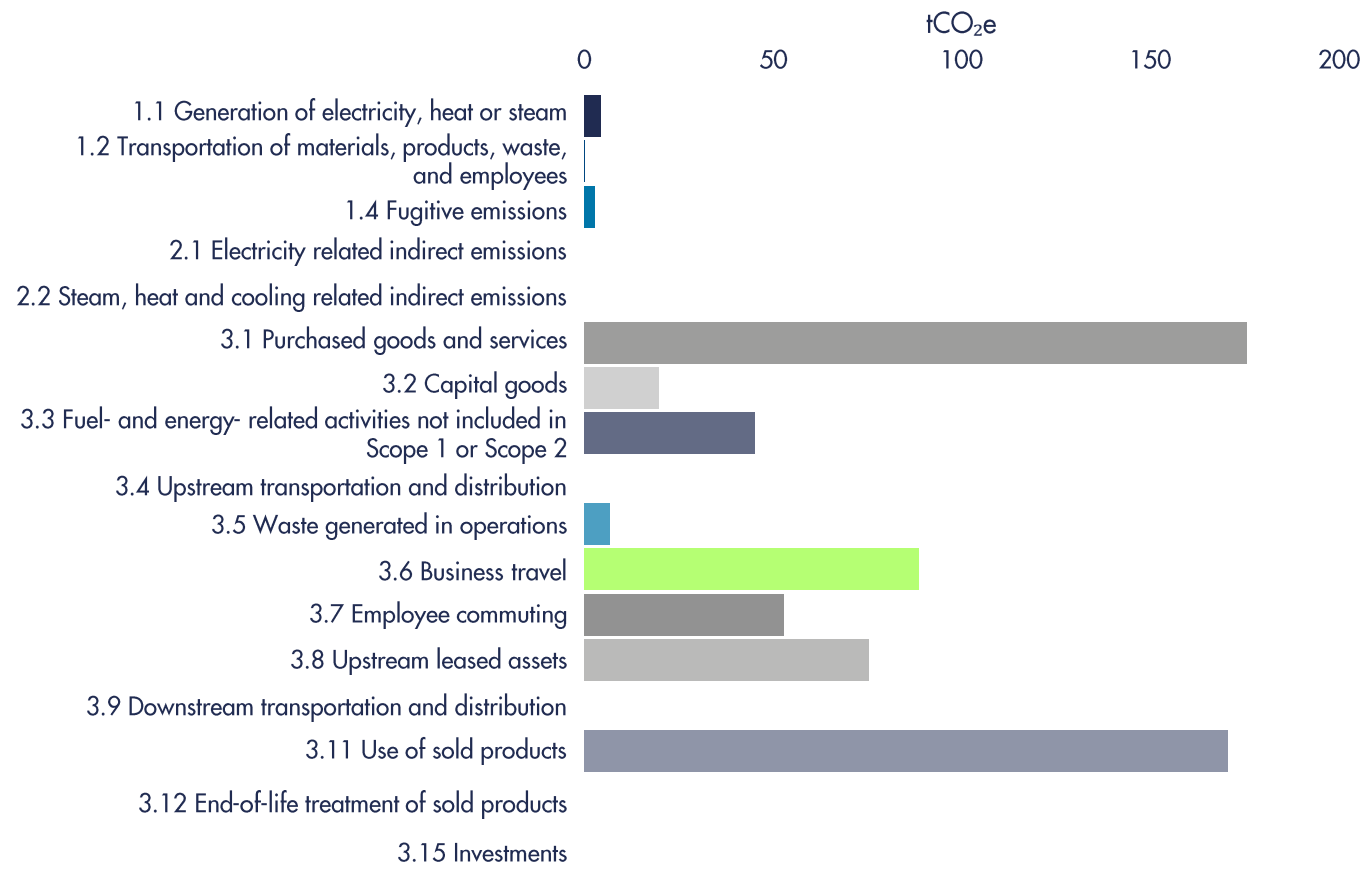
2025 total emissions of UTAC in Morocco by emissions source (%):



* Emission Factor Sources: ADEME MEF Base Empreinte, Base Empreinte ADEME, Company Report, Cornell Hotel Sustainability Benchmarking Index, Ecoinvent, EPA GHG Emission Factor Hub, Greenly Experts, Greenly IT, Greenly MEF, IEA, IEA Building Module, Research Paper, UK GHG Conversion Factor
** Data shown is on a market-based approach
*** Location-based data: Total emissions = 1.9k tCO₂e, Scope 1 = 7.4 tCO₂e (1%), Scope 2 = 900 tCO₂e (48%), Scope 3 = 954 tCO₂e (51%)

UTAC in Morocco: 2025 Emissions Breakdown

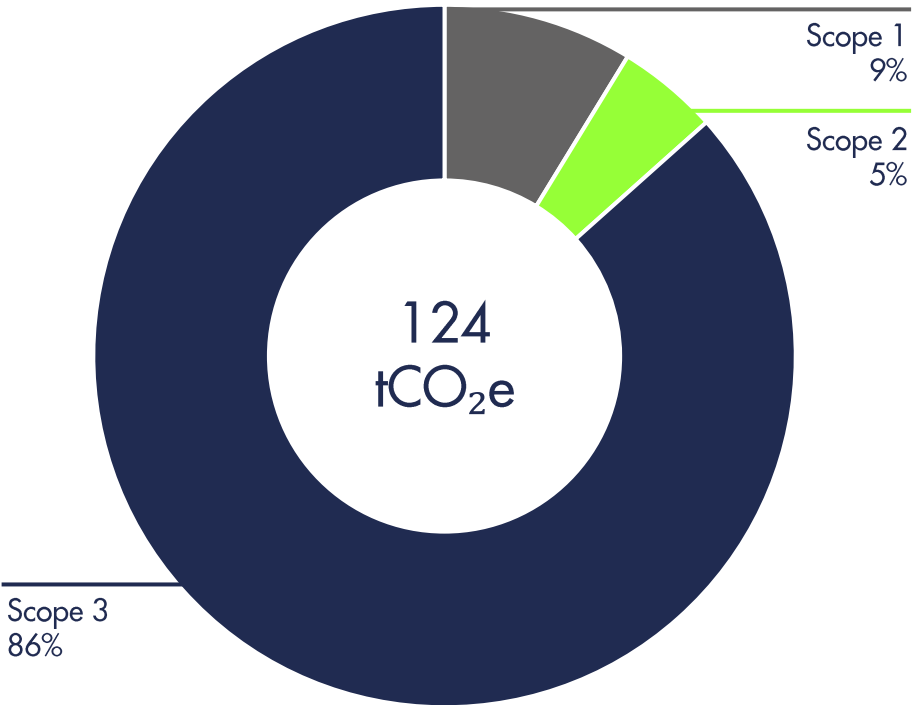
2025 total emissions of UTAC in Morocco per GHG Protocol Category (tCO₂e):



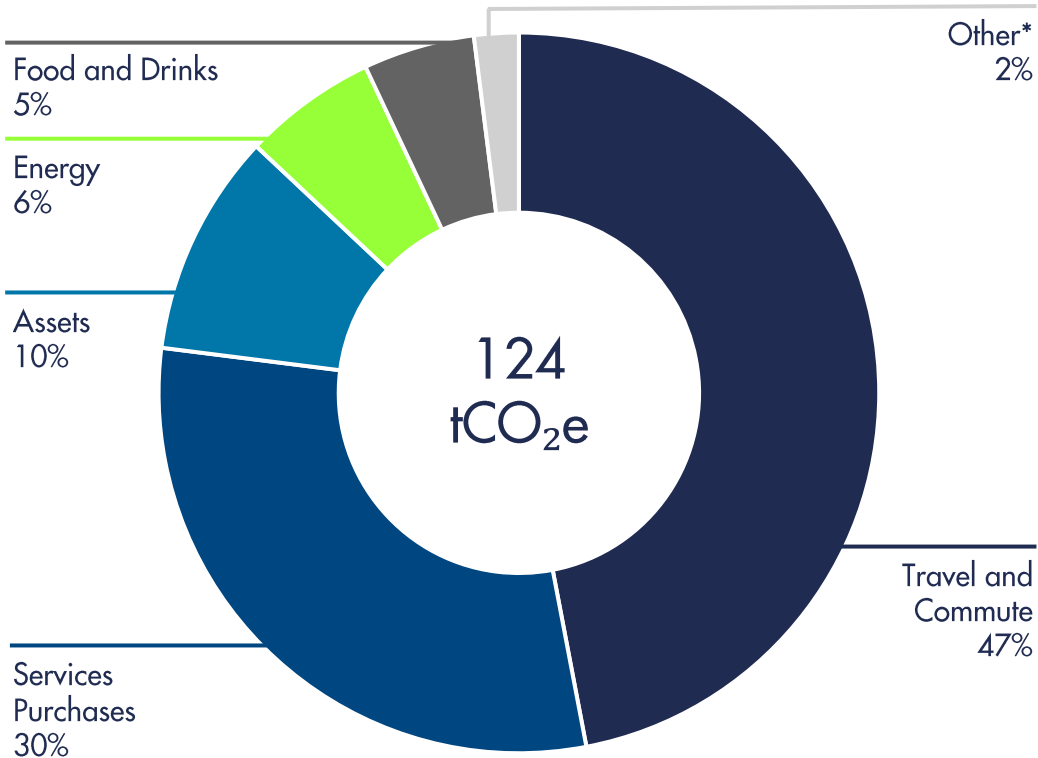
GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	0.70	4.47	17.43
1.2 Transportation of materials, products, waste, and employees	0.02	0.12	5.29
1.4 Fugitive emissions	0.43	2.79	2.79
2.1 Electricity related indirect emissions	0.00	0.00	0.00
2.2 Steam, heat and cooling related indirect emissions	0.00	0.00	N/A
3.1 Purchased goods and services	27.35	175.70	71.40
3.2 Capital goods	3.09	19.85	1.99
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	7.02	45.11	4.94
3.4 Upstream transportation and distribution	0.00	0.00	0.12
3.5 Waste generated in operations	1.06	6.80	0.84
3.6 Business travel	13.80	88.64	17.55
3.7 Employee commuting	8.23	52.85	41.35
3.8 Upstream leased assets	11.75	75.47	2.42
3.9 Downstream transportation and distribution	0.00	0.00	N/A
3.11 Use of sold products	26.56	170.67	N/A
3.12 End-of-life treatment of sold products	0.00	0.00	N/A
3.15 Investments	0.00	0.00	N/A

UTAC in Italy: 2025 Emission Profile

2025 total emissions of UTAC in Italy
per scope (%):



2025 total emissions of UTAC in
Italy by emissions source (%):



* Emission Factor Sources: AIB, Base Empreinte ADEME, Company Report, Cornell Hotel Sustainability Benchmarking Index, EXIOBASE, Greenly Experts, Heat Network French Government, IEA, IEA Building Module, UK GHG Conversion Factor

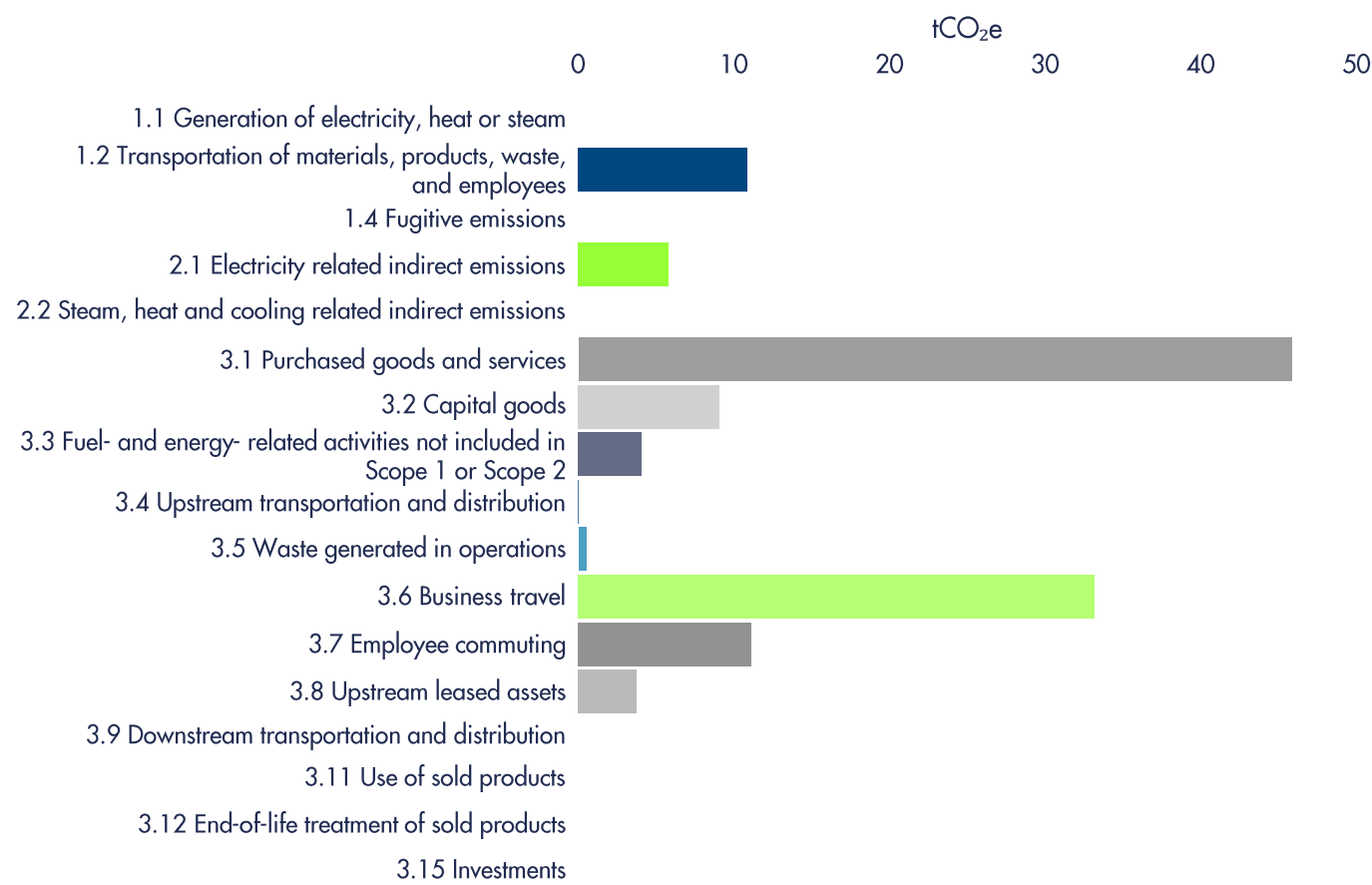
** Data shown is on a market-based approach

*** Digital, Waste, Product Purchases, Freight

**** Location-based data: Total emissions = 121 tCO₂e, Scope 1 = 10.8 tCO₂e (9%), Scope 2 = 3 tCO₂e (2%), Scope 3 = 108 tCO₂e (89%)

UTAC in Italy: 2025 Emissions Breakdown

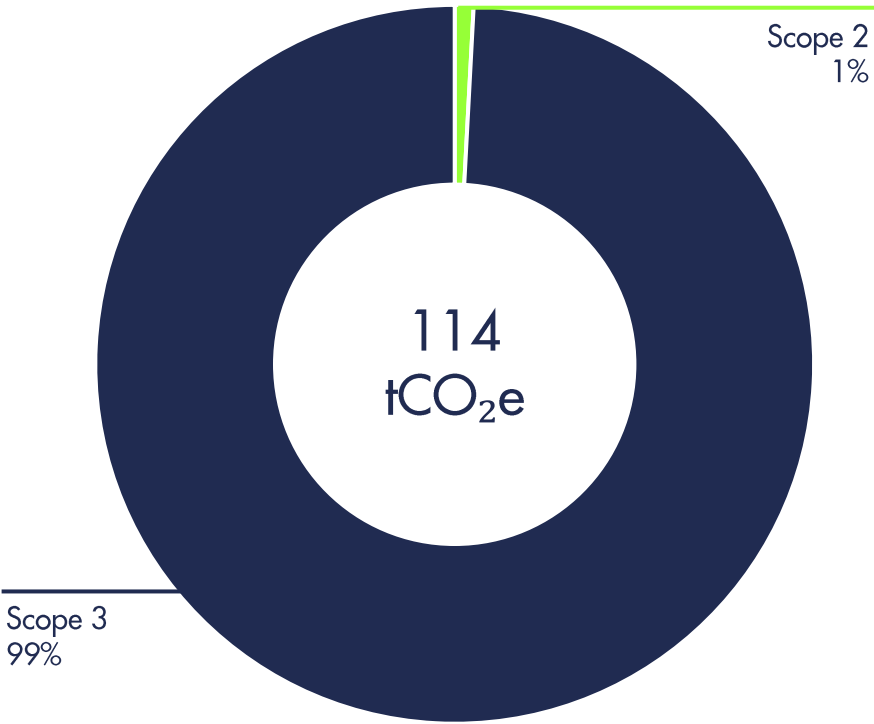
2025 total emissions of UTAC in Italy per GHG Protocol Category (tCO₂e):



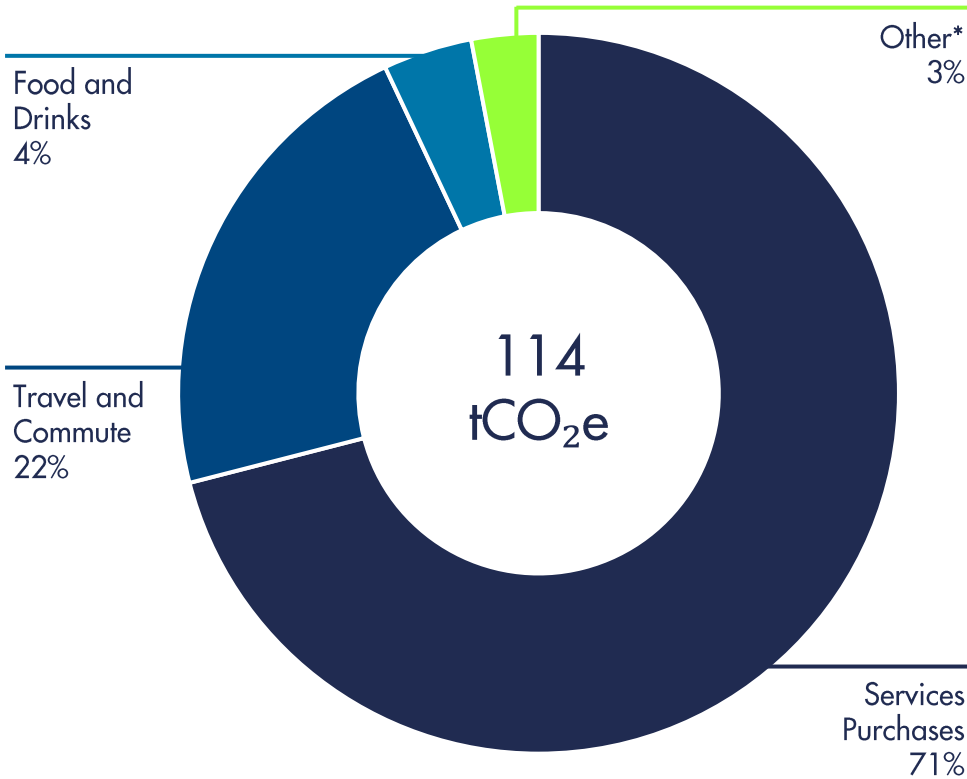
GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	0.00	0.00	0.00
1.2 Transportation of materials, products, waste, and employees	8.74	10.85	1.11
1.4 Fugitive emissions	0.00	0.00	0.00
2.1 Electricity related indirect emissions	4.66	5.79	0.29
2.2 Steam, heat and cooling related indirect emissions	0.00	0.00	N/A
3.1 Purchased goods and services	36.91	45.83	39.48
3.2 Capital goods	7.31	9.08	4.88
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	3.26	4.05	0.41
3.4 Upstream transportation and distribution	0.00	0.00	0.68
3.5 Waste generated in operations	0.40	0.50	0.17
3.6 Business travel	26.73	33.19	3.57
3.7 Employee commuting	8.95	11.11	1.64
3.8 Upstream leased assets	3.03	3.76	2.05
3.9 Downstream transportation and distribution	0.00	0.00	N/A
3.11 Use of sold products	0.00	0.00	N/A
3.12 End-of-life treatment of sold products	0.00	0.00	N/A
3.15 Investments	0.00	0.00	N/A

UTAC in Japan: 2025 Emissions Profile

2025 total emissions of UTAC in Japan
per scope (%):



2025 total emissions of UTAC in Japan
by emissions source (%):



* Emission Factor Sources: Base Empreinte ADEME, Company Report, EXIOBASE, Greenly Experts, Greenly MEF, IEA, IEA Building Module
** Data shown is on a market-based approach
*** Energy, Digital, Assets, Product Purchases, Waste, Freight
**** Location-based data: Total emissions = 114 tCO₂e, Scope 1 = 0 tCO₂e (0%), Scope 2 = 1 tCO₂e (1%), Scope 3 = 113 tCO₂e (99%)

UTAC in Japan: 2025 Emissions Breakdown

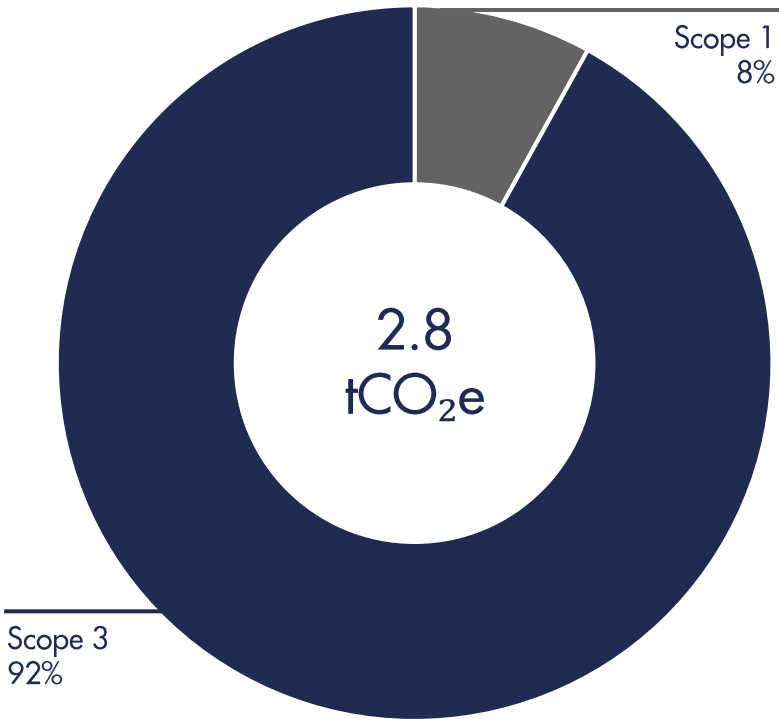
2025 total emissions of UTAC in Japan per GHG Protocol Category (tCO₂e):



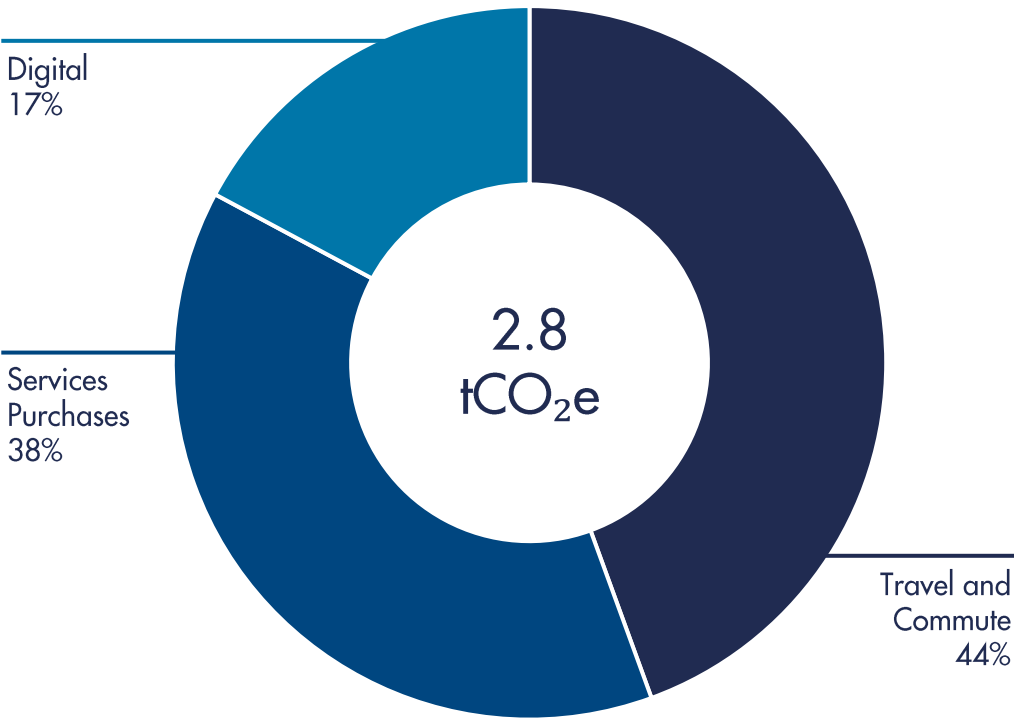
GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	0.00	0.00	0.00
1.2 Transportation of materials, products, waste, and employees	0.00	0.00	0.09
1.4 Fugitive emissions	0.00	0.00	0.00
2.1 Electricity related indirect emissions	0.84	0.96	0.00
2.2 Steam, heat and cooling related indirect emissions	0.00	0.00	N/A
3.1 Purchased goods and services	75.54	85.84	6.88
3.2 Capital goods	0.44	0.50	0.00
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	0.17	0.20	0.02
3.4 Upstream transportation and distribution	0.03	0.04	0.03
3.5 Waste generated in operations	0.13	0.15	0.06
3.6 Business travel	22.49	25.55	19.85
3.7 Employee commuting	0.34	0.39	0.63
3.8 Upstream leased assets	0.01	0.01	0.97
3.9 Downstream transportation and distribution	0.00	0.00	N/A
3.11 Use of sold products	0.00	0.00	N/A
3.12 End-of-life treatment of sold products	0.00	0.00	N/A
3.15 Investments	0.00	0.00	N/A

UTAC in Korea: 2025 Emissions Profile

2025 total emissions of UTAC in Korea per scope (%):



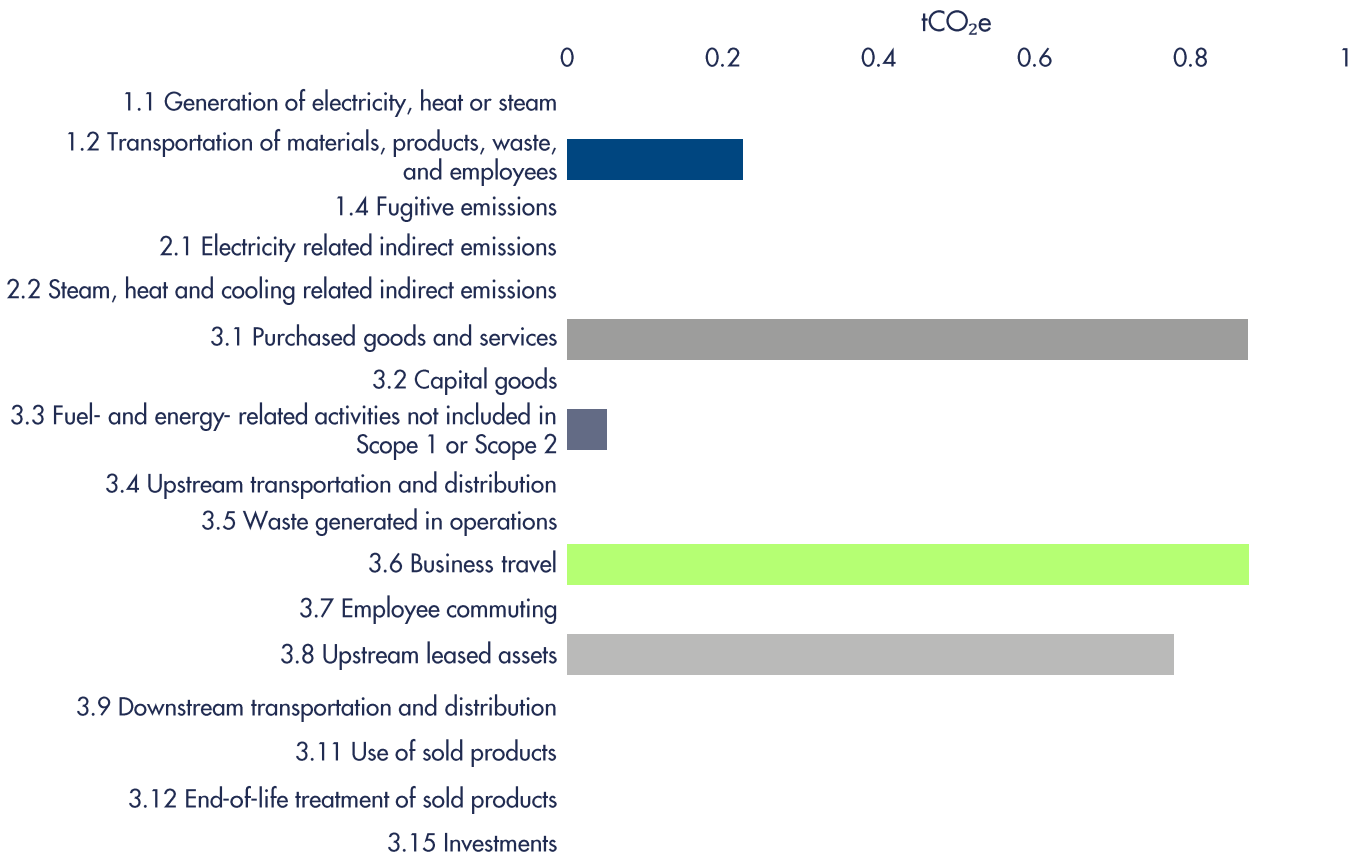
2025 total emissions of UTAC in Korea by emissions source (%):



* Emission Factor Sources: Base Empreinte ADEME, Company Report, EXIOBASE, Greenly Experts, IEA
** Data shown is on a market-based approach
*** Market-based figures: Scope 1 = 0.23 tCO₂e, Scope 2 = 0 tCO₂e, Scope 3 = 2.58 tCO₂e
**** Location-based data: Total emissions = 2.8 tCO₂e, Scope 1 = 0.2 tCO₂e (8%), Scope 2 = 0 tCO₂e (0%), Scope 3 = 2.6 tCO₂e (92%)

UTAC in Korea: 2025 Emissions Breakdown

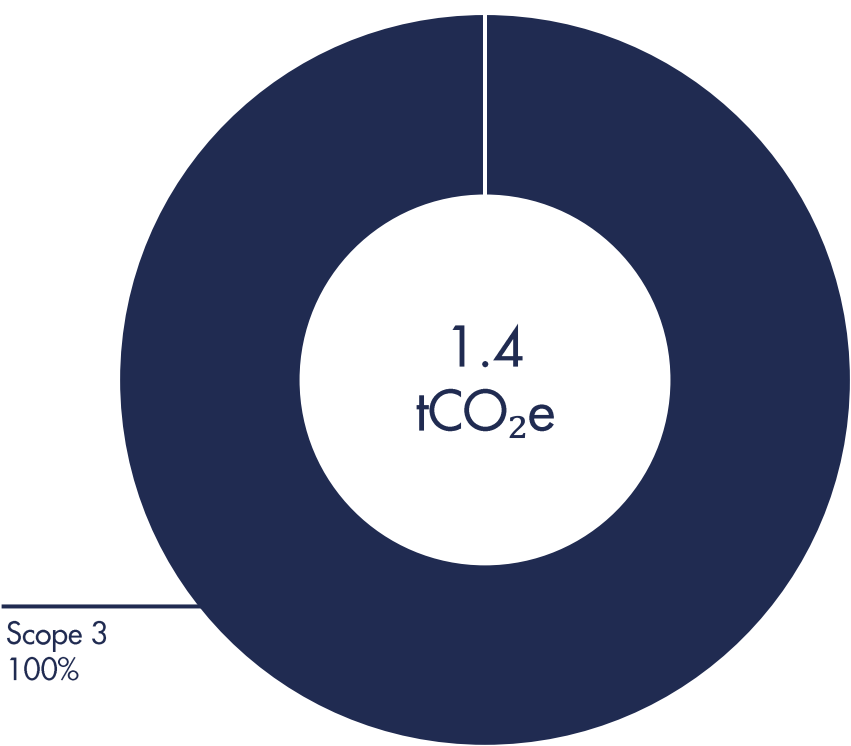
2025 total emissions of UTAC in Korea per GHG Protocol Category (tCO₂e):



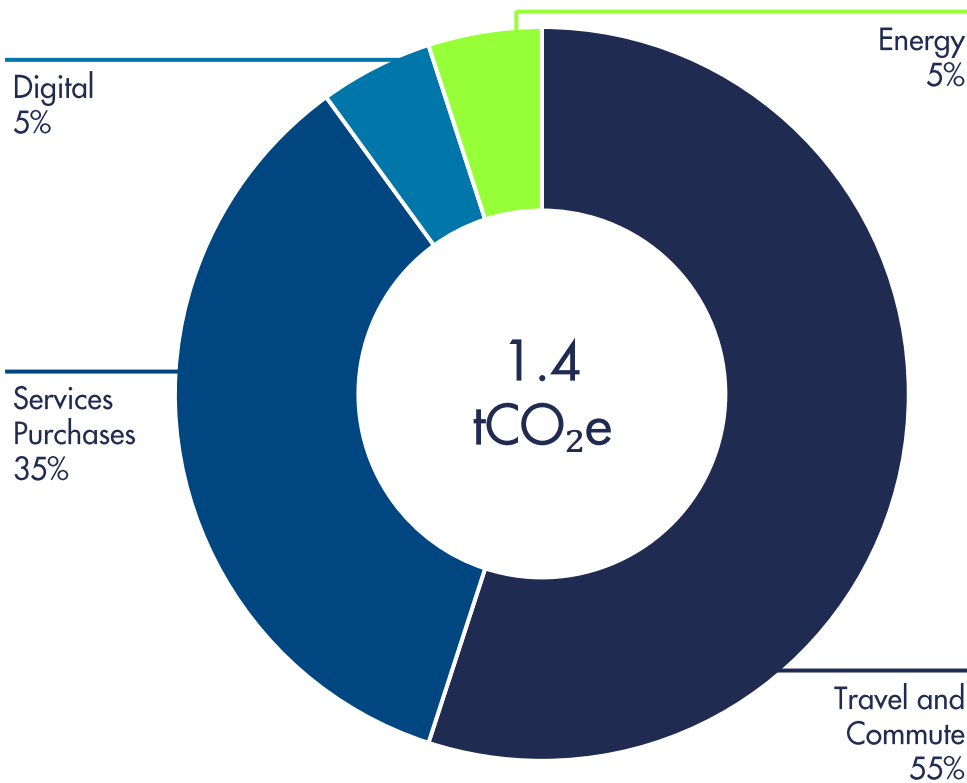
GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	0.00	0.00	N/A
1.2 Transportation of materials, products, waste, and employees	8.05	0.23	N/A
1.4 Fugitive emissions	0.00	0.00	N/A
2.1 Electricity related indirect emissions	0.00	0.00	N/A
2.2 Steam, heat and cooling related indirect emissions	0.00	0.00	N/A
3.1 Purchased goods and services	31.16	0.87	N/A
3.2 Capital goods	0.00	0.00	N/A
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	1.83	0.05	N/A
3.4 Upstream transportation and distribution	0.00	0.00	N/A
3.5 Waste generated in operations	0.00	0.00	N/A
3.6 Business travel	31.19	0.87	N/A
3.7 Employee commuting	0.00	0.00	N/A
3.8 Upstream leased assets	27.78	0.78	N/A
3.9 Downstream transportation and distribution	0.00	0.00	N/A
3.11 Use of sold products	0.00	0.00	N/A
3.12 End-of-life treatment of sold products	0.00	0.00	N/A
3.15 Investments	0.00	0.00	N/A

UTAC in Romania: 2025 Emissions Profile

2025 total emissions of UTAC in Romania per scope (%):



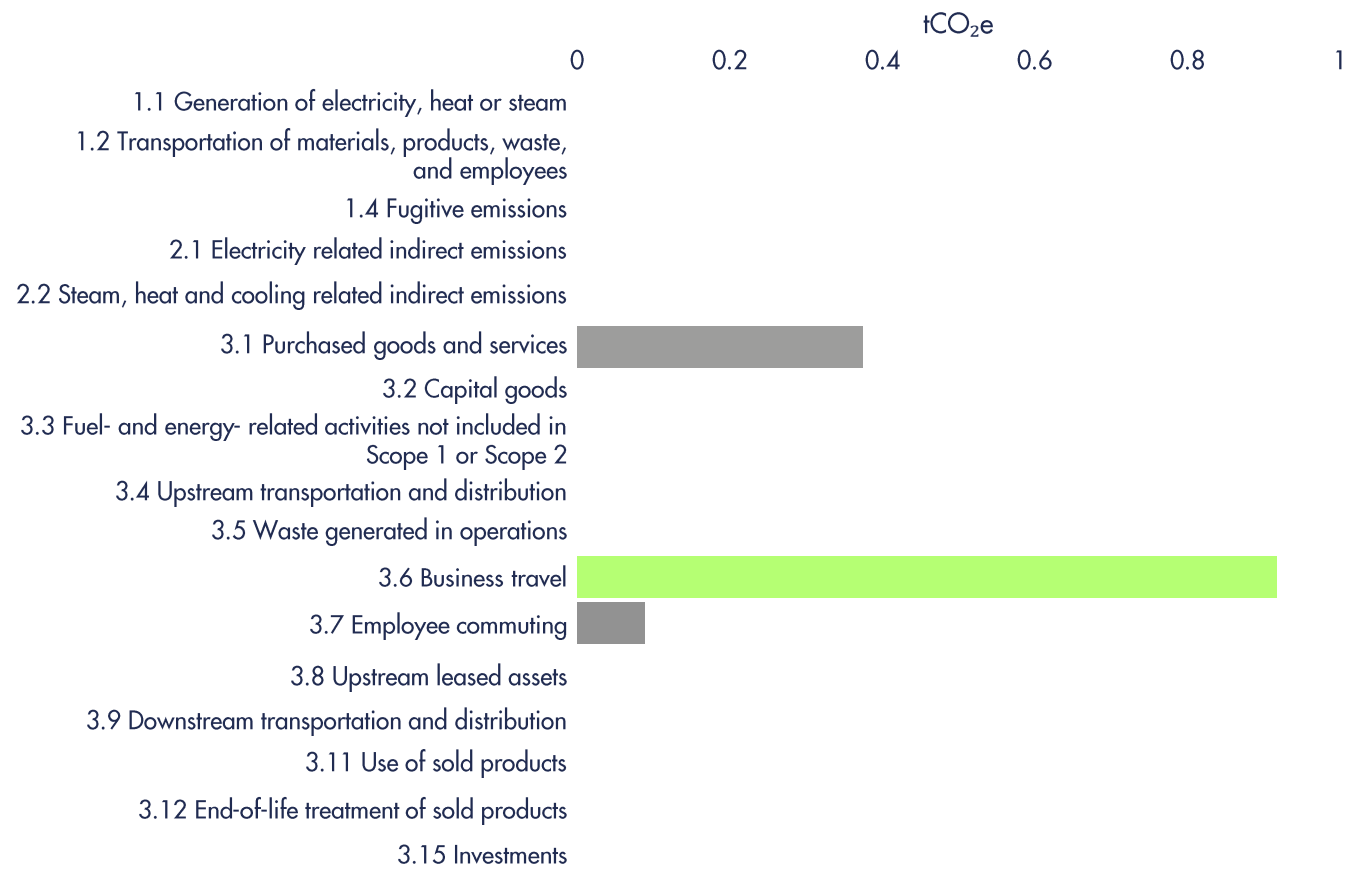
2025 total emissions of UTAC in Romania by emissions source (%):



* Emission Factor Sources: Company Report, EXIOBASE, Greenly Experts, Heat Network French Government, IEA
** Data shown is on a market-based approach
*** Location-based data: Total emissions = 1.7 tCO₂e, Scope 1 = 0 tCO₂e (0%), Scope 2 = 0 tCO₂e (0%), Scope 3 = 1.7 tCO₂e (100%)

UTAC in Romania: 2025 Emissions Breakdown

2025 total emissions of UTAC in Romania per GHG Protocol Category (tCO₂e):

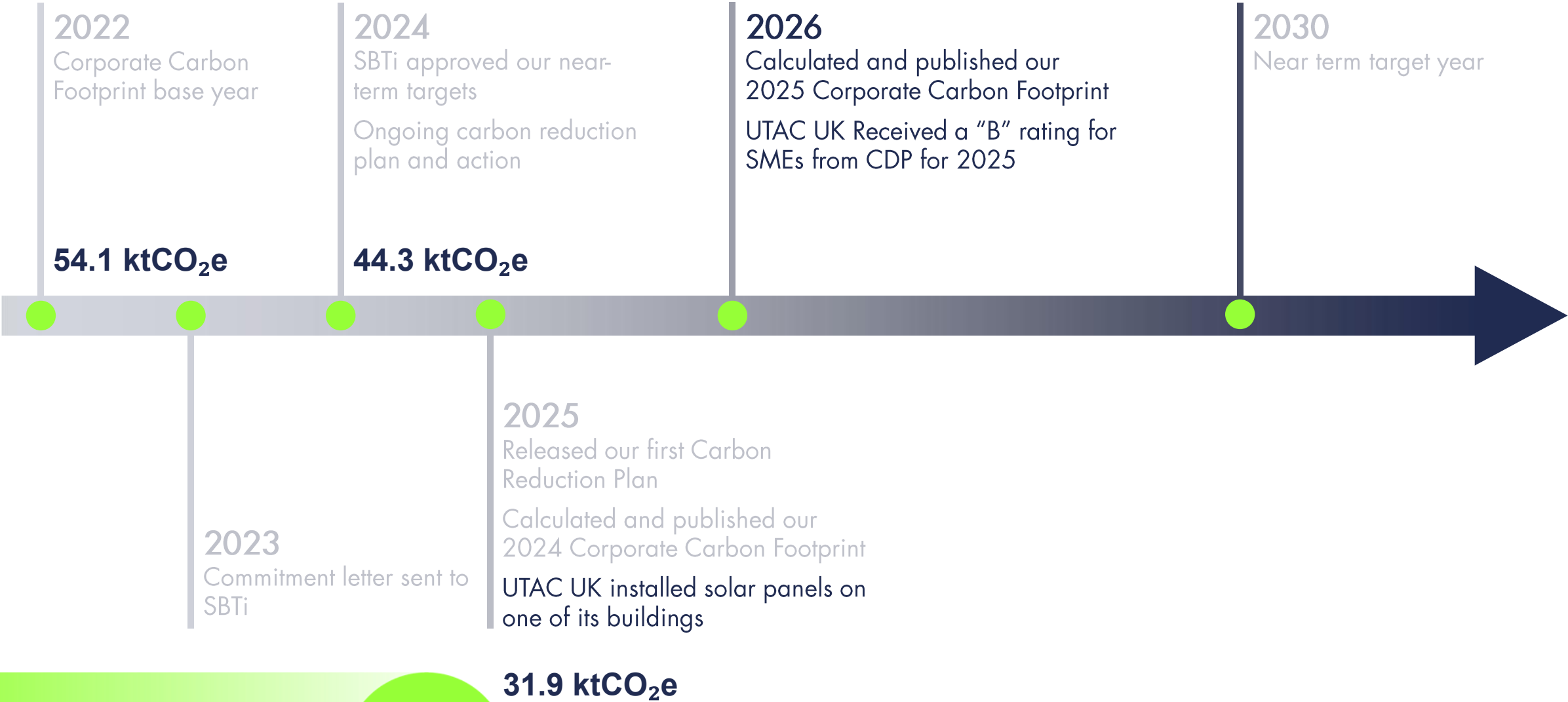


GHG Protocol Category	2025 %	2025 tCO ₂ e	2024 tCO ₂ e
1.1 Generation of electricity, heat or steam	0.00	0.00	0.00
1.2 Transportation of materials, products, waste, and employees	0.00	0.00	0.00
1.4 Fugitive emissions	0.00	0.00	0.00
2.1 Electricity related indirect emissions	0.00	0.00	0.00
2.2 Steam, heat and cooling related indirect emissions	0.00	0.00	N/A
3.1 Purchased goods and services	27.14	0.37	2.99
3.2 Capital goods	0.00	0.00	0.00
3.3 Fuel- and energy- related activities not included in Scope 1 or Scope 2	0.00	0.00	0.00
3.4 Upstream transportation and distribution	0.00	0.00	0.00
3.5 Waste generated in operations	0.00	0.00	0.00
3.6 Business travel	66.44	0.92	0.00
3.7 Employee commuting	6.42	0.09	0.30
3.8 Upstream leased assets	0.00	0.00	0.00
3.9 Downstream transportation and distribution	0.00	0.00	N/A
3.11 Use of sold products	0.00	0.00	N/A
3.12 End-of-life treatment of sold products	0.00	0.00	N/A
3.15 Investments	0.00	0.00	N/A



Timeline

Our Carbon Reduction Journey So Far...





Conclusion



Emissions trend

- 31.9 ktCO₂e in 2025
- Down from 44.3 ktCO₂e in 2024
- Down from 54.1 ktCO₂e in 2022 baseline year



Sustainable Procurement

- Supplier Code of Conduct implementation continues
- Increased visibility of supplier-related emissions
- Stronger foundation for targeted supplier engagement and sustainable procurement



Understanding the reduction

- Emissions reduction reflects investment-cycle effects, changing business activity, operational improvements and improvements in data quality
- Understanding the drivers behind emissions trends is as important as tracking emissions results



Organisational capability

- Stronger collaboration between operations, facilities, finance and ESG teams across the Group
- Better understanding of how business activities, investments and operations decisions influence emissions
- Enhanced data quality and reporting maturity



Science-based targets

- Emissions remain aligned with UTAC's 2030 SBTi trajectory
- Continued focus on delivering the carbon reduction plan and identifying long-term reduction opportunities



Building external credibility

- CDP SME "B" rating (UTAC UK)
- EcoVadis Silver Medal (UTAC France)
- Continued progress in sustainability maturity



Operational progress

- Renewable electricity contracts where available
- Investment in solar generation
- Ongoing energy efficiency initiatives



Looking ahead

- Continued improving data quality and consistency
- Increased use of primary activity data
- Practical and evidence-based environmental improvement initiatives
- Quantifying the business benefit of decarbonization

A large, solid green circle is positioned to the left of the 'Thank you!' text.

Thank you!

Thank you to all colleagues who contributed to the collection, review and validation of data, as well as those who completed the colleague commuting survey. Your time, expertise and collaboration have been invaluable in helping us improve the quality and completeness of this year's carbon footprint.

The collective efforts of colleagues across the Group have helped strengthen the quality and completeness of this year's carbon footprint. Every contribution improves our understanding of environmental performance, supports better reporting and helps build a stronger foundation for future progress.

While the journey continues, the progress achieved this year provides a stronger foundation for future improvement and for meeting our 2030 science-based target and stakeholder expectations.



2022 and 2024
Corporate Carbon
Footprint



Carbon reduction
plan



Sustainability
report

For any queries concerning UTAC Group ESG, please contact:
esg@utac.com

About UTAC

Our Worldwide Presence



A customer-focused business model ...

Vehicle manufacturers

All types and energies, from 2-wheelers to trucks, including off-road

Powertrain & propulsion system manufacturers

Petrochemicals

Engineering companies

Equipment suppliers

Including lighting, seats ...

Tyre manufacturers

Mobility operators

Government services

Security & Defence



Our Group Priorities



Leveraging our EXPERTISE

- Trusted experts
- Continuous learning and improvement
- A thorough understanding of industry's complex landscapes



Delivering Customer EXCELLENCE

- Striving for the highest quality in every customer solution
- Encouraging creativity
- Growth mindset



Effectively using our ASSETS

- A wide range of tracks worldwide
- High-tech infrastructures for advanced engineering
- Investment in research & development



Enhancing our ESG

- Environmentally conscious
- Striving for safety
- Highest ethical standards

... to deliver a broad range of services

Regulations

- Homologation
- Certification
- Expertise
- Inspection
- Training

Cleaner

- Green NCAP
- Electrification
- Alternative Propulsions
- Sustainable Certification

Safer

- NCAP
- Active & Passive Safety
- Vehicle Engineering
- Vehicle Testing
- Vehicle Validation

Our Services

Digital

- Cybersecurity
- Simulation
- Connected Mobility
- Autonomous Mobility

Tracks

- Events
- Rental
- Cold
- Temperate
- Hot



Connor McCormack
Chief Executive Officer



Mathilde Lebeau
VP – People, ESG and
Internal Communication



Laurent Verhelst
VP – Finance and
Group Services



Anis Tebib
VP – Global Commercial Strategy



Laurent Midrier
VP – Certification,
Expertise and Innovation



Christophe Perge
EVP – France and
International Services



Kirsty Andrew
VP – United Kingdom



Anthony Beck
VP – USA



Janne Seurujärvi
VP – Finland

The Executive Committee