



*Together
we accelerate*

2026 Mission report



1 Idex **Becomes** a Mission- Driven Company

Our Mission

We don't just participate in the energy transition. Our goal is to accelerate it.

***Accelerate
the energy
transition***
***by promoting local
low-carbon solutions***

The fight against climate change is the challenge of the century.

Energy is at the heart of the **issues.**

Heat accounts for half of final energy consumption, and more than two-thirds of that heat still comes from fossil fuels.

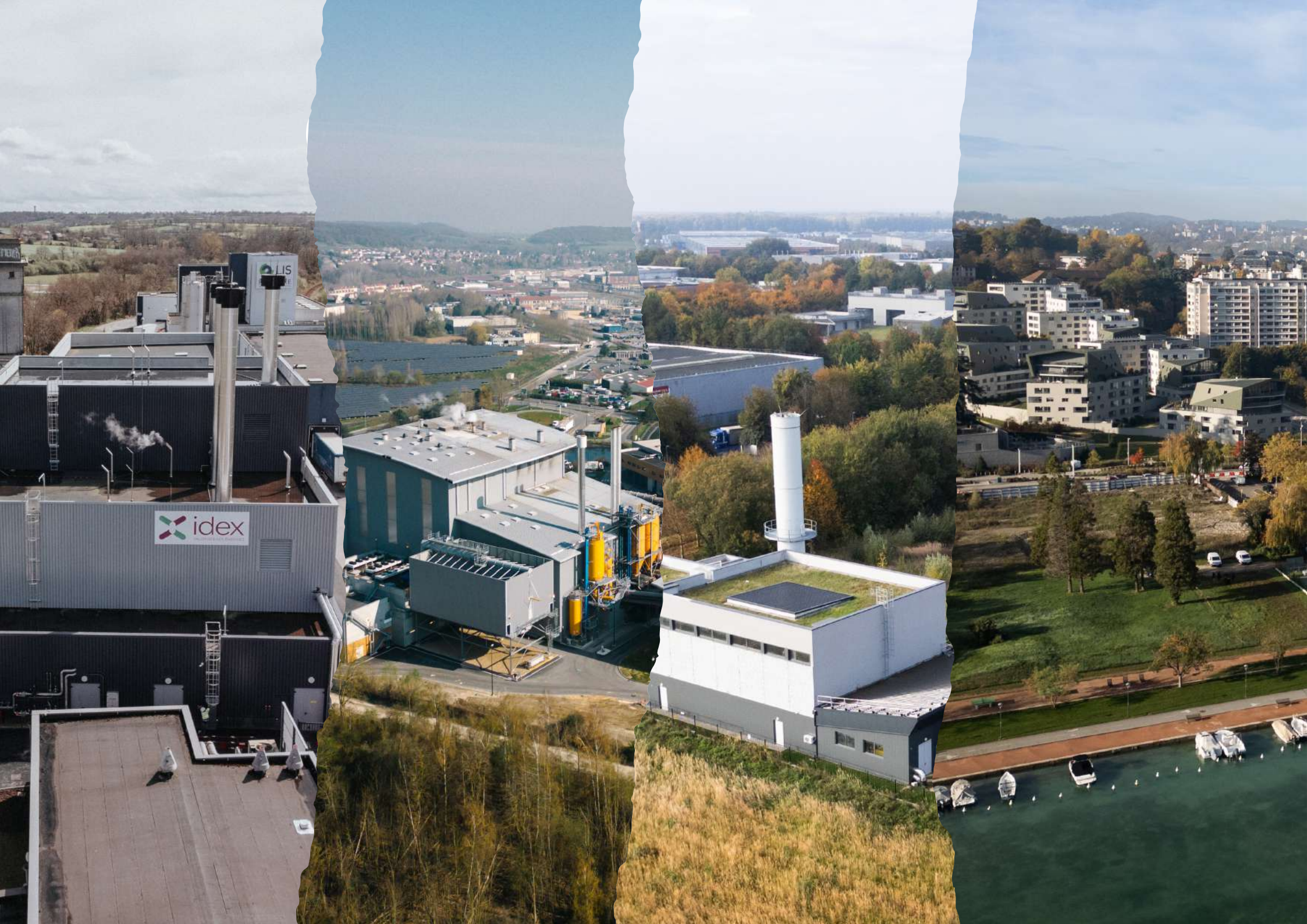
These solutions are local and low-carbon: the two go hand in hand.

They are based on energy conservation, energy efficiency, and the development of renewable or recovered energy sources.

Faced with this challenge, we have the ability to take action.

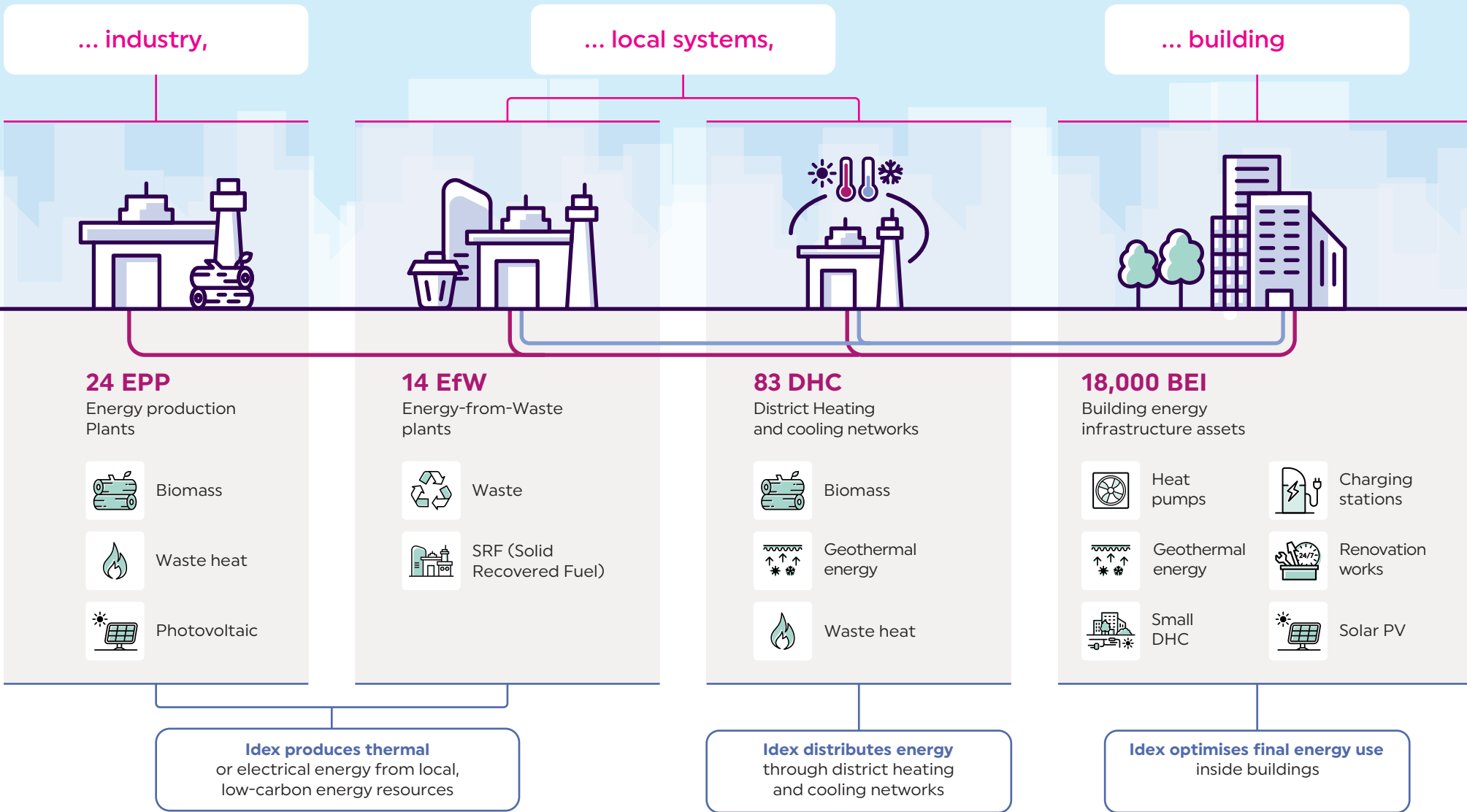
Solutions exist and can be implemented quickly.

There are many different solutions. Idex tailors its offerings to its customers' needs.



Irex, an industrial development platform dedicated to decarbonization

develops, designs, finances, builds, and operates local, low-carbon energy infrastructure that helps decarbonize ...



• 2019

- The PACTE Act allows companies to include in their articles of incorporation a commitment to have a **positive impact on the planet and society.**

• 2020

- As part of its Idex 2030 corporate initiative, Idex **has defined its mission as** "Accelerating the energy transition by **promoting local, low-carbon energy** sources."



• 2025

- Idex **Becomes** a Mission-Driven Company



• 2022

- Idex is creating a division dedicated to engagement, which will report directly to the president, and is publishing its engagement policy.

• 2023

- The group **has secured** its first **sustainability-linked financing**, totaling 1.7 billion euros.

Our Journey toward becoming a Mission-Driven company



**We are convinced
that companies have a role
essential for serving
a more sustainable society
and more accurate.**

↓ | **Thomas Le Beux** shared the reasons that led IDEX to become a mission-driven company during the presentation of the results from the Mission-Driven Companies Observatory

Why did the group decide to become a mission-driven company?

Thomas Le Beux, CEO: We made this decision because we are convinced that businesses have a vital role to play in building a more sustainable and equitable society.

The mission we collectively defined in 2020 perfectly illustrates this in the environmental sphere. ON our own scale, a group the size of IDEX also has significant capacity to take action in the areas of social and societal engagement. This benefits the Group's employees, for whom we strive to provide an increasingly inclusive and stimulating work environment. And more broadly, through the impact of our activities on value creation and job creation in local communities.

Why did you choose to take this step in 2025?

T.L.B.: We defined our mission in 2020, just one year after the PACTE Act was enacted. By articulating it and widely communicating it to our teams as part of our IDEX 2030 corporate strategy, our goal was to establish a clear direction that would provide structure and meaning to the major transformations underway within a rapidly growing group.



Five years later, the results we have already achieved show that this mission is not merely a statement of intent, but rather the backbone that underpins our strategy and operations. Building on these results, we are becoming a mission-driven company, thereby demonstrating our commitment to

staying the course we have set for ourselves over the long term.

Furthermore—and this is no coincidence—we are taking this step at a time that some are calling an “environmental backlash.” It is therefore also a way for the group to affirm that our commitment to decarbonization makes sense for the planet, is underpinned by a solid business model for our company, and meets very real and significant needs for our customers.

What benefits do you expect from this transformation into a mission-driven company?

T.L.B.: First and foremost, we are convinced that this is a source of pride for current IDEX employees and a draw for those who will join us. It's essential to know why we get up in the morning. This serves as a powerful and indispensable driving force.

Given our growth ambitions, we want to attract the best talent—and being a mission-driven company will undoubtedly help us do that.

It is also a powerful differentiator—a way to better communicate to our clients how we design and implement decarbonization projects tailored to their needs.

Finally, by forming a task force composed of brilliant individuals, we are seizing the opportunity to benefit from their critical yet supportive perspective. This will certainly help us accelerate our progress even further!



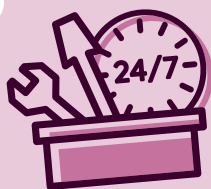
Our Mission Objectives

- 1 **Taking action on climate change** through solutions that accelerate the energy transition
- 2 **Taking action** for sustainable **regional** Development
- 3 **Takin action** to create a safe, inclusive, and stimulating **work environment**

The Basics

Our purpose
and the core of our
environmental commitment

1



Health and **safety** at work are our top priorities

We expend all the energy we
need to in order to achieve
zero accidents

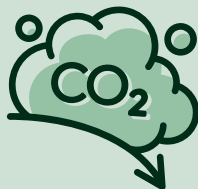
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We are uncompromising on **ethics**

Integrity, transparency and respect
for human rights guide our action

3



We fast-track energy transition by harnessing local, **low-carbon** solutions

By offering competitive alternatives
based on stewardship, energy
efficiency and increasing the
proportion of renewable and
recovered energy in the mix

4



We provide an **inclusive** and **stimulating** work environment

With innovative recruitment
processes, helping our people to
build their skills and promoting
diversity in our teams

5



We play an active part in sustainable development in **communities**

Through a sustainable and
responsible investment and
procurement policy that supports
local economies and jobs

6



We foster individual and collective **commitment** among idex employees

By encouraging initiatives for a
more sustainable and inclusive
society

Markers of #Idex Identity:
Human Energy, Regional Energy

Our Mission Committee

What is the role of the task force?

Composed of representatives of Idex Group stakeholders and/or experts in one or more of its engagement areas, the mission committee is responsible for:

- to evaluate the implementation of the commitments made by Idex
- to support the group in its strategic thinking and decision-making as a mission-driven company.

Who are the eight members of the Idex task force?

The task force, established in September 2025, is chaired by Anne de Bayser. It consists of one employee from the Idex Group and seven external members, appointed for a renewable two-year term.

The Idex Group's Director of Engagement serves as its secretary.



Anne de Bayser

Co-Chair of the SOS Group

Throughout her career, Anne has held positions in the public, private, and nonprofit sectors, gaining in-depth knowledge of social, environmental, and regional policies. Notably, she served as director of a social housing organization, deputy secretary general of the City of Paris, and deputy secretary general of the Élysée Palace.

She helped draft the Pacte Act, which made it possible for companies to become mission-driven companies.



Sandrine Béliet

Director of Humanity and Biodiversity

A specialist in environmental law and human rights, Sandrine is a member of the board of directors of the French Office for Biodiversity and a member of the European Economic and Social Committee.

A Member of the European Parliament from 2009 to 2014, she has been a member of the European Economic and Social Committee since September 2025.



Bertrand Austruy

Chief Human Resources Officer at Club Med

An experienced executive in human resources and corporate governance, he spent more than twenty years with the Danone Group, one of the first companies to adopt the "mission-driven company" status in 2020.

In particular, he contributed to the design of the "One Person, One Voice, One Share" program.



Nicolas Goldberg

Associate Director at Columbus Consulting

At his consulting firm, which specializes in organizational transformation and became a mission-driven company in 2021, Nicolas focuses specifically on market dynamics, strategic forecasting, climate challenges, industrial competitiveness, and program management.

He is also head of the energy division at the Terra Nova think tank



Selma Mahfouz

Inspector General of Finance

Selma, an economist, is a co-author of the 2023 report on the economic impacts of climate action. She served as Director of ESG Expertise at Crédit Mutuel Alliance Fédérale, a mutual financial group that became a mission-driven company in 2020 and introduced the "societal dividend" in 2023.

Throughout her career, she has held positions at the International Monetary Fund in Washington, the Treasury Department, and the Pension Policy Council, among others.



Elisabeth Ayrault

Senior executive in the environmental and energy sectors

Elisabeth has held executive positions at major French companies in the fields of heating and cooling networks, waste collection and energy recovery, and energy efficiency. She served as president of the Compagnie nationale du Rhône (CNR).



Renaud Prouveur

President and Chief Executive Officer of Spallian

A lawyer by training, Renaud is a digital specialist. Spallian offers data analytics solutions and strategic consulting services to help clients make better use of both public (open data) and private data.

With the Thelma® app, Spallian offers local governments a tool that facilitates their interactions with residents regarding local public services.



Arnaud Robert

Employee of the Idex Group, union representative

Arnaud has been working at Idex since 2008. As a CFDT union representative, he serves as secretary of the Social Works Council and the Group Works Council.

Through these roles, he supports the company's growth, convinced that collective intelligence and constructive dialogue are essential drivers of performance and transformation.



The Task Force's Work Plan

- 3 **Plenary Session Meetings**
- 9 **Thematic Meetings**
- 4 **Masterclasses**
open to all employees
- 1 **Site Visit**
- 2 **members of the task force on the Victoires Idex jury**
An internal competition in which one of the evaluation criteria is the projects' contribution to the fulfillment of the mission.

The members of the task force appreciated the open and productive dialogue with Idex employees and the transparency demonstrated by the management team. Driven by a desire to contribute to the achievement of Idex's environmental, social, and societal goals, the task force recognized the sincerity of an approach focused on action and continuous improvement.

Anne de Bayser, chair of the task force.

The mission committee is kept informed of all commitments and results related to Idex's mission objectives. In particular, it has identified two priority areas. The work carried out in 2025–2026 made it possible to identify initial actions and begin implementing them.



Talent Retention

Attracting and retaining a diverse talent pool is a key priority for Idex given its rapid growth.

The meetings devoted to this issue focused in particular on:

- **Corporate Values and Culture**
- **Recruitment** Methods
- The Onboarding Process for New Hires
- **Well-being** at Work



Differentiating Offers

As an independent and well-established player in the energy sector, Idex develops a variety of solutions focused on decarbonization. How can we better highlight this common goal to both decision-makers and end users? How can we increase the positive impact of Idex's activities at the local level?

The meetings devoted to this issue focused in particular on:

- The Role of **Innovation**
- Addressing Biodiversity Issues
- Contributing to the **integration** of people who are far from the job market





2

Our Commitments
Our Results



Commitment: At the Heart of Our Strategy

Ilex's environmental, social, and societal commitment is at the heart of the company's strategy and contributes to its overall performance.

Through its activities, Ilex aims to have a positive impact on all of its stakeholders and to contribute to the transformations taking place in society, foremost among which is an energy transition that will enable the achievement of the goals set forth in the Paris Agreement on climate change.

Recognized Performance in Corporate Social Responsibility In 2026, Ecovadis awarded Ilex a score of 82 out of 100, placing the group in the top 5% of the 130,000 companies assessed in 180 countries



Launched in 2000, the United Nations Global Compact is a voluntary framework for organizations seeking to advance their corporate social responsibility efforts.

Since 2017, Ilex has been a participant in the United Nations Global Compact and its Ten Principles regarding human rights, labor standards, the environment, and the fight against corruption.

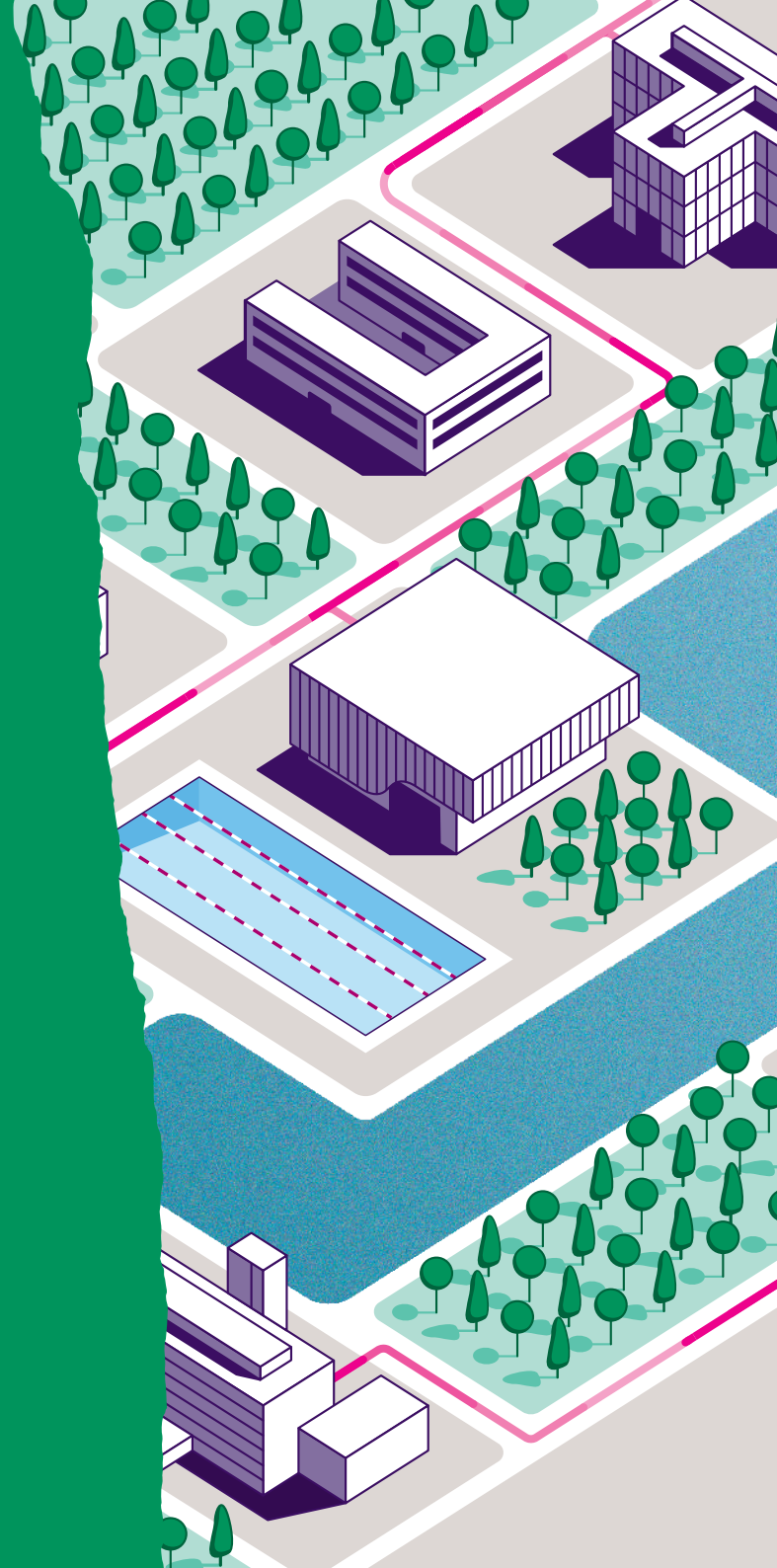
Ilex sought to strengthen this commitment by becoming an ambassador for the Global Compact Network France for a two-year term (2025–2026).



Taking action on climate change through solutions that accelerate the energy transition

Idex's mission and the core of its environmental commitment is to accelerate the energy transition by offering its customers solutions based on:

- ✓ **energy efficiency**
(using less energy)
- ✓ **energy efficiency**
(using fewer resources
to produce a given amount of energy)
- ✓ **the development of renewable
and recovered energy sources** (using energy sources
that produce the fewest greenhouse gas emissions)



Biomass

As a low-carbon energy source for district heating networks and steam production for the food processing industry, the biomass used by IDEX is sourced locally and adheres to the hierarchy of uses.

Geothermal Energy

This energy source, which has significant potential for development, makes it possible to harness the heat naturally present in surface or groundwater.

Solar

Since 2022, IDEX has been equipping buildings and parking garages with photovoltaic roofs and shade structures.

With 280 MWp of capacity installed or under development and 1,000 electric vehicle charging stations, these solutions enable customers to achieve greater energy self-sufficiency while making the most of existing developed spaces.

Fatal Heat

By recovering the heat generated by waste incineration or industrial processes, IDEX avoids the use of fossil fuels.

The impact of these solutions is reflected in the evolution of IDEX's energy mix and in the volume of greenhouse gas emissions that they help IDEX's customers avoid.

Increase the share of renewable and recovered energy in the energy mix



64,7 % in district heating systems

© 2030 TARGET: **75%**

Develop projects for our clients that avoid greenhouse gas emissions



970 000 metric tons / CO₂ equivalent of avoided emissions (+20% compared to 2022)

© 2030 TARGET: **+50%**

Making the IDEX vehicle fleet more eco-friendly



31 % of green vehicles among those replaced during the year

© 2030 TARGET: **100%**

Innovation for Decarbonization

To respond quickly to the climate emergency, IDEX has adopted a strategy:

- ✓ **pragmatic**, focusing on proven and readily available solutions
- ✓ **agnostic**, by selecting, from among local, low-carbon solutions, the one best suited to the needs of the customer and the region.

AT the initiative of the task force, IDEX has been working on how to better incorporate and promote innovation within this action- and results-oriented strategy.



First Long-Term Biomethane Purchase Agreement for a District Heating Network in France

In 2026, to significantly reduce carbon emissions from the heating systems in the southern neighborhoods of Bordeaux Métropole, IDEX won the largest contract in its history to develop a district heating network with exceptional features:

✓ **€134 million in investment**, including €9.9 million in support from ADEME and €1 million in crowd-funding: by investing in their own district heating network, residents enjoy an attractive financial return while taking a hands-on role in their neighborhood's ecological transition

✓ **200 GWh of heat generated**, 40 km of distribution networks, serving more than 20,300 housing-equivalent units

✓ **An ultra-high-performance carbon footprint** of 30 gCO₂/kWh and more than 1 million metric tons of CO₂ equivalents avoided over the term of the contract thanks to renewable energy sources: geothermal and biomass account for 77% of the energy mix.

The remainder is supplied by biogas and electricity with a guarantee of origin: thanks to the first long-term biomethane purchase agreement (BPA) for a district heating network—spanning 30 years—subscribers will benefit from 100% renewable gas produced 15 km from the boiler room, at a price that is not tied to market fluctuations.



Recovery of Waste Heat from a Data Center

Driven by a desire to accelerate its energy transition, the city of Levallois is launching a groundbreaking project with IDEX to transform its district heating network.

By harnessing the synergy between deep geothermal energy and the recovery of waste heat from a data center, this pioneering project will provide Levallois with a local, low-carbon, competitive, and secure energy supply starting in 2029.

Ultimately, these two sources will supply the network with more than 120 GWh per year, bringing the share of renewable and recovered energy to over 75 percent—an unprecedented rate for such a densely populated metropolitan area—while reducing the price of heat by 30 percent.

A district heating system suited to a mountain environment

The town of Bourg-Saint-Maurice, in the heart of the Alps, had no centralized heating infrastructure. The hospital, schools, and apartment buildings all relied on individual oil-fired boilers.

With more than 70% of homes serving as second homes, energy demand fluctuates dramatically from season to season. At high altitudes, not all solutions are feasible. So we had to think outside the box!

Idex proposed creating a fourth-generation network—the first public heating network in the Tarentaise Valley.

A solution that balances the energy transition with tourism appeal just a few years before the Olympic Games, promoting a sustainable mountain region.



Des batteries de stockage pour contribuer à la stabilité du système électrique

In Feurs, Idex has installed a 6 MWh battery energy storage system (BESS) powered by artificial intelligence, which responds in real time to signals from RTE (the French electricity transmission network) within seconds.

The challenge is simple to understand but complex to solve: the power grid must balance generation and consumption at all times. With the growth of solar and wind power, maintaining this balance is becoming increasingly difficult.

Batteries are now replacing peaking thermal power plants for secondary reserve services. 100% carbon-free flexibility.

The logic is sound:

- ✓ The battery charges when electricity is abundant and low-carbon (nuclear, renewable energy)
- ✓ It feeds back power during peak demand periods

2 MW, 6 MWh, 3 hours of runtime, 0 direct emissions, more than 1,000 households powered over a 15-year partnership.

Given the success of this first phase, Idex will double its capacity to 4 MW and 12 MWh and has already commissioned a similar storage facility in Ondes (4 MW).



The #Innovation Task Force's Opinion and Recommendations

Innovation takes many forms and is not limited to so-called “disruptive” innovations or even technological innovations. By learning about Idex’s achievements and projects—and by familiarizing ourselves with how the company organizes its teams’ work—we have become convinced that all the conditions are in place to develop a culture of innovation unique to the Idex Group and to make it a driver of growth:

- **by enhancing the group's ability to foster and capitalize on innovation that comes from the front lines**
- **by identifying technical solutions tailored to specific needs and ensuring the capacity to replicate them on a larger scale, as exemplified by the high-altitude district heating project in Bourg-Saint-Maurice, which received the Innovation Award at the Victoires Idex in 2026**
- **by enhancing its offerings with features that increase their decarbonization potential, such as the energy storage batteries the group has begun to deploy, or long-term biomethane supply contracts, offered in conjunction with investments in low-carbon production assets.**

Taking action for sustainable regional development

By reducing greenhouse gas emissions associated with energy consumption, Idex is helping to **mitigate** climate change.

Beyond their positive impact on the climate, energy projects based on local resources and **circularity** help strengthen the autonomy and resilience of local communities.

Conducted with a focus on preserving biodiversity and minimizing their impact on water resources, these efforts are also part of the necessary process of adapting to the already noticeable effects of climate change.

Idex's **investments** in new energy transition infrastructure create value and jobs that cannot be offshored. As part of its responsible procurement policy, the group can rely on a network of suppliers who are themselves committed to continuous improvement in environmental, social, and societal areas.

Developing Local Circular Economy Solutions

Wooded Hedgeland

For the food-processing company Bel, Idex designed a biomass boiler room partially fueled by wood from the pruning of nearby hedgerows. This diversification of the fuel supply helps preserve the hedgerows—which serve as reservoirs of biodiversity and play a stabilizing role in the water cycle—while providing additional income to the farmers who maintain them... and who also supply milk to the plant.



Vinewood

10% of the biomass consumed by the Epernay district heating network comes from prunings from vineyards, which are emblematic of the Champagne region's landscape and culture.



Agro-pellets

In La Défense, the boilers originally designed for fossil fuels have been completely renovated and modified to run on agro-pellets—agricultural residues, some of which are transported by rail right up to the towers of France's largest business district.



Spent grain

In partnership with Heineken, Idex has developed a pilot project: the steam needed for beer production at the Mons-en-Bareul plant will soon be generated there using agricultural waste from the brewing process—brewer's grains.



Growing with Our Network
of Suppliers



77 %

Suppliers assessed as part of the Ecovadis responsible procurement program in 2025 improved their CSR performance compared to the previous assessment.

© 2030 TARGET: 80 %

Preserving Biodiversity

Implement voluntary
action plans to promote biodiversity



8 industrial
sites committed by 2025

© 2030 TARGET: 20

Take climate risks into account
when designing proposals
and operating sites



100 %

operating industrial sites covered by a physical
climate risk analysis by 2025



Nature-Based Solutions to Support Climate Change Adaptation

At the Robert Organic Waste Treatment Center in Martinique, nature-based solutions are helping to strengthen the site's resilience to local climate changes—particularly episodes of heavy rain and heat—while creating habitats that support the development of local biodiversity.

The site has implemented a renaturation program based on:



The planting of native tree species throughout the site, with more than 130 saplings representing about 30 native species, including fruit trees such as coconut, papaya, and guava.



The construction of a planted filter for the natural management of stormwater runoff, enabling, in particular, the reuse of approximately 2,000 m³ of water per year.

The #Biodiversity Task Force's Opinion and Recommendations

In recent years, Idex has worked to establish its biodiversity policy and develop initiatives that are distinguished in particular by:

- the focus on integrating biodiversity issues into the company's standard processes through the environmental management system
- the existence of a national partnership with the National Federation of Nature Conservation Organizations (FCEN), a recognized network of nonprofit organizations with a presence throughout France
- the link between biodiversity issues and adaptation issues
- the involvement of teams at sites participating in voluntary action plans

Idex could go even further:

- by not limiting its initiatives to rural or peri-urban areas—or even to "green spaces"—but by extending them to urban areas to demonstrate in a concrete way that it is possible to take action at all scales and across all regions
- by joining the "Businesses Committed to Nature" initiative.

Takin action to create a safe, inclusive, and stimulating work environment

Idex's mission is built on the commitment of its 6,500 employees.

To attract, develop, and retain the talent needed for the energy transition, the company offers them a safe, inclusive, and stimulating work environment.

It thus enables everyone to grow and make a tangible contribution to the fulfillment of its mission, making this collective commitment a key driver of its success.

Secure

Workplace safety is—and will continue to be—Idex's top priority.

The development of a shared safety culture is based on a series of initiatives, including: regular reminders of the "6 Golden Rules," training sessions, preventive safety inspections and safety briefings, use of the "My Safety" app—which allows all employees to report near-misses and hazardous situations in real time—and the systematic conduct of post-incident analyses...

It has helped reduce the incidence rate of work-related accidents resulting in lost time by more than half since 2019.



Inclusive

We believe in the importance of diversity and inclusion because they enrich our company and enhance our creativity.

As a signatory to the Diversity Charter in 2021, the Idex Group is committed to combating all forms of discrimination and promoting diversity and inclusion within its teams at all levels throughout employees' careers.

The "Diversity and Inclusion" survey, conducted every two years with the support of a specialized consulting firm, measures the perceptions and expectations of the Group's employees.

The results of the 2026 edition show a marked improvement compared to 2024.

In particular, Idex is implementing action plans to promote disability inclusion and gender equality in the workplace.

Through the implementation of the employment integration clauses included in its public contracts, as well as through its partnerships with nonprofit organizations and its role in managing employment programs within correctional facilities, Idex contributes to the professional integration of individuals who are far from the job market.

Stimulating

Jobs in the energy transition sector offer full employment and a sense of purpose, yet they still suffer from a lack of recognition and appeal.

To help raise awareness of these programs, Idex offers internships for ninth-grade students and outreach events starting in middle school. Since 2019, Idex has significantly expanded its work-study program, ensuring high-quality support for both work-study students and their mentors.

Special attention is given to the onboarding process for new hires and to their training throughout their time with the group.



The Opinion and Recommendations of the #Human Resources Task Force

In recent years, the Idex Group has invested in restructuring its human resources department and modernizing its management and training tools. At the same time, it has addressed diversity and inclusion issues in a proactive yet pragmatic manner. This approach is bearing fruit, as evidenced by the improvement in the various metrics tracked. It is also a source of pride and motivation for the teams, who play a very active role in this effort.

To take this further, three areas of focus resulting from discussions with the task force were identified:

- Enhance the onboarding process by extending its duration to one year, scheduling brief but more frequent check-ins between the new hire, their manager, and their HR contact, and systematically including participation in a "La Fresque du Climat" workshop
- Develop health prevention initiatives tailored to the needs of technicians over the age of 50
- Improve the post-hiring follow-up process for employees hired through workforce integration programs.

Fostering Idex employees' commitment to a more sustainable and inclusive society

2500

employees who participated in a Climate Mural workshop

85

participating in a mentoring program

Provide an inclusive work environment

4,5/5

the level of agreement with the statement "I feel included and respected at Idex" in 2026 (4/5 in 2024)

Promoting the increased participation of women in energy-related professions

24,4 %

the proportion of women among executives: in 2026 (+2.4 percentage points compared to 2022).

© 2030 TARGET: 28%

Expanding Work-Study Programs

7,2 %

The percentage of work-study students in the total workforce (France): up 2.6 percentage points

Being a disability-friendly employer

94 %

workers with disabilities who have undergone an annual interview to assess their support needs

© 2030 TARGET: 100%



Our Values and Corporate Culture



The IDEX Group has a history spanning more than 60 years. Starting as a family-owned business founded in Boulogne-Billancourt after the war, it has undergone a profound transformation while remaining true to its core identity.

With input from the mission committee, in 2025, IDEX worked on its values and the core principles of its corporate culture, guided by its mission.

The Task Force's Opinion

The IDEX Group stands out from other companies in the energy and waste-to-energy sector due to its mid-sized scale, its position as an independent and integrated leader across the entire renewable heating and cooling value chain, and its unique corporate culture, which deserves to be highlighted more prominently.

From the committee's perspective, this is one of the key factors that will enable the group to attract—and, above all, retain—the talent it needs to carry out its mission.

It therefore made sense for this line of thinking to be revisited at the time IDEX decided to become a mission-driven company.

In 2025, IDEX redefined its values and, to make them more concrete, supplemented them with 12 principles that clearly outline how the group intends to operate.

Our spirit of conquest drives our growth ambitions. We are thinking big to make IDEX an industrial platform for growth, dedicated to decarbonization.



✓ We are developers **who listen to our clients**, and are **hungry for growth**



- ✓ We always aim for **the Group's best interest**
- ✓ We **act collectively** to address the climate emergency
- ✓ Our work model is an **agile team**
- ✓ We cultivate trust through **frank and respectful expression**
- ✓ We **continually improve**

Victories to Celebrate Collective Successes

For the past four years, the IDEX Awards have served as an opportunity to recognize the teams behind the most impactful projects—based on their contribution to the group's mission, their creation of value, and their potential for replication. At the 2026 awards ceremony, the winning teams led workshops to share the keys to their success with their colleagues.

They received guidance on developing their communication skills and rose to the challenge of presenting their project in exactly two minutes to a large jury that included two members of the task force.



Our collective commitment unites us around our mission.



- ✓ Our exemplarity **reinforces our commitment**
- ✓ We demonstrate **total transparency**



45th: 45 Minutes with You

February 2026: Benjamin Fremaux hosts the 45th "45 Minutes with You." During these monthly videoconference sessions, which are open to all employees, the president of IDEX provides a ten-minute update on the group's latest news.

He then answers questions posed by participants live, along with other members of the executive committee, in the order determined by the number of votes each question received. If necessary, questions that could not be addressed within the 45-minute time frame are answered in writing and posted on the intranet the following day.



Exemplary conduct and transparency are the cornerstones of both trust and effectiveness: we say what we do, and we do what we say!



- ✓ We focus on **concrete and concrete objectives**
- ✓ We favour **structured action** and avoid inertia
- ✓ We demonstrate **tenacity** because our objectives are ambitious
- ✓ We **continually improve**

A methodology tailored to the group's challenges

From the corporate headquarters to regional offices, branch offices, and industrial sites, teams rely on a shared methodology and digital tools to define priorities and, above all, to manage their implementation by breaking them down into projects linked to specific metrics that are collectively reviewed on a regular basis.

Every fall, the IDEX 2030 tour provides an opportunity for the group's management and regional teams to review the past year and outline future prospects.



*We are taking the necessary steps to achieve this, in particular by **acting with rigor.***

Learn how Idex employees are helping to accelerate the energy transition



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Publication Date
September 2026



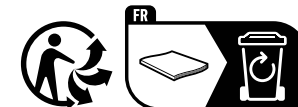
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Publication Date: September 2026