2021 UNIVERSAL REGISTRATION DOCUMENT

INCLUDING THE ANNUAL FINANCIAL REPORT

MANITOU GROUP

UNIVERSAL REGISTRATION DOCUMENT SUBMITTED TO THE AMF

This universal registration document was submitted on April 14, 2022 to the AMF in its capacity as competent authority pursuant to Regulation (EU) no. 2017/1129, without prior approval in accordance with Article 9 of said regulation.

The universal registration document may be used for the purposes of offering financial securities to the public or admitting financial securities for trading on a regulated market, if it is accompanied by an offering notice and, as applicable, a summary and all amendments made to the universal registration document. The whole set of documents is then approved by the AMF in accordance with Regulation (EU) no. 2017/1129.

This document is a copy of the official version of the universal registration document incorporating the 2021 annual financial report, which was prepared in ESEF (European Single Electronic Format) and filed with the AMF. It is available on the Company's website and the AMF's website.

CONTENTS

EDITORIAL

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

In 2021, we were still suffering from the pandemic that began in 2020. It is weakening but still impacts our business and complicates production and services at all levels.

However, our order intake largely exceeded our expectations, and our order book of nearly three billion euros at the end of December gives us good visibility on our activity in 2022. Given these factors, our growth of more than 18% in 2021 could have been even stronger if we had not been heavily impacted by supply pressures.

The recovery has surprised many players who cannot meet their needs for components. This situation affects all industries without exception. Despite all this, our teams once again demonstrated their commitment and agility in dealing with these difficulties. As a result, we were able to complete the development of the new Candé plant for the manufacture of platforms. It is now operational and will give us the opportunity to respond to the fast-growing demand.

Our Board of Directors voted for a massive investment plan to support our growth and development at all our French production sites. Expansion work is set to begin in Ancenis. All these transformations will help increase productivity and cope with inflation, which is now the subject of the next fiscal year.

We are actively working on the key pillars for the future of the company: digitization and the energy transition with the development of electrical equipment. Work on the implementation of measures to reduce our carbon footprint led us to embark on an ambitious low-carbon trajectory for all our businesses and products. In a rapidly changing world, the Board decided to create a CSR Committee to monitor and support the work of the teams.

Finally, I am pleased to announce that our Board renewed its confidence in Michel Denis for a third term, which will begin at the General Meeting in June 2022. This renewal will strengthen our stability, which is very important for the teams, and will enable us to move forward on the many projects we are planning for our company.

I would like to recognize the work that everyone has done during this fiscal year, which was still so troubled.

I also thank our shareholders, who put their trust in us, and I reassure them of my total dedication.

Jacqueline Himsworth

Chairman of the Board of Directors

MESSAGE FROM THE PRESIDENT & CHIEF EXECUTIVE OFFICER

VISION AND STRATEGIC PRIORITIES

A year of strong rebound

2021 started on the same trend as the last quarter of 2020. Our business was marked by a very strong recovery, beyond our expectations, in all of our markets and geographical areas. Our order intake reflects this situation with nearly €3 billion on the books at the end of 2021: a historic record for our group. However, we must be cautious even in this favorable environment as tensions are still very high in our supply chain, with a sharp rise in commodity prices and still very high transport cost.

Presentation of our new roadmap

In order to cope with the transformation of our environment and the challenges that await us, at the beginning of 2021 we presented the new strategic plan "New Horizons 2025," based on four priorities and two key success factors:

- exceeding customer expectations with value-added services;
- managing the ecological transition to a sustainable business model;
- improving our performance by streamlining our activities;
- basing our success on a united team,

with DATA as a game changer and innovation as our DNA.

We have set ourselves ambitious targets for 2025, including the achievement of revenue of more than €2.5 billion and the achievement of a recurring operating income of more than 8% of revenue. To achieve these objectives, a total investment plan of €460 million over five years has been approved by our Board of Directors. After investing in our production facilities in India and Italy in recent years, we announced at the beginning of 2021 the first part of this global plan with a massive investment of €80 million, dedicated to the optimization and modernization of our French industrial sites over the next four years.

Many new developments

Although this has still been a challenging period, we have been able to implement many projects, thanks to the mobilization of teams around the world:

- the complete overhaul of our range of rotating telehandlers with nearly 26 new models produced in Italy;
- the extension of our range of fixed telehandlers with three new compact models assembled in Laillé (35);
- the launch of the new agricultural telehandler, NewAg XL MLT 961, designed in Ancenis (44);
- a new articulated loader, Gehl AL 550, manufactured in the United States;
- a new design for our backhoe loader models manufactured in India;
- the first edition of our annual CSR "On the Way Up" issue.

Presentation of our low-carbon pathway

Reducing our carbon footprint is a priority and our contribution, on our humble scale, to limiting our impact on climate change. We have decided to pursue an ambitious and realistic low-carbon trajectory. Two major targets have been set for 2030:

- reduce our own carbon emissions by 46%. This objective applies to all of the group's operations around the world;
- reduce carbon emissions per hour of use of our machines by 34%. The use of our products represents 89% of our indirect emissions.

We will succeed in staying the course only through the innovation that we deploy on a day-to-day basis with our customers, suppliers, and our teams.

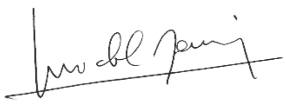
Encouraging outlook

We end 2021 with revenue of €1.9 billion euros, representing significant growth of 18%. This gives us great visibility on our business in 2022. I would like to congratulate all of our teams for their involvement on the ground, and I would also like to thank our clients for their loyalty in this complex environment. Due to this strong activity, and taking into account all the tensions in our supply chain and continuing price inflation, we expect revenue growth of more than 20% for 2022.

We will keep going to "set the world in motion" after these past two unpredictable years by offering more and more services and innovation to our clients. The mobilization of all employees remains our greatest strength in achieving our new roadmap.

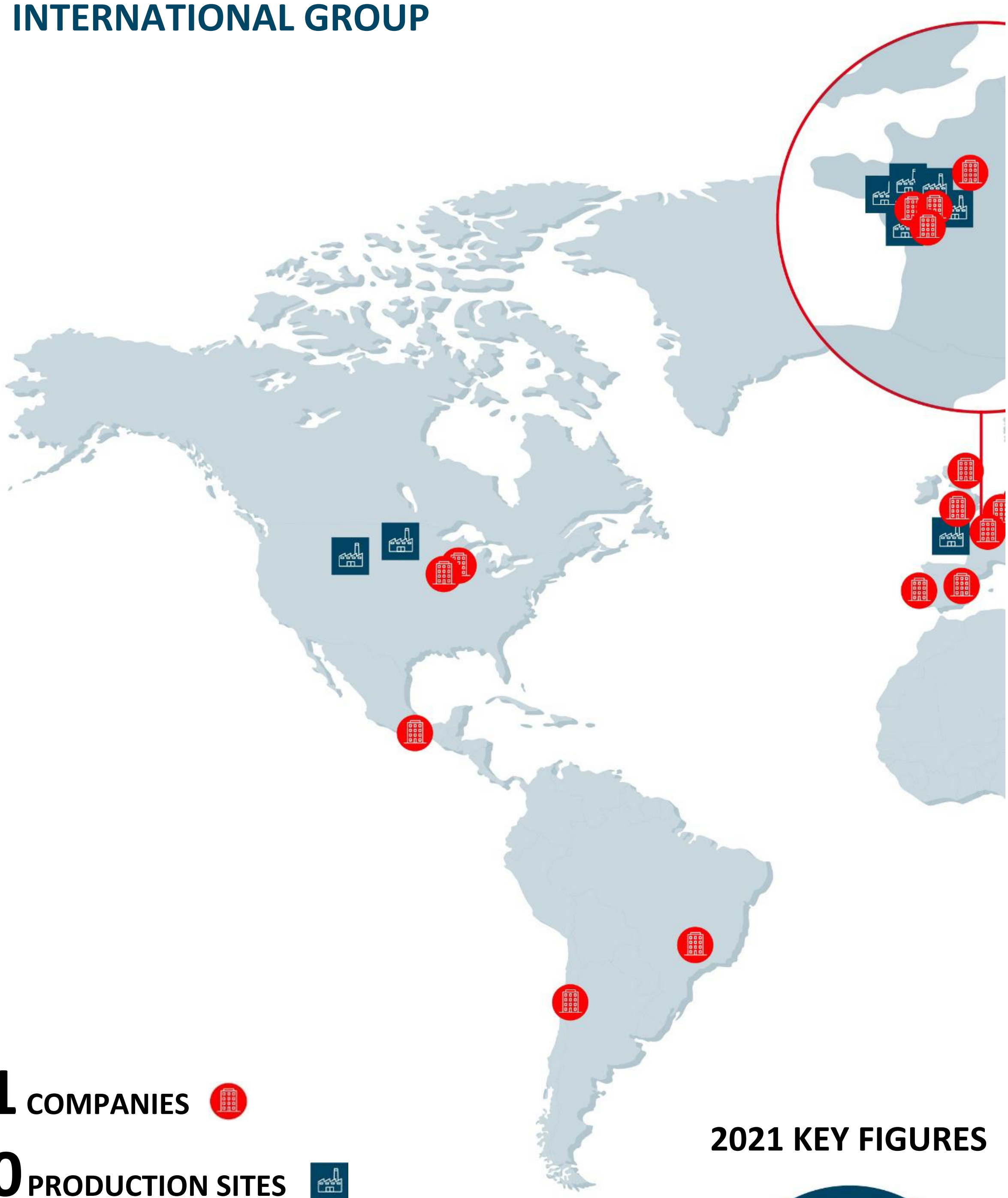
Michel Denis

PRESIDENT & CHIEF EXECUTIVE OFFICER



1. MANITOU GROUP

AN INTERNATIONAL GROUP



31 COMPANIES

10 PRODUCTION SITES

3 MAIN BRANDS

2021 KEY FIGURES

€1,875 m

of sales

4,500 employees

worldwide

82% of sales outside of France

6.6% in recurring operating income

€167 m* EBITDA

€71 m in investments

€19 m* In cash and cash equivalents net of debt

64% of capital held by the founding families

* Excluding lease commitment.

1.2. HISTORY AND HIGHLIGHTS

GROUP HISTORY

1945
Creation of the Ets BRAUD Mécanique Générale by Andrée Braud, a construction and public works company.

1953
Association Braud et Faucheux.

1958
Creation of the first rough-terrain forklift based on the idea of Marcel Braud.

1993
- Launch of the first MRT rotating telehandlers and aerial work platforms.
- Acquisition of Loc Manutention.

1995
Launch of the first truck-mounted forklifts.

2008
Acquisition of the American Gehl Company, specialized in agricultural equipment since 1859.

2010
Gehl and Mustang articulated loaders launched.

2015
Celebration of the 500,000th machine produced.

SIGNIFICANT EVENTS IN 2021

JANUARY
Presentation of the group's new strategic plan, "New Horizons 2025," with a new CSR roadmap.

Launch of a limited edition in Europe for agricultural telehandlers, MLT 737 and MLT 741.

FEBRUARY
Manitou Group ranks 18th in the Gaïa index thanks to its ESG performance.

MARCH
Closure of the Waco site (Texas). Transfer of the production of articulated loaders to the Yankton site (South Dakota) and relocation of the production of forklifts to the Beaupréau site (49) in France.

APRIL
Announcement of a massive €80m industrial investment plan for all French sites between now and 2026. Launch of new ranges of fixed and rotating telehandlers at a 100% digital "Build The Future" event dedicated to the construction and rental market.

JUNE
Dominique Himsworth joins the Manitou Group Board of Directors and Pascal Raoult joins as an employee member. Launch of the Gehl AL 550 articulated loader.

JULY
Launch of the annual "On the Way Up" issue, dedicated to the Manitou Group CSR roadmap.

1959
Launch of the Manitou brand (in French "*manie tout*" - handles everything).

1963
Creation of the Manitou department at Braud and Faucheux.

1972
Beginning of internationalization with the opening of the first subsidiary in the United Kingdom.

1980
Celebration of the 50,000th Manitou rough-terrain forklift.

1981
Launch of the first telehandlers in Ancenis.

1984
Entry to the Secondary Stock Market in Paris.

1985
Creation of the first US subsidiary "K-D Manitou" in Waco, Texas.

1986
Acquisition of stake in FARGH, which will become MCI, the Italian subsidiary.

2017
Acquisition of the company Terex Equipment India.

2018
- Celebration of 60 years since the first Manitou forklift.
- Introduction of the world's first electric telehandler prototype.

2019
Historic record for revenue (> €2bn) and income.

2020
Commercial launch of the first 100% electric rough-terrain aerial work platform, 200 ATJ E.

SEPTEMBER

Jacqueline Himsworth and Michel Denis are elected Entrepreneurs of the Year for the Grand Ouest region by the prestigious EY firm.
The new range of MRT telehandlers is recognized at the Movicarga Awards in Spain.
Triple ISO 45000 QHSE certification obtained at all French sites.

NOVEMBER

Start-up of the new plant in Candé (49), dedicated in particular to electric rough-terrain platforms.

DECEMBER

Michel Denis' term as President & Chief Executive Officer of Manitou Group is renewed for four years.

Portrait of Mr. Marcel Braud

In 1953, Marcel Braud joined the family business Braud and Faucheux, alongside his mother, Andrée Braud. The family business manufactured concrete, cranes, and concrete block presses.

Then in 1958 as a workshop leader, he had the idea of diversifying the company's activity by "inverting" the classic use of a tractor to make it an rough-terrain forklift. He would make the company's success and give it global reach.

Marcel Braud would go on to hold various positions, from workshop manager to head of procurement, before taking on the position of Chairman and Chief Executive Officer of Manitou BF from 1971 to 1998. He would then become Chairman of the Supervisory Board, then of the Board of Directors until 2017.

Today, Marcel Braud is the Honorary President and Founder of the Manitou.

1.3. GROUP GOVERNANCE

The group relies on its strong corporate governance structure led by the Board of Directors, comprised of 12 members, 4 of whom are independent members, and two employee representatives, as well as by the Executive Committee, which is comprised of six members, one of whom is the Chief Executive Officer.

The primary mission of this corporate governance structure is to define and implement the group's strategy.

For more information, see chapter 5 “Corporate Governance.”

COMPOSITION OF THE BOARD OF DIRECTORS

1 Jacqueline Himsworth – Chairman of the Board of Directors
2 Sébastien Braud – Board member
3 Dominique Himsworth – Board member
4 Michel Trotter – Employee Board member
5 Émilie Braud – Board member
6 Pierre-Henri Ricaud – Independent Board member
7 Christopher Himsworth – Board member
8 Marcel-Claude Braud – Board member
9 Alexandra Matzneff – Independent member
10 Cécile Helme-Guizon – Independent member
11 Dominique Bamas – Independent member
12 Pascal Raoult – Employee Board member

COMPOSITION OF THE EXECUTIVE COMMITTEE

1 Michel Denis – President & Chief Executive Officer
2 Éric Bastard – Executive Vice President, Human Resources
3 Elisabeth Ausimour – President, Product division
4 Hervé Rochet – Corporate Secretary – CFO
5 Laurent Bonnaure – Executive Vice President, Sales & Marketing
6 Maxime Deroch – President, Services & Solutions division

1.4. PRESENTATION OF ACTIVITIES AND MARKETS

1.4.1. THE GROUP'S ACTIVITIES

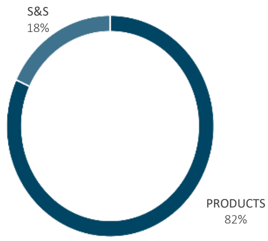
A worldwide reference in handling, access platforms, and earth moving equipment, Manitou Group's mission is to improve working conditions, safety, and performance around the world, while protecting people and their environment.

Through its three iconic brands - Manitou, Gehl, and Mustang by Manitou - the group develops, manufactures, and provides equipment and services for construction, agriculture, and industries.

Since January 1, 2021, the group's organization has been based on two divisions around which the operating activities are structured: the Products division, the consolidation of the two Handling and Access divisions (MHA - Material Handling & Access) and Compact Equipment (CEP - Compact Equipment Products), and the Services and Solutions division.

The distribution of the group’s range of products and services is led by the sales and marketing division, which both develops the network of 1,050 dealerships and builds direct relationships with key accounts (international groups and rental companies). The group is active in 140 countries.

NET SALES BY DIVISION AS OF DECEMBER 31, 2021



PRODUCTS DIVISION

The Products division designs, manufactures, and distributes material handling, access, and earthmoving equipment for construction, agriculture and industrial markets (environment, defense, mines and quarries, etc.). It boosts group development through the quality, appeal, and competitiveness of its products, thus pursuing the historic tradition. The product ranges cover rough-terrain fixed, rotating, and heavy-duty telehandlers, rough-terrain, semi-industrial, and industrial forklift trucks, wheeled or tracked skid-steer loaders, articulated loaders, backhoe loaders, aerial work platforms, truck-mounted forklifts, as well as warehousing equipment and attachments. The division develops and manufactures all of its machines at sites in Ancenis, Candé, Laillé and Beaupréau (France), Castelfranco (Italy), Yankton and Madison (United States), and Greater Noida (India).

FIXED TELEHANDLERS

With a reach of between 4 and 18 meters and a lifting capacity of up to 6 tons, the fixed telehandlers are used in both the construction and agricultural sectors, and the utilization rate of the telehandler may be up to 1,500 hours per year. A wide variety of attachments (bucket, jib, winch, cup, clamps, etc.) make the telehandlers very versatile.

HEAVY DUTY TELEHANDLERS

The heavy duty rough-terrain equipment offers specialized handling solutions for the environmental, mining, and industrial sectors, as well as to institutional customers such as the armed forces and organizations such as the UN, civil protection bodies, etc. When equipped with attachments such as tire clamps or cylinder clamps, these machines handle the maintenance of bulky, heavy equipment. The highest-performing equipment can lift loads of over 33 tons to a height of up to 12 meters.

ROTATING TELEHANDLERS

The rotating telehandlers make it simple to lift loads or personnel to heights ranging from 16 to 35 meters with a load capacity of up to 7 tons. These characteristics give these telehandlers with the largest lifting capacity in the world. The very large range of available attachments and the 360 degree rotation make these machines very versatile for any work site, including civil engineering works.

AERIAL WORK PLATFORMS

The platforms designed and marketed by the group include articulated, telescopic, and vertical platforms. They are adapted to a working height of between 8 and 28 meters depending on the model.

The engines of the platforms are primarily combustion engines for rough-terrain outdoor uses or electric engines for interior industrial applications. In 2019, Manitou launched the "Oxygen" label to classify low-pollution products. The first machine of this label is an all-terrain zero-emission 20 meter-high aerial work platform.

The platforms are primarily marketed through independent regional, national, or international rental companies, which makes this a cyclical business.

ROUGH-TERRAIN FORKLIFT TRUCKS

Sturdy and simple to use, the rough-terrain forklift trucks are the ideal product for outdoor applications where stability and maneuverability are essential. With a load capacity ranging from 1.8 to 7 tons, they carry heavy and bulky loads and are designed to work on all the land, even the most rugged.

INDUSTRIAL AND SEMI-INDUSTRIAL FORKLIFT TRUCKS

The forklift trucks are designed for industrial handling applications. Several ranges are offered to meet various user needs: semi-industrial forklift trucks, combustion forklift trucks, and electric forklift trucks.

TRUCK-MOUNTED FORKLIFTS

The truck-mounted forklifts are compact forklifts that use telescopic booms or masts and are intended to meet the handling needs of carriers. The days of waiting for a forklift truck to become available for unloading are over. A forklift mounted directly on the truck gives the carrier total autonomy and provides a complete handling service.

WAREHOUSING EQUIPMENT

Warehousing equipment is distributed under the Loc and Manitou brand names and is designed for warehouse handling activities. Numerous adaptations allow the equipment to be used for specific purposes.

SKID-STEERS

Skid-steers are compact handling machines that are both highly agile and versatile and can pivot 360°. Their small size means they can be used in cramped environments. Simple and robust, these machines can be equipped with multiple attachments for a wide range of applications. Skid-steers are primarily intended for the construction and agricultural sectors, and to a lesser extent, the industrial sector.

ARTICULATED LOADERS

Articulated loaders are compact and versatile machines of small, medium, or high capacity designed to conduct handling operations in tight spaces.

TRACK LOADERS

The track loaders are designed with tracks, which make them particularly agile on loose surfaces. This type of equipment is mainly used for construction and agriculture.

BACKHOE LOADERS

In 2017, the group added to its offering with a range of backhoe loaders produced by its production site located in India. This range is primarily aimed at the Asian markets and is suitable for the construction industry in these countries.

SERVICES AND SOLUTIONS DIVISION

The S&S, Services & Solutions, division seeks to develop offerings that meet the expectations of its users. In addition to the products and their performance, Manitou Group supports its customers with a range of value-added services: technical training for the network and major accounts, new or refurbished spare parts, after-sales service, machine connectivity, financing solutions, maintenance contracts, warranty extension contracts, rent-to-rent leases, full service contracts, recovery, repair, and resale of used equipment. Developed in partnership with its dealers and large accounts, these services provide support to our customers throughout the life cycle of the machine and help them differentiate themselves by promoting proximity, collaboration, and long-term loyalty.

SPARE PARTS

All new spare parts for the maintenance and repair of machines are available for order through various digital tools. Manitou Group is also a committed player in the circular economy and sells a standard alternative replacement parts solution.

Five main platforms for storage and shipping are based in France, the United States, Italy, India, and Singapore to ensure delivery of parts to its customers within the shortest possible time frame. For regions that are farther away, some of the group's distribution subsidiaries are also equipped with logistics platforms for improved responsiveness.

ATTACHMENTS

A wide range of traditional or customized attachments is offered to make the machines versatile, an essential advantage for customers. The group offers solutions to customers when purchasing the machine or during its life cycle through the S&S division and its spare parts business.

In order to better serve customers and strengthen the expertise acquired in attachments, in 2021, the group created a unique brand called "Manitou Group Attachments" to equip all the group's machines.

FINANCING SOLUTIONS

End customers are offered a complete range of solutions incorporating financing and services (extensions of warranty/maintenance/connected services). Stock financing solutions for the Manitou network are also available in certain countries to give customers a simple solution to ensure that cash flow problems are not an obstacle to sales development.

FLEET MANAGEMENT

In order to respond to the operational needs of its key accounts, the S&S division offers direct management of the maintenance of industrial forklift trucks and other leased equipment (including a short or long-term full-service contract). Customers can focus on their core business by delegating their fleet management to Manitou Group.

CONNECTED MACHINES

Most of the equipment is connected in standard to improve the service rendered and enable the end customers to benefit from real-time information on their machine. Simplifying day-to-day operations and limiting downtime is facilitated by the providing collaborative tools developed by the group to optimize customer experience and satisfaction throughout the life cycle.

WARRANTY EXTENSIONS / MAINTENANCE CONTRACTS

To enable its customers to focus on their core business without worrying about the indirect maintenance costs, maintenance and extended warranty contracts are offered for up to 6 years/6,000 hours.

TRAINING

A range of training for the dealers, maintenance technicians, and end customers is available in order to ensure that the quality of the service and maintenance is consistent around the world. This training is given in the production entities in France or the United States as well as locally in certain subsidiaries in order to be able to provide timely training in evolutions of the handling solutions. Video tutorials are also made available for distance learning.

SECOND-HAND EQUIPMENT

Second-hand equipment for dealers and end customers is also available. The division has a platform dedicated to reconditioning and refurbishment as well as a market place for this activity: used.manitou.com.

1.4.2. SALES REGIONS AND MARKETS

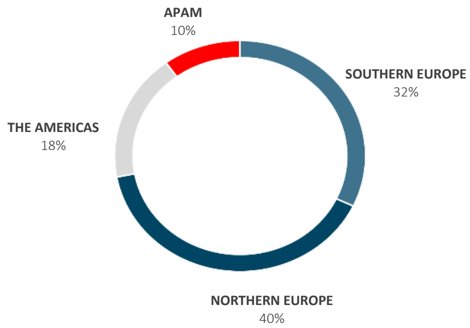
SALES REGIONS

The distribution of the group's full range of products and services is led by the sales and marketing division (S&M), which both develops the network of business partners (dealers) and builds direct relationships with key accounts (international groups and rental companies). The group is active in 140 countries.

These sales and marketing teams are divided into four geographical regions:

- the Northern Europe region represented 40% of the group's revenue in 2021. The primary countries in this region are the United Kingdom, Germany, and Belgium;
- the Southern Europe region represented 32% of the group's revenue in 2021. France, Italy, and Spain are the main countries in the region;
- the Americas region represented 18% of the group's revenue in 2021. The United States is the main contributor;
- the APAM region (Asia, Pacific, Africa, Middle East), where the significant countries are Australia, South Africa, and India, represented 10% of the group's revenue in 2021.

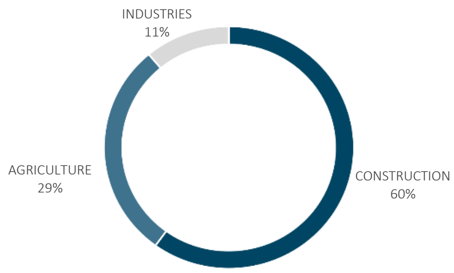
NET SALES BY GEOGRAPHIC REGION



THE MARKETS

In response to users' needs, Manitou Group developed a range of products to meet the requirements of markets as diverse as agriculture, construction, or industries. The group regularly conducts customer satisfaction surveys in all geographic areas to provide optimal service adapted to each type of user.

NET SALES BY MARKET

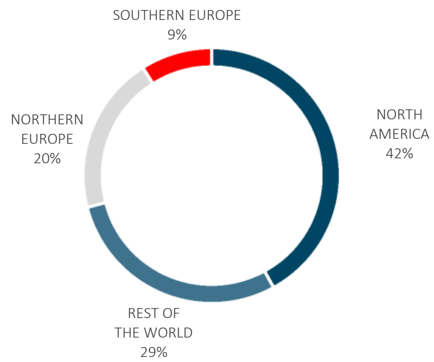


1.4.3. ADDRESSABLE MARKETS AND COMPETITIVE POSITION

ADDRESSABLE MARKETS IN 2021

The markets on which the group's machines may potentially be sold are estimated at €47 billion. The breakdown by geographic region and product range is as follows:

ADDRESSABLE MARKET BY REGION



ROUGH-TERRAIN HANDLING ADDRESSABLE MARKET BY PRODUCT RANGE

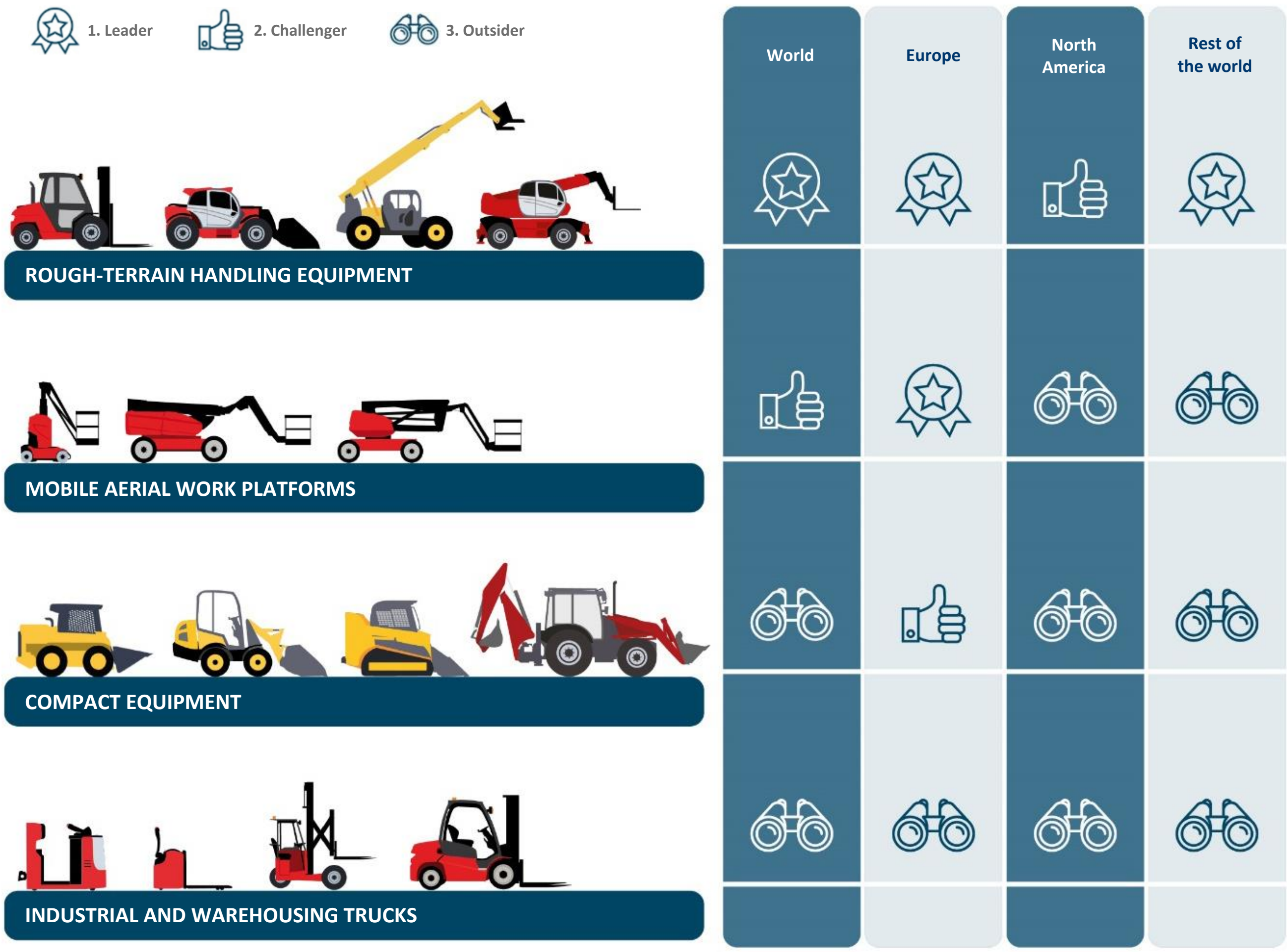
Income	billions of euros	%
Telehandlers	4.1	26
Compact track loaders	3.2	20
Aerial work platforms	3.8	24
Backhoe loaders	1.6	10
Compact skid-steer loaders	1.3	8
Compact loaders	1.4	9
Truck-mounted forklifts	0.4	2
Rough-terrain forklift trucks	0.2	1
TOTAL	16.0	100

1. Leader

INDUSTRIAL HANDLING ADDRESSABLE MARKET BY PRODUCT RANGE

Income	billions of euros	%
Internal combustion forklift trucks	16.8	54
Electric warehousing trucks	7.8	25
Electric forklift trucks	6.6	21
TOTAL	31.2	100

MANITOU GROUP'S POSITION IN 2021



COMPETITIVE POSITION OF THE GROUP

For the Products division, following the merger of the MHA and CEP divisions, the main competitors are as follows:

CONSTRUCTION AND AGRICULTURE MARKETS

Name	Nationality	Listed/ unlisted
Ausa	Spain	Unlisted
Bobcat (Doosan Group)	South Korea	Listed
Caterpillar	United States of America	Listed
Claas	Germany	Unlisted
CNH Industrial	United States of America	Listed
Dieci	Italy	Unlisted
Dingli	China	Listed
Genie (Terex Group)	United States of America	Listed
Haulotte	France	Listed
JCB	United Kingdom	Unlisted
JLG (Oshkosh Group)	United States of America	Listed
John Deere	United States of America	Listed
LGMG	China	Listed
Magni	Italy	Unlisted
Merlo	Italy	Unlisted
XCMG	China	Listed
Zoomlion	China	Listed

INDUSTRIAL MARKET

Name	Nationality	Listed/ unlisted
Kion	Germany	Listed
Jungheinrich	Germany	Listed
Nacco	United States of America	Listed
Toyota	Japan	Listed

1.5. STRATEGY AND BUSINESS MODEL

1.5.1. VISION AND STRATEGIC PRIORITIES (NEW HORIZONS 2025)

VISION

Manitou Group sees human life and the environment as capital to be preserved and developed. It contributes to this through its engaged brands by designing safe and efficient solutions while limiting their environmental impact.

MISSION

Our mission is to improve working conditions, safety, and performance around the world, while protecting people and their environment.

OUR ACTIONS

Through our three iconic brands - Manitou, Gehl, and Mustang by Manitou - we develop, manufacture, and provide equipment and services for handling, access platforms, and earthmoving businesses. Through innovation, we continuously strive to bring value to our customers. We are committed to inspiring and cultivating the passion of the men and women of the group. We make every effort to “elevate” our talented employees to promote their personal and professional development.

OUR CSR APPROACH

Manitou Group builds its strategy based on very strong CSR objectives that are aligned with the recommendations of the United Nations. In place for more than 10 years, this approach aims to build a responsible and sustainable industry with all its stakeholders, while putting in place an ambitious and realistic low-carbon trajectory. (Manitou Group's detailed CSR approach is presented in Chapter 3)

STRATEGIC PRIORITIES

The strategic priorities of the 2025 plan are based around four areas:

1. EXCEED CUSTOMERS EXPECTATIONS WITH VALUE-ADDED SERVICES

- Moving from the "sales of machinery" to "customer proximity";
- Supporting the customer with a range of services, parts, and attachments throughout the life of the machine;
- Offering attractive offers to customers around the world;
- Ensuring safety and offering a unique customer experience.

2. DRIVE THE GREEN TRANSITION TRANSITION FOR A SUSTAINABLE BUSINESS MODEL

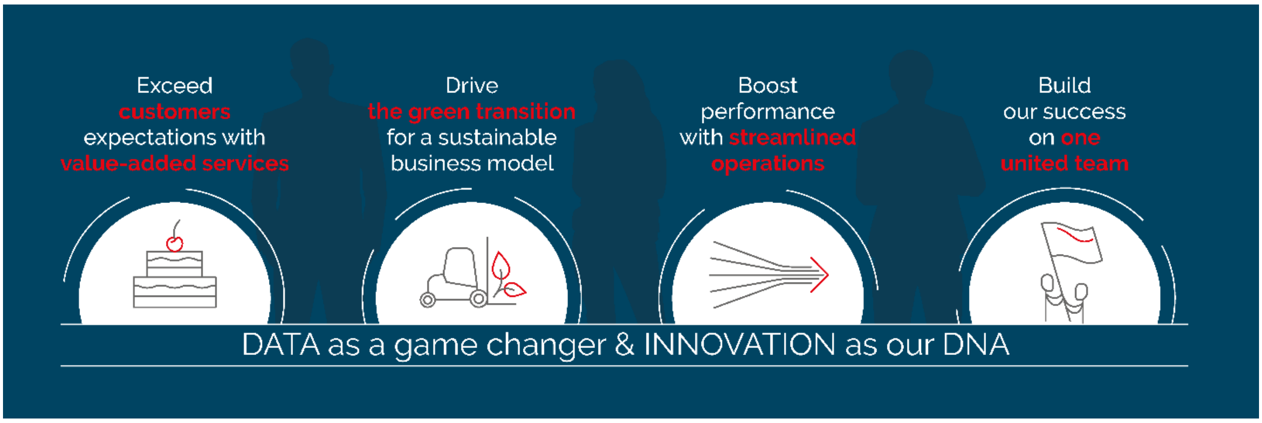
- Innovating with low-carbon products and services;
- Measuring and reducing our direct and indirect emissions;
- Providing sustainable products with the best TCO in their category;
- Engaging our teams and stakeholders on a shared sustainable path.

3. BOOST PERFORMANCE WITH STREAMLINED OPERATIONS

- Developing scalability of product ranges and standardization of components;
- Improving operational performance;
- Strengthening industrial agility within the group.

4. BUILD OUR SUCCESS ON ONE UNITED TEAM

- Sharing the same mission and values: commitment, reliability, passion;
- Promoting autonomy and agility;
- Improving safety and working conditions;
- Developing talent through diversity and equal opportunities.



STRENGTHS & RESOURCES

HUMAN CAPITAL

4,462 employees

82% permanent contracts

77% employee commitment rate (result of the internal opinion survey conducted in 2020)

INTELLECTUAL CAPITAL

6 R&D centers in France and 4 internationally

318 employees in R&D

138 patents held

3 emblematic brands

FINANCIAL CAPITAL

Shareholders' equity of €751 million

Cash and cash equivalent net of debt of €19 million.

Stable shareholding structure: 64% of the capital held by the founding families

INDUSTRIAL CAPITAL

Global presence with 31 companies in 23 countries

10 production sites

9 logistics centers

ENVIRONMENTAL CAPITAL

- Supply: metals, elastomers, oils
- Production*: energy (2,900 kWH/carriage); water (2 m^3/carriage); greenhouse gases (800 Kg CO_2 eq/carriage)
- Use: 80% of environmental impacts related to the use and maintenance of products according to a multi-criteria life cycle analysis

ECONOMIC MODEL

MISSION

Improving working conditions, safety, and performance around the world, while protecting people and their environment

STRATEGIC PRIORITIES

Exceeding customer expectations with value-added services, managing the ecological transition to a sustainable business model, improving our performance by streamlining our activities, basing our success on a united team

BUSINESS LINES

Design, production, distribution, services

OFFER

Handling, access platforms, earth moving

MARKETS

Construction, agriculture, industries

DISTRIBUTION CHANNELS

1,050 dealers in 140 countries, 19 Manitou Centers, Key Accounts

END CUSTOMERS/USERS

More than 500,000 end users, for a usage time of between 500 and 3,000 hours a year

[1] The United Nations have defined 17 Sustainable Development Goals. Manitou Group's strategy is based on 11 of these goals.

* Carriage equivalent: definition on page 3.

** For 83% of the workforce.

*** Employees and temporary staff.

2021 DEVELOPMENTS

HUMAN CAPITAL

713 new recruits with open-ended contracts

14.5 hours training on average***

Employee accident frequency rate of 12.34% and severity rate of 0.29%***

3,100 hours of skills-based sponsorship offered

INTELLECTUAL CAPITAL

24 patents filed, including 16 in the field of energy transition

FINANCIAL CAPITAL

Revenue: rebound in activity with revenue up 18%

Recurring operating income up at €124 m

Dividend paid per share: €0.60

Group portion of net income per share as of December 31, 2021: €2.27

INDUSTRIAL CAPITAL

€71 m in investments

Continued investments in innovative and development projects

ENVIRONMENTAL CAPITAL

- Supply

39% of suppliers audited and CSR certified

- Production

Management of the composite indicator of the Manitou Environmental Footprint (MEF) at production sites

- Use

Validation of a low-carbon trajectory for scopes 1, 2, and 3

VALUE CREATION SHARED WITH STAKEHOLDERS

NET SALES
2021:
€1,875 m

SUPPLIERS
(RAW MATERIAL PURCHASING):
€1,207 m

EMPLOYEES
(COMPENSATION IN 2021):
€314 m

GOVERNMENTS
(CORPORATE TAX IN 2021):
€29 m

SHAREHOLDERS
(DIVIDENDS PAID IN 2021):
€23 m

SUSTAINABLE DEVELOPMENT GOALS

3 GOOD HEALTH AND WELL-BEING · 4 QUALITY EDUCATION · 5 GENDER EQUALITY · 7 AFFORDABLE AND CLEAN ENERGY · 8 DECENT WORK AND ECONOMIC GROWTH · 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE · 10 REDUCED INEQUALITIES · 11 SUSTAINABLE CITIES AND COMMUNITIES · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION · 17 PARTNERSHIPS FOR THE GOALS

1.6. SIMPLIFIED ORGANIZATIONAL CHART

The simplified organizational chart below shows the structure of the general legal organization of Manitou Group and the key figures of its main subsidiaries. The Manitou BF company directly or indirectly owns the companies comprising the group and coordinates the group's primary functions and activities. It designs and assembles equipment for the Products division and has a logistics center for Services & Solutions activities. It distributes all of the group's products and services for France and for the regions not covered by the group's other subsidiaries. In 2021, Manitou BF's revenue amounted to €1.253 million with 2,300 employees.

Manitou BF

Manitou Americas* - United States
Net sales 2021 **€340 m** | 2021 headcount **692 employees** | Holding of Manitou BF **100 %**
Design and assembly of compact equipment. The distribution of all group products in the United States and the compact range in countries not covered by the group’s sales subsidiaries.

Manitou Italia - Italy
Net sales 2021 **€289 m** | 2021 headcount **310 employees** | Holding of Manitou BF **100 %**
Design, assembly, and distribution of rough-terrain fixed and rotating telehandlers and heavy tonnage telehandlers. The company also distributes all the group’s products in Italy.

Manitou Benelux - Belgium
Net sales 2021 **€133 m** | 2021 headcount **31 employees** | Holding of Manitou BF **100 %**
Distribution of all group products in Belgium, the Netherlands, and Luxembourg.

Manitou Deutschland - Germany
Net sales 2021 **€111 m** | 2021 headcount **47 employees** | Holding of Manitou BF **100 %**
Distribution of group products through dealers and to key accounts in Germany, Austria, and Switzerland. Direct management of a dealership in Germany.

Manitou UK - United Kingdom
Net sales 2021 **€193 m** | 2021 headcount **45 employees** | Holding of Manitou BF **99.4%**
Distribution of group products in the United Kingdom and Ireland.

Manitou Equipment India - India
Net sales 2021 **€28 m** | 2021 headcount **254 employees** | Holding of Manitou BF **100 %**
Design, assembly, and distribution of backhoe loaders, compact loaders, and telehandlers.

23 other subsidiaries
(of which 22 are distribution subsidiaries and 1 is a production subsidiary)

** Manitou Americas includes Manitou Equipment America & Manitou North America*

The detailed list of subsidiaries is available in Note 17 of the consolidated financial statements.

2. 2021 ACTIVITY & FINANCIAL RESULTS

The group's consolidated financial statements are drawn up in accordance with the IFRS published by the International Accounting Standards Board (IASB) and as approved by the European Union. The accounting principles are explained in detail in the notes to the consolidated financial statements.

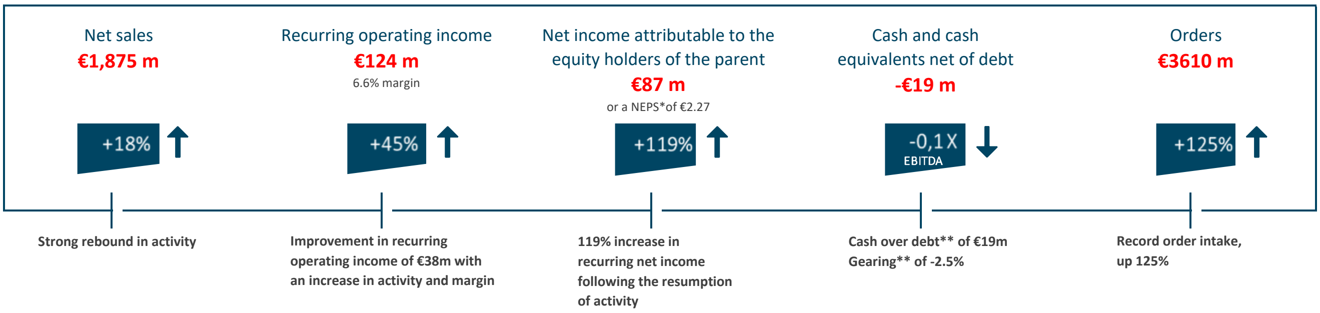
As of 2021, segment information is disclosed on the basis of the group's new operational structure, with two divisions:

- the Products division, which, since January 1, 2021, has grouped together the Material Handling & Access (MHA) and Compact Equipment Products (CEP) divisions
- the Services & Solutions division (S&S).

The 2020 segment information has been restated to enable comparison and monitoring of operational performance.

The consolidated financial statements for fiscal year 2021 were closed by the Board of Directors on March 3, 2022. The consolidated financial statements were audited and certified by the statutory auditors.

2.1. 2021 KEY FIGURES



** Net earnings per share*
***Excluding lease commitment*

2.2. SIGNIFICANT EVENTS

PRESENTATION OF THE "2025 NEW HORIZONS" ROAD MAP

The upheavals caused by the 2020 health crisis have had a profound impact on all economic and market players. New challenges are changing global priorities and, as a result, those of group. Influenced by these changes, the group presented its new 2025 Horizon road map in January 2021. The "2025 New Horizons" plan is based on four priorities:

- exceeding customer expectations with value-added services;
- managing the ecological transition to a sustainable business model;
- improving our performance by streamlining our activities;
- basing our success on a united team,

with DATA as the driver and innovation as our DNA.

The group also presented its new CSR roadmap, which is fully integrated into this plan, organized around four areas:

- safety and improvement of working conditions;
- low carbon trajectory;
- the circular economy;
- a human and ethical company.

Thus, as part of its ecological transition to a more sustainable business model, the group presented the two major objectives of its 2030 low-carbon trajectory:

- reduce its direct and indirect carbon emissions by 46%;
- while reducing the CO_2 emissions of machines by 34% per hour of use.

See also Chapter 3, Part 2 of the 2021 URD

NEW GROUP ORGANIZATION

Beginning in January 2021, the group has changed its operational management in order to implement the "New Horizons 2025" plan.

Therefore, the former MHA and CEP divisions were combined into the new Product division led by Elisabeth Ausimour, member of the Executive Committee, former President of the MHA division and member of the Executive Committee.

INDUSTRIAL INVESTMENT PLAN

In April 2021, the group announced an industrial investment plan of €80 million for the next five years allocated to the redevelopment and expansion of production sites in France.

Driven by sustainable growth prospects and the need to industrialize future electric and hybrid models, the group has decided to invest in innovative equipment, in line with its desire to accelerate its energy transition. These facilities will better absorb peak activity, increase productive capacity in France, and improve employee safety. These new developments will be designed in line with the group's CSR commitments for an eco-friendly industry.

These investments are part of the "New Horizons 2025" strategic plan. They began in 2021 and will support the group's long-term ambitions to meet its customers' expectations.

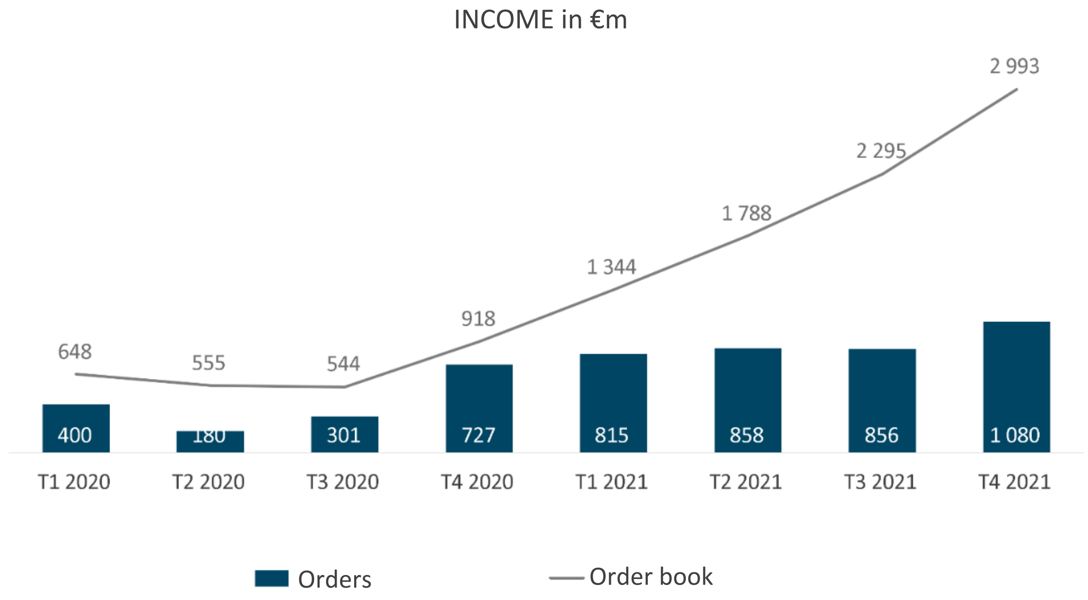
OVERHAUL AND EXTENSION OF THE RANGE OF TELEHANDLERS FOR THE CONSTRUCTION SECTOR

In April 2021, the group presented:

- its new range of rotating telehandlers dedicated to the construction sector, including an electric offer;
- the launch of a new segment of compact fixed telehandlers with an even lower total cost of ownership and a new segment of ultra compact telehandlers;
- and the overhaul and extension of the range of articulated loaders.

2.3. BUSINESS

ORDERS



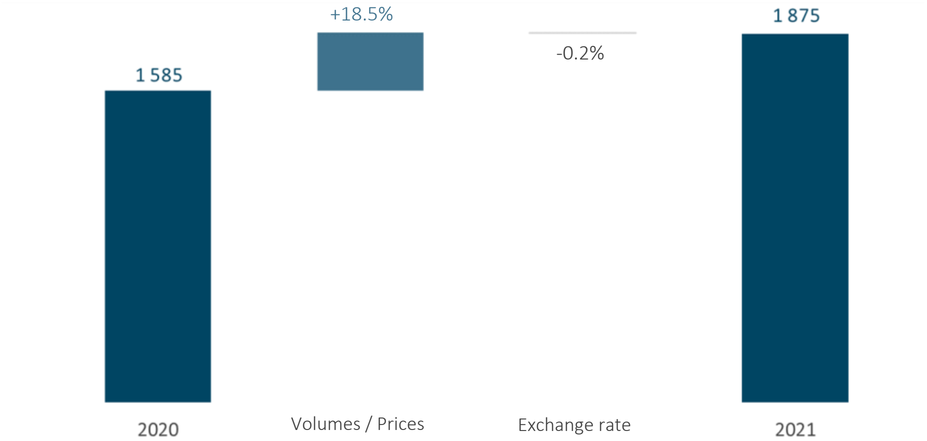
In 2021, despite a still challenging health situation, the momentum seen at the end of 2020 continued with order intakes reaching a new high. Thus, orders reached a total of €3,609.7 million, versus €1,607.6 million in 2020, up 124.5%.

All geographic regions and markets were dynamic.

Therefore, as of December 31, 2021, the group's order book stood at €2,992.5 million, up 226.1% compared to the previous year, a historic level.

It provides more than one year of visibility for the Products division (combination of the former MHA and CEP divisions).

NET SALES IN MILLIONS OF EUROS



In 2021, the group achieved revenue of €1,874.6 million, up 18.3% based on actual data and 18.5% based on comparable data versus 2020, which was impacted by the Covid-19 crisis. This performance was achieved in a context of heightened tensions on the supply chain thanks to the commitment of all the teams.

All markets and business sectors rallied extremely strongly.

The exchange rate impact over the period was negative by - €3.3 million (0.2 points).

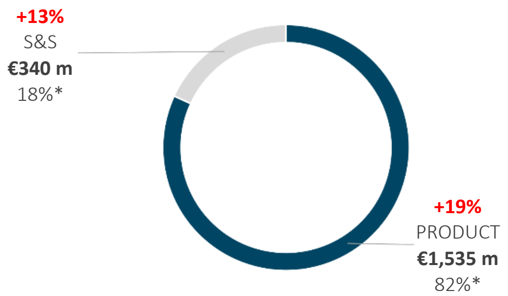
The group's two divisions benefited from this rebound.

The Products division (combination of the former MHA and CEP divisions) benefited from this recovery, with a 19% increase in its activity compared to 2020 (20% at constant exchange rates). It has scaled up to meet the demand of its customers in an environment that is still tense with supply chain issues and price inflation.

The S&S division, which was more resilient in 2020, is experiencing sustained growth of 13 % in 2021 in all markets, with availability and pricing pressure on the distribution of spare parts.

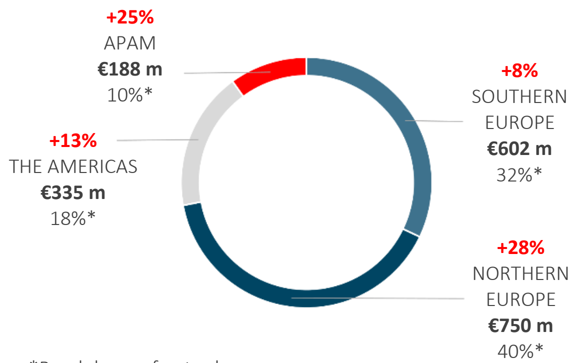
Revenue is up across all geographical regions and especially in Northern Europe (+28 %) and in APAM (+25 %).

BUSINESS TRENDS BY DIVISION (% CHANGE IN NET SALES)



*Breakdown of net sales

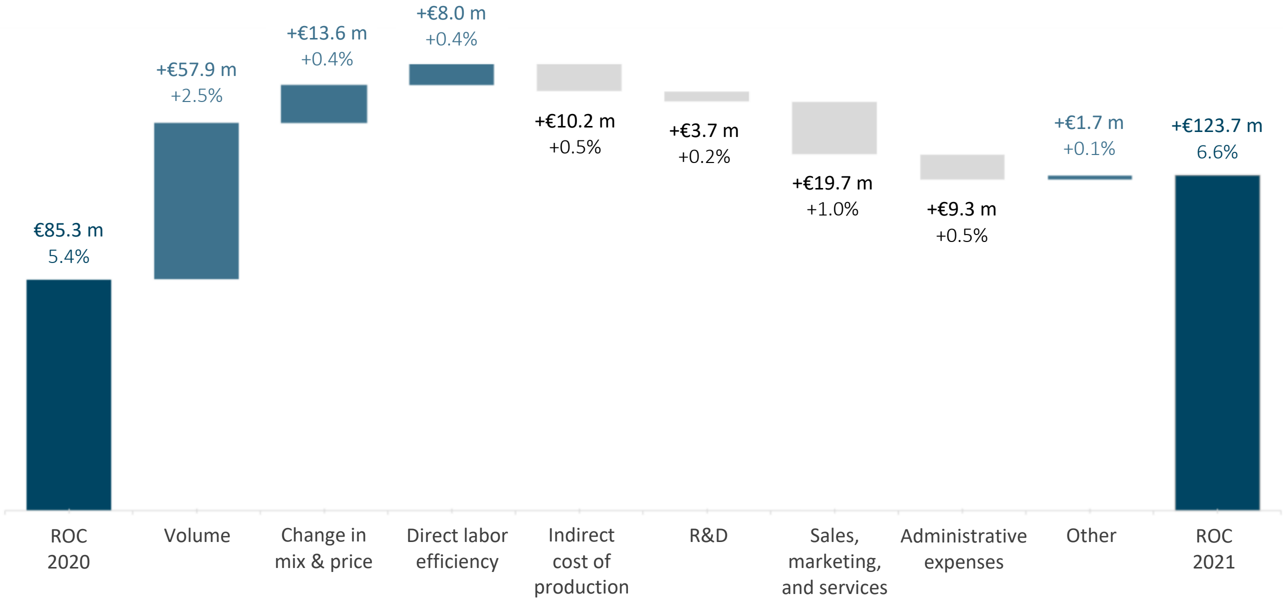
BUSINESS TRENDS BY REGION (% CHANGE IN NET SALES)



*Breakdown of net sales

2.4. INCOME

2.4.1. RECURRING OPERATING INCOME



The group's recurring operating income came to €123.7 million, or 6.6% of revenue, up 1.2 points over 2020 (€85.3 million, or 5.4% of revenue), which was significantly impacted by the Covid-19 crisis.

This improvement, compared to 2020, is mainly due to:

- the increase in revenue (+18.3%);
- a margin rate on sales costs that is up 1.2 points due to the increase in volumes, the rise in prices, and the control of fixed costs. However, the margin was negatively impacted by inflation in the cost of materials, which accelerated in the second half of the year;
- an increase in R&D costs in order to support innovation programs, particularly those related to the energy transition;
- controlled growth in structural costs to support the group's growth and projects.

In 2020, the result included government assistance and subsidies related to Covid-19, amounting to €9.1 million and social security exemptions amounting to €6.6 million.

2.4.2. OPERATING INCOME

The operating income comes to €119.2 million, or 6.4% of revenue, up €44.4 million compared to 2020 (€74.8 million, or 4.7% of revenue).

In 2021, this result included net non-recurring operating expenses of €4.6 million (-€10.6 million in 2020), including €3.0 million in income from the sale of land and buildings, legal fees of €3.7 million in the context of an ongoing dispute and €3.2 million in expenses relating to the launch of a pension plan outsourcing process.

In 2020, the expenses were related to restructuring costs for the implementation of workforce reduction plans in the United States, India, and South Africa, costs related to acquisition projects, and legal fees.

2.4.3. NET INCOME

PROFIT OF COMPANIES ACCOUNTED FOR USING THE EQUITY METHOD

The profit of companies accounted for using the equity method stands at €2.9 million, down €1.2 million compared to 2020.

This profit was generated by Manitou Group France and Manitou Finance LTD, owned 49% by the group and 51% by BNP Paribas Leasing Solutions. They offer financing, leasing, and long-term rental solutions to end users of Manitou Group' products, especially in France, the United Kingdom, and Italy, as well as stock financing solutions for dealerships.

FINANCIAL RESULT

Financial income came to -€5.9 million, compared to -€11.3 million in 2020, thanks to favorable exchange rate trends.

TAX RATE

The tax rate on net income is 25.7 % versus 39.2 % in 2020. See Note 12.3 of the annual financial statements ended December 31, 2021.

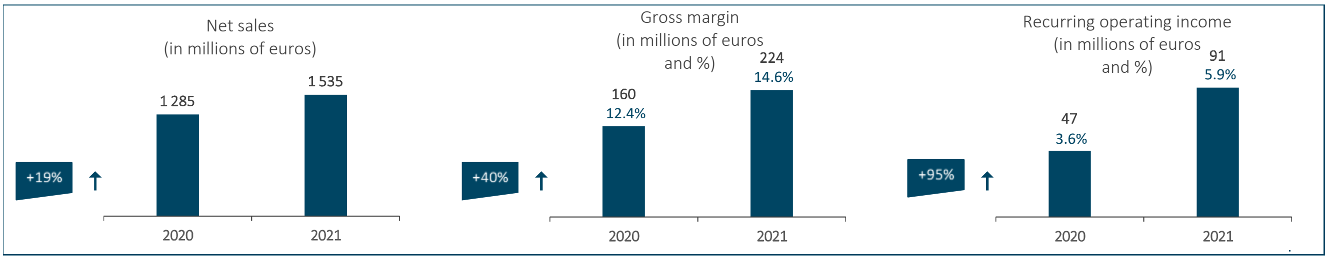
Income tax amounts to -€29.2 million, versus -€24.9 million in 2020.

NET INCOME

The group share of the net income comes to €86.8 million, or 4.6% of revenue, up €47.2 million compared to 2020.

2.5. OPERATIONAL PERFORMANCE BY DIVISION

2.5.1. PRODUCTS DIVISION



The Products division (grouping of the MHA and CEP divisions) achieved revenue of €1,534.8 million, up 19.4% compared the basis of 2020, which was heavily impacted by the Covid-19 crisis (+19.7% at constant exchange rate and scope). The Products division benefited from the rebound seen since the end of 2020. Its revenue rose across all geographic regions, especially in Northern Europe and APAM, and on all markets (construction, agriculture, and industries).

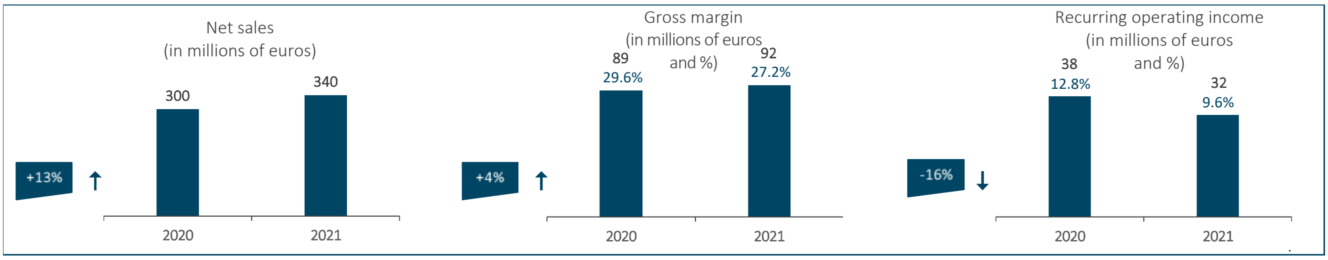
In 2021, the division focused on accelerating production rates and managing the supply chain in a turbulent environment.

The division's margin on cost of sales amounts to €223.9 million, up 40.1% compared to fiscal year 2020. It benefited from the rebound in activity and the 2.2-point improvement of the margin rate, which was impacted in 2020 by the production shutdown and implementation of health measures during resumption of operations. In 2021, the margin benefited from higher rates and controlled fixed costs. However, commodity price inflation, which rose in the second half of the year, had a negative impact.

R&D costs increased by €2.8 million as innovation programs continued. Other indirect costs were also up by €16.7 million (+18,4 %) to support the group's growth and projects.

Therefore, the recurring operating income of the Products division is up €44.4 million (+94.7 %), at €91.3 million (5.9% of revenue), versus €46.9 million in 2020 (3.6 % of revenue).

2.5.2. S&S DIVISION



With revenue of €339.8 million, the Services & Solutions division (S&S) reports growth of 13.2% over the year (+13.3% at constant exchange rate). Business increased across all geographic regions and especially in the APAM region, as well as on all of its markets, with the exception of services, which were more resilient in 2020.

This rebound resulted in a €3.5 million increase in its margin on cost of sales compared to 2020, at €92.5 million. The impact of the increase in business was, however, limited by the 2.4-point decrease in the margin on cost of sales. This decline was due to higher material costs and direct costs.

Administrative, sales, marketing, and services costs increased by 18.1% (+€9.2 million) in light of the rebound in activity.

Therefore, the division's profitability comes to €32.5 million (9.6% of revenue), up €6.0 million compared to 2020 (€38.4 million, or 12.8% of revenue).

2.6. CASH FLOW AND FINANCIAL STRUCTURE

2.6.1. CHANGES IN SHAREHOLDERS' EQUITY

As of December 31, 2021, the consolidated shareholders' equity came to €751 million, versus €670 million as of December 31, 2020. This net increase of €81 million is primarily due to the consolidated result for the fiscal year of €87.0 million, payment of -€23 million in dividends to the group's shareholders, and the change in currency translation differences for +€19 million.

2.6.2. CASH FLOW AND DEBT

Earnings before depreciation and amortization increased €60 million to €178 million compared to €118 million in 2020, benefiting from the increase in pre-tax income.

The working capital requirement increased by €1 million compared with a decrease of €146 million in 2020. 2020 was impacted by the drop in business and reduction of inventories.

In 2021, the change in WCR was mainly due to:

- an increase in inventories, particularly in outstandings and components;
- the increase in trade payables and trade receivables following the rebound in activity.

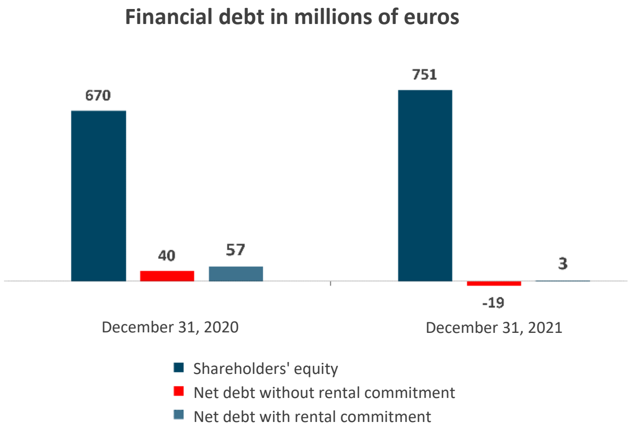
The cash flow generated during the period comes to €130 million (versus €222 million in 2020). This decline, despite the rebound in earnings, was the result of stable working capital requirements and an increase in the rental fleet.

The net investment flows (excluding rental fleet) were down €9 million compared to the previous fiscal year and stand at €42 million. This decline, despite increasing investments, was mainly due to the disposal of assets, particularly land and buildings, for €10.4 million (€0 million in 2020).

The group also distributed dividends for €23 million, compared to €19 million in 2020.

Thus, as of December 31, 2021, cash flow was €193 million, for an opening cash flow of €120 million.

With cash and cash equivalents higher than debt, the net financial debt (excluding lease commitment) comes to -€19 million as of December 31, 2021, down €58 million compared to the end of December 2020. The net financial debt ratio (excluding lease commitment) compared to EBITDA is -0.1 (leverage ratio) compared to 0.3 as of December 31, 2020, and the net financial debt ratio (excluding lease commitment) on the shareholders' equity (Gearing) is -2.5%, versus 6.0% as of December 31, 2020.



	2020	2021
Net debt excluding lease commitment / Shareholder's equity (Gearing)	6.0%	-2.5%
Net debt including lease commitment / Shareholder's equity (Gearing)	8.5%	0.4%
Net debt excluding rental commitment / EBITDA	0.3	-0.1
Net debt including rental commitment / EBITDA	0.4	0.0

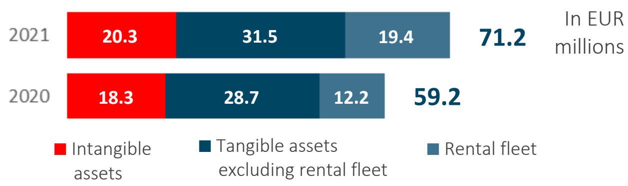
2.6.3. INVESTMENTS

After a 2020 that was marked by a reduction in projects, the group resumed its investments in 2021. It amounts to €71 million, as compared with €59 million in 2020.

Intangible investments accounted for 28% of investments, i.e. €20 million. They corresponded primarily to development costs for new products or technologies (€15 million), to include electric machines and IT investments (€5 million).

Tangible investments accounted for 72% of investments, of which 20% was in buildings, 41% in industrial equipment, and 38% in fleets of equipment. The group is pursuing its strategy of developing services, including leasing activities.

These investments also include the acquisition of equipment (€3.3 million) for the new production site in Candé (France). This site, which was set up in November 2021, is dedicated to the manufacture of aerial work platforms, particularly electric ones. The total investment for this new site amounted to €23 million from 2019 to 2021.



2.6.4. RESEARCH AND DEVELOPMENT

Research and development are at the heart of the group's strategy and goals. It aims to differentiate its offer and create value for the customer, whether through machines, attachments, or related services and solutions, as well as reduce the total cost of ownership of machines, while improving their performance and environmental impact.

The activity is conducted based on:

- studies of changes in the use or market of its customers;
- studies to better understand and appreciate the technological changes that affect the business lines;
- ongoing monitoring of technological changes occurring in associated industry sectors (automotive, etc.);
- long-standing collaboration with suppliers or public and private institutions that develop innovative technological solutions.

It is also intended to meet the needs of the three types of customers for which a machine is intended:

- owners, who expect high performance and a return on their investment;
- users, or drivers, who expect safety, usability, and ease of use;
- those in charge of its maintenance, who expect reliability and a high level of associated service.

The group's research and development is made up of a central innovation division and seven decentralized study and R&D offices, each directed by the product line for which it works. The research teams represent 7% of the group's workforce.

In 2021, the group reinvigorated its R&D spending following a 2020 marked by the uncertain environment linked to the arrival of the Covid-19 health crisis. In particular, the recovery focused on the energy transition.

in millions of euros	2020	2021
Capitalized expenses	11.3	14.4
% of net sales	0.7%	0.8%
Non capitalized expenses and amortization allowance	24.5	27.4
% of net sales	1.5%	1.5%
TOTAL	35.8	41.8
% of net sales	2.3%	2.2%

The group holds a number of patents protecting the innovations developed in its various research offices.

The total number of active patents at the end of the 2021 fiscal year was 138. In addition, 24 patent applications were filed in 2021.

DEVELOPMENT OF INNOVATIONS AND LAUNCH OF NEW PRODUCTS

In 2021, the Manitou Group continued to roll out innovations focused on the autonomy of its vehicles, an improved user experience, the connectivity of its machines, and the exploitation of its data in order to offer value to its various types of customers (operators, project managers, major accounts), improved user comfort, a reduction in its machines' environmental impact through energy efficiency and the transition to energies with less carbon impact. In particular, the group:

- continued development of a range of low-emission products and solutions. This group of concepts, designated under the name Oxygen Concept illustrates the future trends that will guide the design of the group's low-emission solutions. They contribute significantly to establishing a total cost of ownership that is as low as possible;
- continued the Reduce approach for platforms and telehandlers with the stop and go system;
- continued the deployment of its connected machine management solution across all its product ranges and the deployment of specific data exploitation cases for its large accounts;
- introduced the Eco-Stop option on MLT NewAg and NewAg XL telehandlers;
- launched the 200 ATJE electric platform series, the group's first rough-terrain equipment with the Oxygen label;
- the introduction of Joystick Switch & Move (JSM) AutoPower, which adjusts the engine speed proportionally according to the hydraulic flow demand put on the JSM by the user;
- integrated the cycle of use of its products into the MLT ranges over the year in order to measure and evaluate economic driving and thus support its customers in optimizing consumption through use;
- continued to deploy a digital offer intended for all of its customers with connected machines. An application provides information on the machine's condition and its location and advice, including in the form of videos;
- the first machines of a range of logistics robots resulting from the partnership signed in 2020 with Effidence began to be rolled out with its customers. The aim is to combine the latest robotics technologies with expertise in warehousing and a strong distribution network.

The group is also continuing to launch new products and renew its product ranges in order to incorporate the changes in requirements and make substantial improvements for its users.

2021 saw the launches of:

- two new complete ranges of rotating telehandlers,MRT Vision and Vision Plus, with a new cabin and improved cabin ergonomics for an innovative user experience. With 500 kg of additional load capacity compared to their predecessors, these two products offer a lifting height of 16 meters and 18 meters respectively for a load of 4.5 tons. The group presents a new and innovative optional remote control for controlling the machine from the basket or when the operator is outside the machine. As a result, it is possible to move it safely without having to return to the driver's cab, saving precious time on site;
- new compact and hydrostatic fixed telehandlers for the construction market. With three new innovative models, the MT 730 H, the MT 930 H, and the MT 930 HA (with platform basket), the Manitou brand is clearly responding to strong demand from hirers and dealers for compact machines with space on urban construction sites becoming increasingly limited;
- a new complementary range of articulated loaders for agricultural and construction applications;
- masted forklift trucks and platforms according to the Stage V regulation;
- an XL version for intensive applications of its range of agricultural NewAg telehandlers that meets the needs of large cereal farms, polyculture farms, and methanization;
- MXT 1740 P and MXT 840 P telehandlers, and a full range of TLB 844/818 backhoe loaders for the South American market.

2.7. POST-CLOSING EVENTS

US INVESTMENT PLAN

On February 22, 2022, the group has announced a €70 million ($80 million) investment plan for its two North American production sites in Yankton and Madison, South Dakota. It will focus on expanding the two sites, strengthening innovation, and developing new ranges, particularly electric ones. These projects will begin in Q2 2022 and will continue through 2026 as part of the overall €460 million investment budget for the “2025 New Horizons” strategic plan. The group thus reaffirms its strong ambitions to achieve the goals set in its New Horizons 2025 strategic plan.

WAR IN UKRAINE

In 2021, the group's revenue in Russia, Ukraine, and Belarus was around 4% of its consolidated revenue. The order book in this same zone was around 6% of the order book at December 31, 2021.

Given the war in Ukraine, the group suspended its machinery shipments to Russia and Belarus at the start of the 2022 conflict. These machines could be reassigned to other areas as the conflict evolves.

The group does not supply directly to Ukraine, Belarus, or Russia. To date, despite increasing pressure on the provision of raw materials and components, the group has not had any difficulties in obtaining components from its suppliers, which could be affected by the war in Ukraine.

The evolution of the conflict has been contributing to the rise in commodities prices seen over the past several months.

The group has a distribution subsidiary in Russia. At the date of publication of this report, the group has no client risks to its activities in these countries, and the financial situation of the subsidiary is expected to meet its liquidity requirements for the whole of 2022.

2.8. 2022 OUTLOOK

At the date of the 2021 financial statements, on the basis of inflation dynamics and the assessment of the effects of the war in Ukraine, and in the absence of any major new disruptions to the global economy, the group expects revenue growth of more than 20% compared to 2021 and expects to maintain its ratio of recurring operating income to revenue.

3. CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

The value of Manitou Group's machines and services lies in the functional benefits provided by their use : **they facilitate, secure, increase productivity and transform uses.**

Materials handling, access platforms and earthwork lie at the heart of many agricultural, industrial, human and environmental challenges. Population growth, urbanization, and economic development all require an increase in agricultural production and the construction and renovation of housing and communications infrastructures, all the while optimizing the use of natural resources.

Manitou Group is rising to the challenge by improving working conditions, safety, and performance around the world, while protecting people and their environment.

- Machines customized to each use that are designed to promote the health and safety of people and property are meeting needs for improved working conditions.
- Innovative and adapted machines make people's work easier and meet the need to transport increasingly heavy loads.
- Products and service offerings dedicated to each application are meeting increasing productivity needs, with the lowest total cost of ownership (TCO) and smallest environmental footprint possible.
- Low carbon impact machines are meeting the needs of low emission zones (LEZ)[1] and clean work sites.
- Connected machines are meeting the need for integration in a digital world for a unique customer experience.
- New services are meeting customers' needs for innovative approaches that incorporate the life cycle and accessibility conditions of the machines differently: leasing and used machines are becoming relevant solutions to control TCO and limit environmental footprint.

Corporate Social Responsibility (CSR), at the heart of the group's mission, helps it move towards a safer, more innovative, sustainable world of handling, access platforms, and earthmoving.

The name of the CSR approach, the Elevation Plan, therefore conveys several meanings.

- Elevation is the heart of the business and the group's "raison d'être," a way of supporting its users to make their work easier and safer.
- Elevation reflects our commitment to rise to the challenges facing society related to the group's business. The group has acknowledged its responsibilities and those of its stakeholders and is working with its entire value chain to anticipate and respond to these challenges more effectively.
- Elevation also means mobilizing all of the company's employees on sustainable development issues, supporting talent by promoting diversity and encouraging entrepreneurial spirit, and rewarding success, while safeguarding optimum quality of life at work.
- Elevation reflects the goal of moving the group towards a sustainable development model with engaged governance.

This approach is directly led by Manitou's Executive Committee with the full backing of the Board of Directors.

Since 2015, Manitou Group has adhered to the 10 principles of the UN Global Compact[2]. This membership, which it renewed in 2021, commits the group to integrate each of these principles, a set of core values, in the areas of human rights, labor standards and the environment, and the fight against corruption in its strategy, culture, operations, and interactions with its stakeholders.

[1] The purpose of a LEZ is to regulate the circulation of polluting vehicles to improve air quality within an given area.

[2] Global Compact: level GC Active.

3.1. AMBITIONS AND COMMITMENTS

With a CSR strategy in place for the past 10 years that enabled it to implement structural and transformational initiatives, the group is continuing its efforts in terms of sustainable strategy. 2021 began with major ambitions and commitments by the group: together with the launch of its new strategic plan, New Horizons 2025, it is evolving its CSR strategy with a new Elevation 2025 plan.

In line with the previous CSR roadmap, which already has five-year quantitative targets that are aligned with the United Nations' Sustainable Development Goals, this new strategy nevertheless clarifies an acceleration on four major priorities.

- Low carbon trajectory.
- Circular economy.
- Safety and improvement of working conditions.
- A human and ethical company.

3.1.1. THE ELEVATION PLAN

The new CSR strategy, approved by the members of the Executive Committee and the Board of Directors, demonstrates the group's commitment to accelerating its transformation towards a more sustainable model with the involvement of its employees and stakeholders.

More than a strategy, it is also a philosophy driven by the group's signature, "Set the world in motion," to contribute to the world's movement and be an actor of change.

Implemented at the highest level of the company, the Elevation plan acts as a compass, giving direction for the construction of the handling, access and earthmoving solutions of tomorrow while respecting humans and the environment. The Elevation Plan is based on 11 of the 17 United Nations Sustainable Development Goals.

THE ELEVATION PLAN 2025

2021 – 2025 CSR ROADMAP

The CSR roadmap presented here is a non-exhaustive summary of the group's strategic CSR indicators.

SUSTAINABLE DEVELOPMENT GOALS [3]	LOW-CARBON TRAJECTORY	2021 significant actions	Progress on the 2021 action plan	Ambitions 2025	Item
7 AFFORDABLE AND CLEAN ENERGY 11 SUSTAINABLE CITIES AND COMMUNITIES 13 CLIMATE ACTION		Calculation of the group's 2019 carbon footprint, scopes 1, 2 and 3 Validation in progress of the low-carbon trajectory by Science Based Targets		See Ambitions 2030 (chapter 3.2.1)	
	Innovating with low emission products	Marketing the dual energy MRT		23% of products launched are low emission	3.2.1.
		Green hydrogen partnership and suppliers found for customer testing in 2022		2 hydrogen demonstrators	3.2.1.
		Drafting the specifications of the tool		100% of new products are eco-designed with a carbon performance measurement tool	3.3.2.
	Developing services to reduce emissions during use	Launch of the Reviv'oil service: automatic recycling system for used oil		Developing environmental value-added offerings to create value for customers	3.2.2.
	Reducing greenhouse gas emissions	Setting GHG emission reduction targets for production sites		- 5% emissions from operations and offices ton eq. CO_2/€ revenue	3.2.3.

SUSTAINABLE DEVELOPMENT GOALS	THE CIRCULAR ECONOMY	2021 significant actions	Progress on the 2021 action plan	Ambitions 2025	Item
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Innovate toward new economic models	Integration of Supélec's "Circular Economy Alliance" Launch of an in-depth dismantling study		Exploring the opportunities of the circular economy and transforming the business model	3.3.1
	Optimizing the use of resources and extending product life	Consulting with Steel and Plastics suppliers Material analysis of inputs of 11 sample machines		40% recycled or low carbon steel in products	3.2.1 and 3.3.2.
		Study and measurement in accordance with ISO 16714 of the recycling of the platform range		Improving product recycling by x %[4]	3.3.2.
		Simplifying the recovery of second-hand parts Improving flows		Multiplying revenue from spare parts obtained through the circular economy by three	3.3.2

[3] The United Nations have defined 17 Sustainable Development Goals. Manitou Group's strategy is based on 11 of these goals.

[4] Improvement rate to be determined in 2022.

SUSTAINABLE DEVELOPMENT GOALS	SECURITY & IMPROVEMENT OF WORKING CONDITIONS	2021 significant actions	Progress on the 2021 action plan	Ambitions 2025	Item
3 GOOD HEALTH AND WELL-BEING 10 REDUCED INEQUALITIES	Ensure the health and safety of employees and improvement of working conditions	Creation of an internal QHSE training school		100% of employees trained in safety measures related to their activity	3.4.1.
	Support our customers in moving toward zero accidents	Integration of the implementation of machine QR codes into internal processes		100% of new machines come with digital access to security documents and training	3.4.2.
		Development of the Safety Pack across the entire platform range		100% of construction and platform ranges offer "Safety Packs"	3.4.2.

SUSTAINABLE DEVELOPMENT GOALS	A HUMAN AND ETHICAL COMPANY.	2021 significant actions	Progress on the 2021 action plan	Ambitions 2025	Item
4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 17 PARTNERSHIPS FOR THE GOALS	Champion equal opportunity and inclusion	Development of the Manitou Group Gender Index (international scope)		Improving the global gender equality index – Manitou Group Gender Index	3.5.2.
	Supporting talent management and job development	Training buyers in sustainable purchasing Providing training in the circular economy		100% of strategic functions trained in CSR/sustainable practices specific to their business line	3.5.3.
	Consolidate responsible buying and selling practices	Strengthen the Responsible Procurement Charter Study of supplier CSR risk assessment solutions		75% of suppliers qualified as CSR and 100% suppliers' CSR risk is under control	3.5.4.
		90% of dealers evaluated on their CSR practices		100% of dealers evaluated for CSR with target setting	3.5.4.
	Developing the solidarity program	50% of funds allocated to the inclusion sector 43% allocated to Covid-19 vaccination campaigns in India in partnership with an NGO		1% of the net income dedicated to educational and inclusion-related activities	3.5.5.

3.1.2. EU TAXONOMY FOR SUSTAINABLE ACTIVITIES

3.1.2.1. PRESENTATION OF THE EU TAXONOMY FOR SUSTAINABLE ACTIVITIES

The EU Sustainable Taxonomy Regulation is a key element of the European Commission's action plan on sustainable finance, which aims to redirect capital flows towards a more sustainable economy. The taxonomy is a classification system for environmentally-sustainable economic activities.

As a group subject to the obligation to publish non-financial information in accordance with Article 29a of Directive 2013/34/EU, Manitou Group falls within the scope of Article 8 of the EU Taxonomy Regulation and must therefore disclose to what extent its activities are associated with economic activities that are classified as sustainable.

The six environmental objectives set out in the EU Taxonomy Regulation are climate change mitigation, adaptation to climate change, sustainable use and production of water resources and marine resources, transition to a circular economy, pollution prevention and reduction, and protection and restoration of biodiversity and ecosystems. Up to now, technical selection criteria have been established for the first two climate-related objectives in a Delegated Act[5].

For the 2021 reporting period, Article 8 of the Delegated Act[6] provides for limited information, namely the proportion of economic activities eligible[7] and ineligible for the taxonomy in terms of the group's total revenue, capital expenditure (CAPEX), and certain operational expenses (OPEX) (the "KPIs") relating to climate change mitigation and adaptation.

3.1.2.2. THE GROUP'S ACTIVITIES

MAIN ACTIVITY

The group examined all the economic activities eligible for the taxonomy listed in the Delegated Act on Climate Change according to its activities. After an in-depth examination involving all the relevant functions of Manitou Group, the main economic activity eligible for the taxonomy is the manufacture of low-carbon machines[8].

Eligible economic activity	Description	NACE code	Reducing risks related to climate change	Adapting to climate change
3.6. Other low-carbon manufacturing technologies	Manufacture of handling, access, and earthmoving equipment making it possible to substantially reduce greenhouse gas emissions.	C7	✓	

The description of activity 3.6 in Appendix I to the Delegated Act on Climate Change does not contain a clear definition of the term "low carbon manufacturing technology" and is therefore open to interpretation. In the absence of a definition and in the spirit of the EU taxonomy, the group has defined this term in reference to the manufacture of electrical machinery eligible under the taxonomy for activity 3.6 of Appendix I to Article 8 of the Delegated Act.

In addition, the capital expenditure and operating expenses associated with this activity are in fact eligible. These include production activities and research and development in connection with machinery using low-carbon manufacturing technology. (*see section 3.2 of this chapter*)

Capital expenditure (CapEx) and operating expenditure (OpEx) related to economic activities eligible for the EU Taxonomy for Sustainable Activities in 2021 include:

- capital expenditure related to buildings and industrial equipment partially dedicated to the development of electrical ranges:
  - €1.6 million for the construction of the new production facility in Candé (France), aimed at supporting the group's development in the manufacture of electric platforms *(see Chapter 2.6.3)*;
  - €0.9 million linked to the lease of a new building at the Greater Noida (India) site;
- capital expenditure (€2.1 million) related to research and development (R&D) projects devoted to reducing, preventing, or eliminating greenhouse gas emissions. The main R&D projects included in these capital and operating expenses are:
  - study of the next generation of zero-emission machines;
  - electrification of existing product lines;
  - innovation project on the use of green hydrogen, launched on two machines.

In 2021, eligible and capitalized R&D costs amount to 14% of the total R&D costs capitalized by the group.

These projects are part of the group's strategy to focus development efforts on carbon neutral machinery as part of its commitment to reach 43% low-carbon products sold by 2030.

The group's low-carbon trajectory is presented in part 3.2 of the Non-Financial Performance Declaration. This trajectory will result in capital expenditure that could be aligned with the Green Taxonomy Regulation.

[5] Commission Delegated Regulation (EU) 2021/2139 supplementing Regulation (EU) 2020/852 by establishing the technical screening criteria for determining the conditions under which an economic activity qualifies as contributing substantially to climate change mitigation or climate change adaptation and for determining whether that economic activity causes no significant harm to any of the other environmental objectives.

[6] Commission Delegated Regulation (EU) 2021/2178 supplementing Regulation (EU) 2020/852 by specifying the content and presentation of information to be disclosed by undertakings subject to Articles 19a or 29a of Directive 2013/34/EU concerning environmentally sustainable economic activities, and specifying the methodology to comply with that disclosure obligation.

[7] See definition in the methodology note.

[8] See 3.2.1 Emissions related to the manufacture and use of products account for 98% of CO2 eq. emissions from scope 3.

ELIGIBLE AND INDIVIDUAL INVESTMENT AND OPERATING EXPENDITURES

In addition, the group has identified individually sustainable economic activities resulting in capital expenditure (CapEx) and operating expenditure (OpEx) allowing certain target activities (non-eligible activities) to become low-carbon or lead to greenhouse gas reductions. These activities are presented in the summary table below.

Eligible economic activity	Description of the activity within the group	NACE code	Climate change mitigation	Adapting to climate change
4.1 Production of electricity through solar technology	Solar panels installed on our subsidiary in South Africa	D35.1.1	✓	
6.5 Transport by motorcycles, passenger cars, and light commercial vehicles	Group vehicle fleet (all engine types combined in accordance with the Delegated Act)	N77.1.2	✓	
7.2 Renovation of existing buildings	All renovation measures for existing buildings	N77.1.2 F41 and F43	✓	
7.3 Installation, maintenance, and repair of energy efficiency equipment	CAPEX related to the installation and maintenance of energy efficiency equipment (e.g. replacement of lighting systems with more energy-efficient systems)	F42, F43, M71, C28 and C33.1.2	✓	
7.7 Acquisition and ownership of buildings	CAPEX related to the acquisition of buildings (legal ownership or economic ownership as a tenant with right of use), for example in Germany and India	L68	✓	

3.1.2.3. GROUP KEY PERFORMANCE INDICATORS ("KPIs")

KPIs include the revenue KPI, CapEx KPI, and OpEx[9] KPI for 2021. KPIs are published in relation to economic activities that are eligible for the taxonomy and economic activities that are not eligible for the taxonomy [Art. 10(2) of Article 8 of the Delegated Act].

	Total (in millions of euros)	Share of activities eligible for taxonomy (%)	Share of activities not eligible for taxonomy (%)
Net Sales	1,875	3.4%	96.6%
CAPEX	81	22.3%	77.7%
OPEX	27	1.5%	98.5%

The share of our revenue from economic activities related to the manufacture of electrical machinery as of December 31, 2021 was 3.4%*(see above in the Main Activity section).*

This KPI was determined based solely on the group's manufacturing activities within the Product Division. It does not include trading revenue (purchase for resale) on electrical machinery, or €17.8 million (0.9% of the group's revenue), which does not meet the criterion of "manufacturing" set out in Article 3.6 of Appendix I to the Delegated Act on Climate Change. Taking into account only the revenue of the Product Division as the denominator, the eligible revenue would amount to 4.1%.

The share of investment expenditure eligible for the taxonomy is 22.3%, and the share of operational expenditure eligible for the taxonomy is 1.5% *(see CapEx / OpEx sections above*).

[9] *See methodology section for the definition of KPIs.*

3.1.3. RESPONSIBILITY AT THE HEART OF THE STRATEGY AND GOVERNANCE

The group's corporate social responsibility policy is the outcome of contributions from all of its actors. The CSR Department oversees activities through the 2025 CSR roadmap in collaboration with various governance bodies.

CSR GOVERNANCE

With the integration of the Elevation Plan in the New Horizons 2025 strategic plan, in 2021 the group decided to restructure its CSR governance to ensure that the group's action plans are aligned with its CSR ambitions. This is reflected by the creation of new bodies responsible for validating the guidelines and steering and monitoring the CSR strategy.

COMPOSITION AND ROLE OF CSR GOVERNANCE BODIES *(see 5.1.3)*

- Board of Directors

  The Board of Directors approves the strategic guidelines proposed by General Management and takes environmental and societal issues into account when considering its strategy.

- CSR Committee (created in July 2021)

  Comprised of four directors, one of whom is independent, the CSR Committee examines the group's strategy, goals, and commitments in terms of environmental and social responsibility. It also reviews the non-financial performance declaration (DPEF) The CSR Committee meets three times a year.

- Audit Committee

  Comprised of four directors, two of whom are independent, the Audit Committee's role is to examine compliance issues related to CSR, such as anti-corruption, the duty of vigilance, data protection, and alert mechanisms, as well as the group's risk mapping, which includes CSR risks.

- Compensation Committee

  Comprised of four directors, two of whom are independent, the Compensation Committee's role is to review policies on employment and working conditions in the areas of employee health and safety, equal opportunities and inclusion, talent management, and employment development. It also examines the social impacts of major restructuring and/or reorganization projects.

- Executive committee

  The Executive Committee defines and reviews the progress of the CSR roadmap.

- CSR Steering

  Reporting to the group's Corporate Secretary, who is a member of the Executive Committee, the CSR Department proposes changes to be made as part of the CSR roadmap based on stakeholder expectations and strategic guidelines. It supports the business lines and coordinates the various action plans to achieve the objectives set.

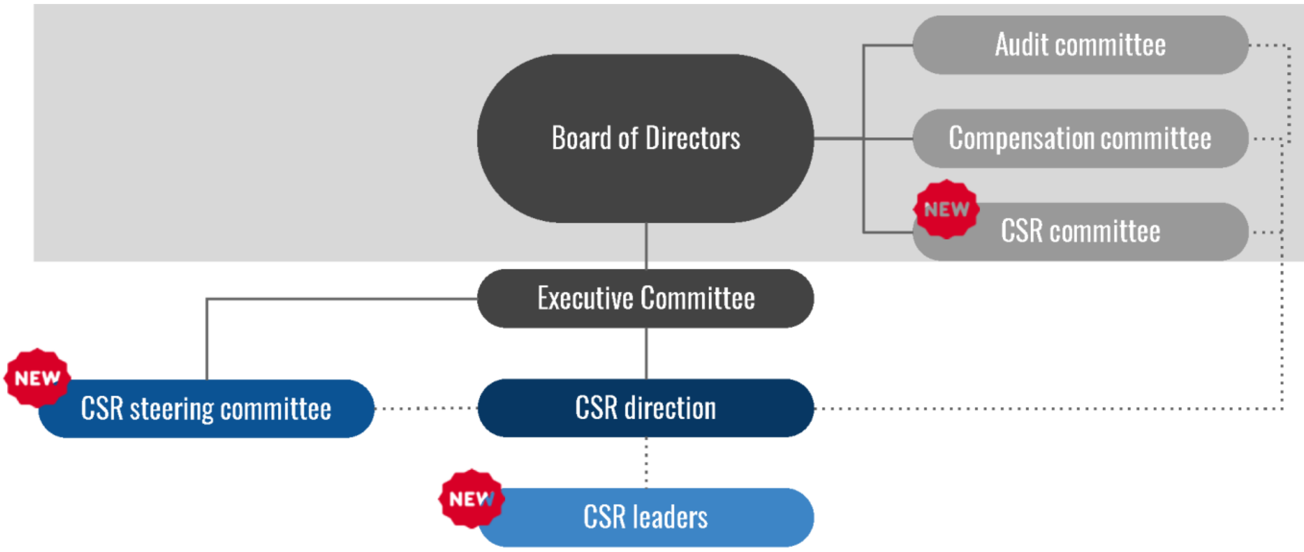
- CSR Steering Committee (new)

  Sponsored by the Chief Executive Officer, led by the Head of CSR, and made up of twelve permanent members, the CSR Steering Committee prepares the strategic development of CSR objectives. It measures and monitors the progress of the action plan every two months and accelerates initiatives to better protect people and their environment.

- CSR leaders (strengthening of the existing network)

  Accelerate and communicate the action plan to their business lines as well as the social, societal, and environmental KPIs. They facilitate the implementation of actions and propose innovative ideas through specific CSR training.

In addition, the variable compensation of the Chief Executive Officer is indexed each year to the group's CSR performance *(see 5.2.1.1.)*.



STANDARDS, COMMITMENTS, AND PARTNERSHIPS

Due to its international reach, it is essential for the group to constantly improve its working practices. To do this, it relies on the following standards:

- ISO 9001: the quality management system;
- ISO 14001: the environmental management system;
- ISO 45001: the occupational health and safety management system;
- ISO 37001: anti-corruption management system*;*
- the Sustainable Development Goals (SDGs) developed by the United Nations;
- Science Based Targets as part of the definition of its low-carbon trajectory, which is being validated by the body *(see 3.2. Committing to a low carbon trajectory.)*

The group supplements the monitoring of these international standards with a set of meaningful commitments that form the basis of Manitou Group's ethical framework, including:

- member of the United Nations Global Compact since 2015;
- adherence to the MiddleNext code;
- the signing of the Charter of Accession to the regional plan for gender equality in the workplace;
- the signing of the Manifesto for an eco-friendly industry;
- its Ethics Charter;
- its Code of conduct;
- its Responsible Purchasing Charter;
- and its Sponsorship policy.

The group is aware of the important role its partners and the local community play in the success of its business. That is why it values and promotes dialog with its customers, regional players (schools, local communities and organizations, associations, etc.) and international players, to include:

- the initiative of the United Nations Principles of Responsible Management Education (PRME) with which the group partnered in two editions of the international challenge, winning the last edition in 2020;
- the Sustainable Committee of the European Rental Association (ERA)[10], as well as its presence on customers' CSR committees;
- the WWF Green Office Program,[11] joined by the Latvian subsidiary in 2021. The objective of this program is to improve the environmental management system of offices in order to reduce their carbon footprint and use natural resources sustainably. Following this audit, Manitou Nordics and WWF Finland have defined a three-year progress plan with annual targets for the subsidiary;
- Neoline, the transcontinental wind-powered sailing vessel;
- the Dirigeants Responsables de l'Ouest (DRO);
- the EMC2 regional competitiveness hub;
- the Lhyfe partnership, a local producer and supplier of green hydrogen.

Initiatives are developed with stakeholders with the goal of contributing to a responsible economy, co-constructing solutions, and disseminating and sharing its expertise.

In addition, every year the group hosts and trains students through job placements or work-study contracts within its various organizations.

Partnerships with business or engineering schools also allow the group to support the training of its future technicians, sales staff, engineers, and managers within the employment pools and facilitate recruitment.

In France, these partnerships are reflected primarily through the signing of agreements with regional actors or the payment of the apprenticeship tax (17 partner schools in 2021, versus 15 in 2019).

In 2021, the group signed a partnership with eight schools or universities in Italy.

STAKEHOLDERS' EXPECTATIONS

In 2020, Manitou Group conducted a consultation with its stakeholders. Led by the CSR Department, the consultation was conducted with employees, customers and users, dealers, suppliers, professional associations and local authorities, and citizens more broadly. More qualitative interviews were also conducted with around fifteen key stakeholders.

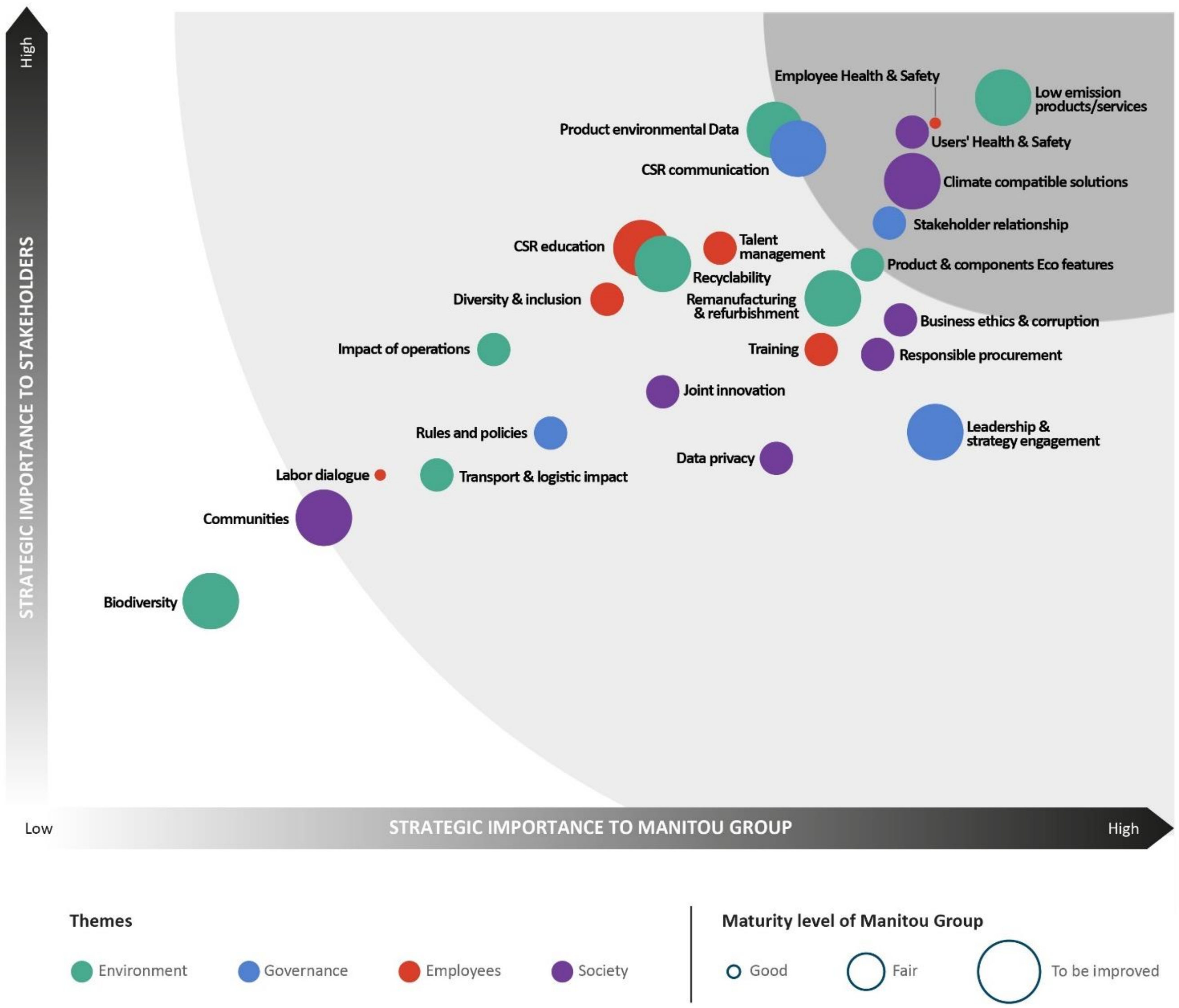
In total, the consultation collected more than 1,100 responses across 20 countries. The study and analysis of this data gave Manitou Group the opportunity to:

- update the materiality matrix of its CSR issues and identify the sustainable development macro-issue that need to be accelerated in order to continue its transformation towards a more sustainable future for the group and its internal and external stakeholders;
- present an updated and enhanced CSR road map to the Executive Committee and the Board of Directors;
- review the group's overall strategy by integrating the evolution of the CSR strategy into the evolution of its New Horizons 2025 strategic plan.

[10] European Rental Association.

[11] Program developed by the Finnish WWF and rolled out in a still limited number of countries.

CSR ISSUE MATERIALITY MATRIX



The identified CSR macro-issues are the following.

Low-carbon products and services

Products and services that make it possible to reduce greenhouse gas emissions throughout the product life cycle.

User health and safety

Measures and services to reduce and prevent risks associated with the use of machines designed and manufactured by Manitou Group.

Climate-compatible solutions

All virtuous actions that provide tangible evidence of the group's contribution to the fight against global warming.

CSR communication

Transparency, relevance, frequency, and accessibility of the quantitative and qualitative data on the group's environmental and social impact.

Stakeholder relations

The frequency and level of dialog established with the group's stakeholders to develop sustainable, constructive, and transparent relationships while continuing to create value.

Talent management

The actions taken to detect potential at all levels of the company, combat turnover over the long term and achieve a better match between positions and required skills in order to anticipate the company's needs for today and tomorrow.

Machines and components with Eco-features

The characteristics of machines and/or components aimed at reducing their environmental impact in all or part of their life cycle.

Remanufacturing and reconditioning

The logistical and technical capacity to collect, clean, repair, or re-machine used parts and equipment to give them a second life.

Business ethics and the fight against corruption

Consistency, transparency, and the level of ethics between values and compliance with the commitments made by Manitou Group and the way in which the group conducts its business throughout its value chain.

Following the results of the consultation and the new Elevation Plan that resulted, Manitou Group communicated with its external stakeholders at the following events.

- Organization of the first Environmental Social Governance (ESG) Forum in April - in partnership with Portzamparc - to which current and potential investors were invited. This online forum provided an opportunity for the group's Executive Committee to review past ESG achievements but above all to present its new Elevation Plan based on the results of its CSR consultation with stakeholders. The presentation from this forum is available on the group’s website.

- Launch of the 1st edition of **On the Way Up** in July, the group's new external CSR event. A great opportunity for customers, suppliers, dealers, professional associations, citizens, and journalists to discover the results of the consultation in which they participated in 2020. A program with many testimonials from customers, suppliers, and dealers to inform, engage, and involve its stakeholders in its sustainable strategy. This was an opportunity to review the group's CSR approach through 2021 and then unveil the new Elevation Plan and how it fits into the New Horizons 2025 strategic plan. The group has also shared some concrete objectives to come. This online event, which is available for replay on the group's website, drew more than 200 viewers around the world.
- Presentation of the new Responsible Purchasing Charter in October to nearly 400 suppliers by the Purchasing and CSR Departments. These departments took advantage of the supplier agreement to jointly present the group's CSR commitments and expectations with respect to its supplier base, particularly in terms of human rights and the supply of minerals likely to come from conflict zones.

Throughout the year, and most often at the request of clients or investors, Manitou Group responds to various assessment questionnaires on environmental, social, societal, and governance aspects such as:

- the Carbon Disclosure Project on the climate aspect;
- the Gaïa Index;
- EcoVadis.

In return, Manitou Group also assesses the CSR practices of its suppliers and its dealers *(see 3.5.3.)*.

Furthermore, given its proactive CSR approach, Manitou Group was granted a "green" loan by BPI. This is a €5 million loan over 10 years at a subsidized rate.

CORPORATE CULTURE AND CSR CULTURE

An engaged company shares its CSR goals and involves its employees in projects with social or environmental value to give them a role in the transformation and allow them to contribute to promoting the CSR culture in all of the group's branches.

For this purpose, the group holds two events every year to foster a sense of co-responsibility and competition surrounding the Elevation plan.

Elevation Days: an annual week of employee awareness-raising in CSR culture at all sites.

In 2021, in line with the roadmap, the CSR Department developed a 100% digital program on climate and solidarity, in which more than 500 employees participated, with:

- the live broadcast of two interactive live webinars open to all group employees:
    - "Repair the Earth," led by recognized external experts, has helped raise awareness among employees about the natural capital and services provided by the Earth, society, and the economy in order to guide teams into inspiring projects with the common theme of "all is not lost if everyone does more than their share";
    - "Low-carbon trajectory, why is the group committed?" co-facilitated with climate experts, gave employees the opportunity to learn about the results of the carbon footprint and understand what a low-carbon trajectory actually is and how it will be a driver of transformation for Manitou Group.
- a skills sponsorship program with missions designed specifically for the event on the topics of inclusion, environmental conservation, and biodiversity;
- the closing ceremony and award ceremony for the Energic challenge, which educated and inspired French and Belgian employees about the environment for a period of one year through a comprehensive event program: articles, quizzes, collective missions, commitment, and sharing of best practices as well as regular individual carbon reviews so that employees can quickly see the impact of their efforts.

Since 2014, the **Elevation Challenge** encourages intrapreneurship by giving all employees the opportunity to implement CSR projects. These best practices are then accessible to everyone from the group's “CSR best practices platform” to promote sharing between countries. In 2021, the group focused on carbon issues and its low-carbon trajectory project.

Video conferences were also organized throughout the year at the request of the entities in order to present the new CSR strategy and encourage its appropriation by the teams.

EXTERNAL CSR RECOGNITION

The group's performance has been recognized and rewarded by its inclusion in the most important CSR indexes as well as by the award of several prizes, including:

- **Gaïa Index 2021**: Manitou Group is in 18th place (out of 390) in the general ranking, in 17th place in the ranking of companies with “Revenue > €500 million” out of 177 (versus 81st place in 2020), and in 3rd place in the industry ranking, out of 78. For the ninth consecutive year, the group answered the Gaïa Index questionnaire, a national stock market index, and its rating was unchanged from 2020. Despite a rising number of participants (+160), Manitou Group keeps its spot on the podium in the industry sector.
- *Le Point* newspaper with its ranking of **the most responsible companies in France 2022**: 68th/2000 of a panel of 2,000 companies employing more than 500 employees and having their registered office in France. Manitou Group rose 11 places in the ranking compared to the previous year.
- EY: the **Prize of Entrepreneur of the Year Award for the West Region** was awarded to Jacqueline Himsworth, Chairman of the Manitou Board of Directors, and Michel Denis, Chief Executive Officer. The jury praised the territorial commitment of the company as a pioneer in CSR.
- *Capital* magazine: the award for the **Best Employer in France**, recognizing Manitou Group's responsible human resources policy and practices.
- At the end of the year, Manitou Group also updated its assessment with **Ecovadis**, an internationally recognized agency specializing in the documented assessment of companies’ CSR performance. Manitou Group scored 62/100 and a silver medal as evidence of its CSR performance, while the average score of companies in the same sector is 43/100. The group scored 51/100 in 2018.

3.2. COMMITTING TO A LOW-CARBON TRAJECTORY TO CONTRIBUTE TO THE GLOBAL EFFORT

Today, limiting global warming is a global fight led by public structures, economic actors, and citizens. This is a fundamental movement in which companies have a key role to play.

Aware of its responsibilities, Manitou Group has been working for over a decade to reduce the environmental footprint of the products and services it designs. Since 2011, the group has been a true pioneer in the measurement of its CO_2 emissions across the three scopes. Today, it has chosen to place the "low carbon trajectory" pillar at the heart of its CSR approach and to raise its ambitions in terms of contributing to the fight against climate change. A major lever to steer the ecological transition towards a sustainable business model, it is one of the pillars of the group's 2025 strategic project.

Established in H2 2020 on the basis of the CSR consultation, the 2025 Elevation Plan includes a low-carbon trajectory project that was presented by the CSR Department and the Executive Committee and validated by the Board of Directors.

In early 2021, pilot employees in the group's strategic business lines formed a project team steered by the CSR Department and supported by an expert firm with the objective of defining the group's low-carbon trajectory. To do this, the project team, which includes R&D, procurement, services & solutions, sales & marketing, HSE, transport and logistics, and management control, proceeded as follows:

- emissions measurement: the group updated its 2019 carbon footprint according to the GreenHouse Gas (GHG) Protocol[12];
- estimation of possible gains: four workshops were conducted at the end of H1 2021 in order to discuss with the business lines the possible reduction actions related to the main emissions items and estimate the associated CO_2 gains.

The results of these workshops as well as possible scenarios were presented to the members of the Executive Committee in September. The low-carbon trajectory was then the subject of several working sessions with the Executive Committee, a presentation to the CSR Committee, and approval by the Board of Directors at the end of October 2021.

2030 TARGETS[13]

Manitou Group is committed to **reducing its direct and indirect greenhouse gas emissions** (scopes 1 and 2) **by 46%** compared to 2019, across all of its operations around the world in line with a 1.5°C trajectory according to the Paris Agreement.

For emissions from its value chain (scope 3), Manitou Group is committed to **reducing its indirect emissions by 34% per hour of use of equipment sold** over its lifetime compared to 2019.

The low-carbon trajectory aims to maximize the group's contribution to addressing the climate challenge with both transformative and realistic objectives. To do this, the group has chosen the Science Based Targets[14] initiative, the only international reference capable of validating science-based objectives that correspond to the decarbonization level necessary to keep the increase in global temperature below 2 °C compared to pre-industrial temperatures, as described in the fifth assessment report of the Intergovernmental Panel on Climate Change (IPCC AR5).

Registered on the SBTi website, Manitou Group’s low carbon trajectory will be studied by experts in the Science Based Targets initiative, who are expected to confirm it by the end of the Q1 2022.

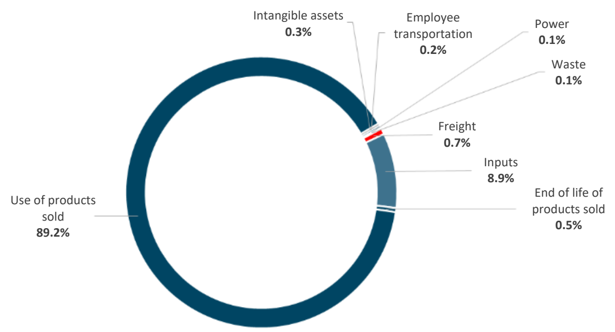
To achieve these targets, Manitou Group has identified three areas to accelerate its transformation, each of which has several targets.

3.2.1. INNOVATE WITH LOW-EMISSION PRODUCTS

Manitou Group has an important role to play as a supplier of mainly diesel-operated machines, and it is therefore committed to reducing emissions within its scope 3, in which 89% of emissions are caused by customer use, in particular by reducing its supply of thermal products in favor of less polluting alternative-energy machines.

For several decades, the group has had electric industrial forklifts and aerial work platforms for indoor applications on industrial markets. As part of the acceleration of its innovation plan, it has set targets for the development of new electric ranges as well as the evaluation of hydrogen as a new energy source.

BREAKDOWN OF SCOPE 3 EMISSIONS IN THE VALUE CHAIN



The implementation of the low-carbon trajectory involves:

- an acceleration of the innovation plan in order to lead the energy transition and reduce emissions related to use across all ranges;

[12] Greenhouse Gas Protocol: International standard for carbon accounting for private and public sector companies.

[13] Scope 1 corresponds to direct emissions from sources owned or managed by the company.

Scope 2 corresponds to indirect emissions resulting from the production of electricity purchased, steam, heating, and cooling consumed.

Scope 3 corresponds to all other indirect emissions produced in the company's value chain. These are 3.1 Goods and services purchased (raw materials for equipment and spare parts), 3.4 Transportation and upstream distribution, and 3.11 Use of products sold (energy consumption of equipment sold during the reporting year during the total expected life).

[14] A program supported by the United Nations, the Carbon Disclosure Project (CDP), the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).

- continuing the work undertaken in the last 10 years on the energy efficiency of thermal equipment;
- strengthening ecodesign with a global life-cycle approach and implementing a tool for measuring CO_2 gains by design.

In the absence of a standard, in 2013, the group implemented energy consumption measures for its equipment based on an internal protocol validated by the UTAC[15]. Using strictly identical methodology, this procedure compares the consumption between two machines through the Reduce Fuel program *(see 3.2.2. Developing services to reduce emissions during use)*.

The project, which was initiated by a pilot group in 2016 with the goal of defining a reference standard to measure the consumption of telehandlers, bore fruit in 2019 with the publication and taking of effect of the European standard EN 16796-4 on the energy efficiency of industrial trucks. It defines a protocol to measure the fuel consumption of rough-terrain telehandlers and calculate CO_2 emissions that has already been applied by the group.

As the current chair of the ISO committee in the rough-terrain handling trucks sector, the group is also taking this project global to make it the recognized method for measuring the consumption of telehandlers around the world.

This measurement process quantified the energy gains achieved on the various equipment thanks to the optimization and innovation work of the research and development teams.

A multi-criteria life cycle analysis conducted in 2015 on an MLT 840 revealed that 80% of a machine's environmental impact was based on the operation and maintenance phase.

Since then, the work carried out to reduce energy consumption and the cost of use (TCO) at all stages of the machinery's life cycle has resulted in important steps in the life of the group, which intends to continue the work carried out over the last ten years to improve the energy performance of its equipment.

MOVING TOWARDS THE ENERGY TRANSITION

With the reduction of machine emissions on the horizon, the group is accelerating its research and innovation to support the energy transition of its customers and is actively working on the development of new zero-emission machines.

To do this, Manitou Group has a number of patents protecting the innovations implemented in its various research offices. The total number of patents published and in force at the end of 2021 was 138, with 24 patent applications filed during the year, including 16 in the field of energy transition in 2021 (vs. 5 in 2020).

In 2021, the following innovations were made in the machines:

- the marketing of dual energy rotating telehandlers (MRT) equipped with removable units allowing the user to work in electrical mode once stabilized;
- making the product usage cycle available for the ranges of agricultural telehandlers (MLT) in order to measure and evaluate driving, with the aim of advising customers on how to optimize consumption based on usage.

In order to support the development of "zero emission" cities and projects, in 2019, Manitou Group launched the Oxygen label for alternative energy in order to offer sustainable and effective solutions.

This label includes three stages of development:

- Oxygen Concept: Manitou Group's vision of the low-emission products of tomorrow;
- Oxygen Lab: the customer experience test on use, technology, design, and ergonomics;
- and finally, the Oxygen Label: available solutions that meet low-emission design criteria:
  - use of an alternative energy to diesel for permanent or temporary use in zero emission mode;
  - reduction of environmental impact (CO_2 emissions, particulates, decibels);
  - reduction of energy consumption;
  - reduction of TCO.

An Oxygen Lab project was launched in early 2021 with an in-depth study of hydrogen technologies and their ecosystem with various service providers. This project, consolidated through a partnership with Lhyfe, a local producer and supplier of green hydrogen, will enable the group to assemble an initial prototype of a green hydrogen machine. This will be the subject of a customer experiment at the end of 2022 with the company Charier, a public works partner. Unlike gray hydrogen, a high CO_2 emitter, Lhyfe's green hydrogen is produced from 100% renewable energies.

3.2.2. DEVELOPING SERVICES TO REDUCE EMISSIONS DURING USE

Recognizing that Manitou Group's CO_2 emissions are mainly linked to the use of the machines, in order to reduce its emissions, Manitou focuses on transforming applications.

This translates into the development and sale of machine-related services with the aim of deploying integrated solutions capable of measuring and reducing energy consumption for customers.

This is also reflected in the search for the best total cost of market ownership for users, which means moving towards an evolving and long-term contract of confidence. For the company's various departments, this paradigm shift, centered on use rather than the product itself, requires the following:

- transforming customers' practices in purchasing, driving and maintenance their machines, accelerating awareness of the cost of use, and making use of the potential now offered by connected machines;
- optimizing all items of the total cost of ownership while reducing environmental impacts;
- increasing the longevity of the machine to make it reusable by several successive users, through the used and rental market;
- anticipating and improving the impact of the end-of-life of products.

[15] *Union Technique de l'Automobile, du motocycle et du Cycle (car, motorcycle, and bicycle technical union)*

THE REDUCE PROGRAM, TRANSPARENT COMMUNICATION TO PROMOTE THE TRANSFORMATION OF APPLICATIONS

The Reduce program, launched in 2013, aims to transform applications for better productivity and environmental protection. Customers and end-users have access to the Reduce Fuel site to measure and compare machinery's fuel consumption and CO_2 emissions in order to make an informed choice. At the same time, Reduce TCO – "Total Cost of Ownership" – specifies the cost items of the machines in order to optimize their profitability, including maintenance.

The Reduce digital platform is available in 10 languages at www.reduce-program.com. It allows customers and end-users to:

- measure the Total Cost of Ownership (Reduce TCO) of their machine. Thanks to the different usage criteria, the customer identifies in just a few clicks the machine that is adapted to their needs and their business. The tool gives the cost per hour including fuel consumption, maintenance, insurance, and the resale value of the machine;
- compare the fuel consumption and CO_2 emissions of a Manitou machine with an equivalent competitor machine or with another Manitou machine (Reduce Fuel).
- follow simple recommendations for use in order to reduce their consumption and TCO;
- watch nearly 300 educational videos on how to use the machine safely (Reduce Risks); how to start and maintain a machine, how to secure attachments, what security precautions should be taken, or how technologies such as JSM® work;
- quickly identify best practices for use thanks to prevention posters (Reduce Risks);
- discover all of the equipment and innovations for reducing risks, TCO, and fuel consumption and for improving user comfort (ergonomics, vibration, and acoustics).

In 2021, the group also published a white paper on TCO intended for users of telehandlers. The idea is to help customers think about the total cost of their machine and not only the purchase price.

With the objective of training 100% of the relevant teams in the TCO by 2025, the deployment plan started in 2021 with the hosting of webinars.

REDUCE FUEL ECO-PROGRAM

Reduce Fuel, launched in 2013, measures and compares the fuel consumption and CO_2 emissions of our machines in complete transparency. The data per range of machines is regularly updated. The goal is to support its customers in reducing their environmental footprint and reducing the impact of products on climate change.

REDUCE TCO PROGRAM

Reduce TCO, launched in 2015, informs customers about the cost breakdown of machines and helps them improve the profitability of their production tool in complete transparency. Total Cost of Ownership (TCO) is a method used to calculate the cost of equipment, taking into account not only the direct and fixed costs (purchase, interest, residual value, etc.), but also the indirect and variable costs (maintenance, fuel, training, etc.) related to use of the machine.

ENVIRONMENTAL IMPACT OFFERS, VALUE CREATION FOR CUSTOMERS AND DEALERS

In an effort to reduce the usage-related emissions of its machines and thus help its customers reduce their direct greenhouse gas emissions, Manitou Group is developing offers with added environmental value.

The features and services developed so far are the following:

- Eco-Stop: this function reduces the fuel consumption, maintenance cost, and depreciation of the machine by automatically cutting the engine when it is idle and there is no driver in the cabin. Thanks to data collection, we now know that the estimated idling time of an engine without a driver in the cabin can range from 15% to 30%. Assuming a basis of 15% for a machine that is used for 1,000 hours/year for three years, the Eco Stop function offers potential savings of €4,500 (based on a diesel price of €1/liter).
- Stop & Go: this technology stops the engine when the machine is immobile in order to reduce consumption. It also stops the hourly counter in order to record only actual hours of operation. It is installed in series on platforms and offered as an option on the rest of the ranges.

The new features and services developed in 2021 are the following:

- REVIV'Oil: this system makes oil analysis and dialysis possible with environmental gains through maximization of used oil recycling and an economic gain with the reduction of maintenance costs;
- Ecodrive awareness: developed by the group's international training center and aimed at dealers, this awareness-raising program is an introduction to the eco-driving training module that will be available to customers starting in 2022 under real conditions;
- Ecodrive tutorial: a video tutorial is being finalized for technician dealers and major accounts. This shows the economic and environmental benefits of Ecodrive based on actual consumption data and changes in user behavior.

CONNECTED MACHINES TO SUPPORT THE OPTIMIZATION OF APPLICATIONS

The Internet of Things (IoT) has accelerated the digital transformation throughout the group's value chain by generating new value-added services.

Thanks to connected machines, the hardware manager and user benefit from real-time machine data accessible on a mobile app or portal. Fleet monitoring is simplified thanks to the wealth of data collected (machine condition, fuel/battery level, activity cycle, location, maintenance alerts, etc.) and each customer interaction is more valued.

Through these connected services, Manitou Group is innovating and making every effort to share this information between users and support teams (fleet managers, technicians, site managers) in order to reduce downtime and optimize performance (machines and operators). Facilitating collaborative exchanges between teams and helping them make the right decisions on site and remotely are among the continuous improvements resulting from connectivity - now standard for 90% of the range.

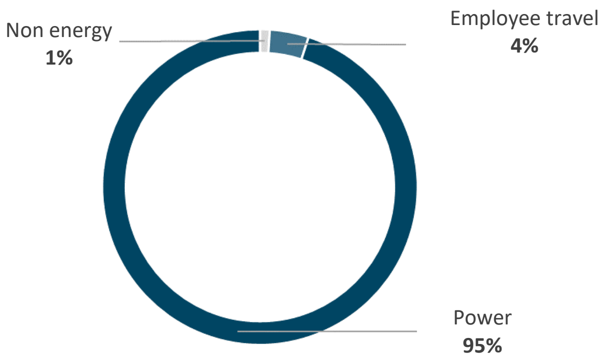
The transformation of applications and services is underway with new ways of working: monitoring, anticipating, and sharing for a better customer experience, with players increasingly involved in performance (energy efficiency and performance), reducing costs, and safety of persons.

From now on, use cases and feedback are driving innovation: real-time operator safety alerts, machine misuse alerts, machine idling time reports, precise TCO data based on uses and users, and CO_2 emissions report.

3.2.3. REDUCING GREENHOUSE GAS EMISSIONS AT THE SITES

While Manitou Group is seeking to reduce the environmental impact of its machines, it is also committed to a 1.5°C trajectory in terms of reducing its direct greenhouse gas emissions by 2030 (vs. 2019).

EMISSIONS FROM SCOPES 1 AND 2 (DIRECT AND INDIRECT) – 2019



ENVIRONMENTAL PERFORMANCE OF THE PRODUCTION SITES

While these reduction targets were set at the end of 2021, the steps taken towards certification of the environmental performance of the sites show that the group is already working in this area in concrete terms with the deployment of ISO 14001, aimed at optimizing processes in terms of environmental standards.

	2019	2020	2021
Proportion of ISO 14001-certified or eligible sites (as % of general revenue in the group*)	78.6%	75.6%	78.2%

The 2021 scope takes into account the closure of the Waco site in the first quarter, while the certification scope remains constant.

In addition to environmental performance, the group must improve the energy performance of its industrial sites based in France, Italy, India, and the United States in order to achieve its reduction target for scopes 1 and 2. To achieve this, a deployment plan for ISO 50001 has been drawn up and will begin in 2022 with a certification target for the French sites of 2023. In addition to reducing energy consumption at the production sites, the group will gradually roll out a green energy purchase program starting in 2022.

In addition to improving the time and efficiency of processes and reducing sites' CO_2 emissions, this development will ensure that energy is managed over time at production sites by improving the group's environmental performance, thereby contributing to the achievement of the targets of its low-carbon strategy.

CO_2EMISSIONS TABLE - 2019 GROUP CARBON FOOTPRINT BASED ON THE GHG PROTOCOL

	Unit	2019	2021	Scope
Scope 1 Emissions related to energy consumption of buildings and fleets of vehicles	t Co_2	17,460	*In progress*	Group
Scope 2 Emissions from the production of electricity purchased and steam, heating, and cooling consumed	t Co_2	10,509	*In progress*	

In parallel with the finalization of its low-carbon trajectory in the last quarter of 2021, Manitou Group has been working on the design of a tool for calculating and monitoring its CO_2 emissions. The data will be updated annually and published in the group's non-financial performance declaration. This tool will be finalized in H1 2022, with the update of the 2021 carbon footprint.

OPTIMIZED PROCUREMENT AND DISTRIBUTION

With the freight of its machines and parts, which accounts for 1% of the scope 3 emissions, the group has set itself targets to reduce these emissions through the use of carbon-free solutions for both upstream and downstream freight.

To achieve this, the group is already working to limit the environmental costs and impacts generated by the underutilization of road freight capacities. The logistics departments have developed and deployed a tool for optimizing European logistics flows with carriers. The latter is based on volume parameters, size, weight of the products transported, and the grouping of loads.

Optimization of upstream road flows with suppliers has therefore been rolled out and integrated since 2017 into Manitou Italia flows for more consolidation.

In France, the project to drastically reduce transportation of machines between the various production sites and the main site and/or external storage areas begun in 2018 was deployed in 2019.

Therefore, the machines leave from each site headed directly for customers, which frees up volume at the main site and decreases the kilometers traveled and carbon impact of the transportation.

The group deployed an internal tool, the Transport Management System (TMS), in 2019 with the goal of optimizing the upstream flows and distribution of machines in North America. Some initial work on tracing upstream and downstream flows in this territory provided more visibility to the group for optimization purposes.

On the other hand, the group is working to reduce its CO_2 impacts related to transport and distribution through low-emission solutions.

After showing its support for the Neoline project in 2019, Manitou Group formalized its partnership in October 2020 with the French shipowner that specializes in maritime transport by ro-ro ship. These ships, which are powered mainly by Neoline's sails, will export more than 1,000 Manitou Group machines per year from the port of Saint-Nazaire in France to Baltimore in the United States. An innovation that will reduce CO_2[16]emissions by up to 90% from the distribution of machinery between Europe and the United States. The launch of the first ship was postponed to the beginning of 2023, and the group therefore expects the first deliveries at the end of 2023.

In continuation of the Neoline project, the group plans to continue optimizing its logistics flows and expects to deploy the TMS (Transport Management System) for flows in India starting in 2023.

In 2021, the group's spare parts logistics center launched an analysis to identify flows making it possible to use dual-floor trailers in order to increase the number of parts shipped by truck. At this stage, volumes do not yet allow us to exploit this solution, and the analysis will be repeated every year.

In 2021, the group also signed a letter of intent with a major carrier (Schenker) in France, indicating its interest in the Vallée Hydrogène Grand Ouest (VHyGO) project aimed at using hydrogen-powered heavy goods vehicles.

[16] *Compared to a traditional cargo solution on the same route.*

3.3. RETHINKING THE BUSINESS MODEL AROUND THE CIRCULAR ECONOMY

Automotive, telephony, computer equipment, textiles… Many sectors have seen their economic model shift from ownership to usage in recent years.

With the circular economy pillar of its Elevation plan, Manitou Group is committed to offering its customers more responsible and more accessible machines and services, including the possibility of renting, exchanging or reselling equipment. Objective: ensuring more efficient and sustainable use, including by working upstream on the resources used.

For several years, the group has been challenging its practices on the following pillars of the circular economy: sustainable supply *(see 3.5.3. Consolidating sales practices and responsible purchasing*), ecodesign, economy of functionality and responsible consumption of products and services, and, finally, extended duration of use (*see 3.1.2 The Reduce program*).

3.3.1. INNOVATING TOWARDS NEW ECONOMIC MODELS

With the circular economy as a strategic focus for transformation, Manitou Group is stepping up its efforts to transition its business model to new models that improve the life cycle of its equipment.

STRENGTHENING THE CIRCULAR OFFERING WITH THE SECOND-HAND MARKET

In 2021, Manitou Group sold more than 870 used pieces of equipment through its subsidiaries, a decrease of 14% over 2020 but a 19% increase in revenue thanks to a more favorable product mix. To this end, the group worked in 2021 to:

- improve leasing structuring with the Manitou Centers;
- facilitate the calculation of the residual value of the equipment;
- integrate the sale of used parts benefiting from a Manitou Group check.

The group continues to promote the high-quality second-hand market and publishes dealer advertisements on the website used.manitou.com. This website allows dealerships to facilitate the resale of used handling solutions with guaranteed follow-up and maintenance for their customers. The increase in customer demand for used equipment helps to extend its lifespan and push the group towards more circularity.

The reconditioning center created in 2015 continues to ramp up activities with the goal of recovering, repairing, and restoring machines, while accelerating the development of ReMAN part ranges. Thanks to these activities, the group will be able to anticipate regulations on end of life vehicles (ELV), which does not yet apply to heavy machinery.

It is also a central location for supporting the deployment of long-term lease offers with financing and services that will, in the near future, need infrastructure in order to manage the return of these machines.

Lastly, in partnership with the group's dealer network, the Services & Solutions division is developing solutions that have a positive effect on the service life of the equipment:

- the 1,050 Manitou Group dealers spread across 140 countries and the 2,000 expert technicians are trained regularly in order to be able to offer support to users, from purchase of the equipment through to after-sales service;
- maintenance contracts keep machines in optimal working order with a better value for money;
- warranty extensions provide added value, protecting the equipment beyond the contractual warranty.

A SPARE PARTS CIRCULAR ECONOMY OFFER

For Manitou Group, extending the service life of its equipment is not limited to the used machinery market. Since 2017, the group has been working to promote the use of reconditioned spare parts thanks to the "ReMAN by Manitou" project, the winner of the internal Elevation challenge: a range of spare parts (engine, gearbox, turbo, etc.) reconditioned with original components and benefiting from the same warranty as new parts.

In 2021, the group continued the development of the ReMAN offer by:

- implementing a new price positioning policy in Q1;
- simplifying the customer interface of the online sales platform;
- facilitating refunds in case of customer returns;
- covering dealers' shipping costs to return used parts for reconditioning.

Furthermore, Manitou Group is working to develop its range of spare parts and services from the circular economy. In 2021, it reassessed and restructured its offer in line with the 3R approach of the circular economy: reduce, repair, and recycle. In addition to improving visibility, new services will adjust the level of service according to customer needs:

- ReMAN (Remanufactured): a limited offer of original remanufactured products supplied by used parts recovered from dealers;
- RePair (Repaired): a service offer for parts repair that offers customers the option of sending in the product and waiting for it to be repaired;
- ReUse (Reused): a limited offer of second-hand products;
- ReCycle (Recycled): a recycling service for batteries and other products.

The development of the RePair and ReCycle services, as well as the development of a new range of electronic spare parts and the extension of the ReMAN hydraulic range are expected in 2022.

STUDYING NEW ECONOMIC MODELS

In 2021, the group worked on the following projects:

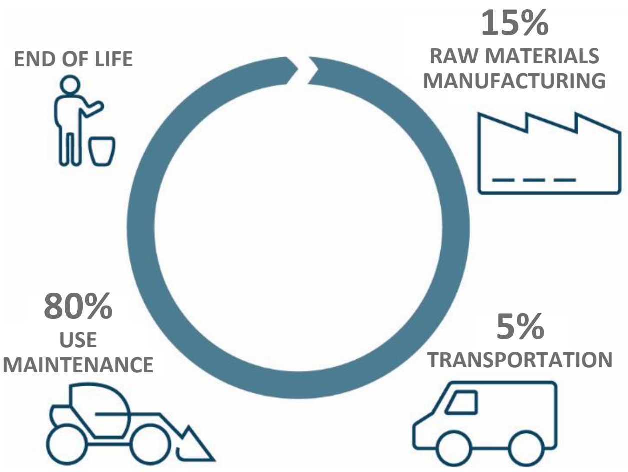
- a solution to recovery company fleets;
- an in-depth study to develop the business model around a dismantling solution for businesses;
- an exploration of several innovative topics in the circular economy.

In order to give food for thought and encourage the study of opportunities in these topics, Manitou Group joined the Industrial Chair, "Circular Economy Alliance" of CentraleSupélec at the end of 2021 for a period of two years. The Chair works closely with other companies and chairs of companies wishing to develop around the circular economy. The purpose of this partnership is to strengthen the group's innovation and actions to extend product life, optimize the use of resources, and manage the equipment end-of-life.

3.3.2. OPTIMIZING RESOURCES AND EXTENDING PRODUCT LIFE

Following an analysis of multi-criteria impacts on a machine's life cycle carried out in 2013, Manitou Group has since been working to reduce the environmental impact of the products it designs *(see 3.2.2.)*.

ENVIRONMENTAL IMPACT OF A MACHINE ON ITS LIFE CYCLE



Source: Multi-criteria life cycle analysis[17] – MLT 840 (2013)

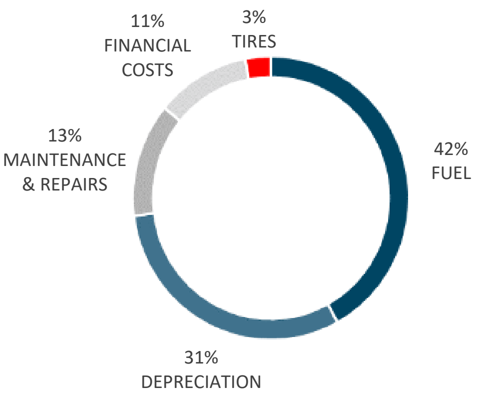
To do this, the group is acting through various levers:

- eco-design;
- reduction and optimization of resources;
- sale of parts from the circular economy.

ECO-DESIGN TO REDUCE IMPACTS

The group's eco-design approach began in 2015 with the aim of improving machines' TCO. In fact, TCO optimization allows customers to reduce their costs as well as reduce their environmental footprint. This starts with the design of a product or service. A beneficial approach that has acted as a lever for the eco-design approach within the group.

TOTAL COST OF OWNERSHIP OF A MACHINE (TCO)



In 2016, an "ecodesign check-list" was put in place to encourage the integration of the environment and the life cycle of machines from the design stage.

Since 2019, the ecodesign checklist has been incorporated in the group procedure used in the development of new products and services.

In 2020, it was supplemented by thematic fact sheets to help the teams identify joint actions between TCO reduction and ecodesign and to draw inspiration from the sharing of group best practices.

2021 marked the acceleration of modular design for the group. Developing modularity of machines within the same range makes it possible to standardize components and equipment. Implemented in a range of masted forklift trucks and a range of telehandlers, modularity reached 80% on the latter.

The group is continuing its efforts to improve machine TCO and is working on several drivers: reducing energy consumption and maintenance costs (preventive and corrective maintenance) by optimizing servicing frequencies, reducing oil and filter volumes, and conducting major work on component reliability for a longer machine service life.

Among the major actions in 2021:

- the launch of the new MRT Stage 5 range (Vision and Vision +) with significant reductions in TCO compared to the previous range: the technical changes enabling these reductions concern the engine, offering the Ecostop function, and the improvement of preventive maintenance;
- the launch of Stage 5 ranges for MT 14/18, New Ag, MSI, MLT 961, and TMT. For all of these projects, precise monitoring of the TCO resulted in gains in fuel consumption and preventive maintenance;
- the launch of the first MLT machines equipped with "Duty Cycle" intelligence to provide information on their actual applications in the field and refine the fuel consumption databases.

In addition, the group aims to strengthen its eco-design process with a comprehensive approach based on life cycle. To do this, it is working on the development of an eco-design tool capable of measuring the carbon performance of one material compared to another. The aim of this tool is to help R&D teams focus on materials with lower CO_2 impact in order to reduce the carbon footprint of new machines designed by the group. In 2021, the specifications for this tool were finalized.

The group also wishes to increase the share of recycled materials in its purchases of components and parts. Since its machines are 90% steel, starting in 2022, the group will work to improve the traceability of the steel it buys in order to increase the share of recycled or low-carbon steel used to manufacture its machines.

At the same time, the group wants to improve the recycling of its equipment. An initial inventory is needed before an improvement target can be defined. In 2021, the teams therefore conducted a study, based on ISO 16714[18], to measure the recyclability of the platform range. The group continued to work on the other ranges in 2022.

[17] Climate change, particulate emissions, photochemical oxidation, acidification, aquatic eutrophication, and depletion of mineral, fossil and renewable resources.

[18] ISO 16714-2015: standard for the study and calculation of recyclability and recoverability of earth-moving machinery.

OPTIMIZING RESOURCES

As resources grow more scare, the group has a duty to seek to reduce its environmental impact by saving the natural resources needed for its business as much as possible, such as energy and water and by optimizing the recycling of its waste and globally reducing greenhouse gas emissions in both the design phase of its machines and their use.

THE “MANITOU ENVIRONMENTAL FOOTPRINT”

Since 2019, the group has used a common composite indicator consolidating the performance of all of its production sites: the Manitou Environmental Footprint (MEF). It offers the possibility of monitoring the environmental impact of the group’s manufacturing processes and reducing them. After the reliability of this indicator was proven in 2020 for France, it was adopted by the HSE teams and management as well.

In 2021, the MEF indicator was consolidated on an international scope and now includes data for all of the group's production sites. Nevertheless, the MEF calculation methodology will be reviewed in 2022 in order to align its readability and objectives with those of the low-carbon trajectory.

RESOURCES AND ENVIRONMENTAL IMPACTS RELATED TO MANUFACTURING

	Unit	2020	2021	2020-2021 variation	Scope
Equivalent trucks produced	No. of MLT735 equivalent trucks produced	23,648	29,002	22.6%	All of the production sites and the main logistics center around the world
Energy consumption	kWh/truck equivalent	3,149	2,887	- 8.3%	
VOC emissions	kg VOC/truck equivalent	7.4*	6.6	- 11.7%	
Paint consumption	kg/truck equivalent	14.8 *	14	-5.4%	
GHG emissions from production	Kg CO_2 eq/truck equivalent	894	796	- 11%	
Water abstracted	m^3/truck equivalent	2.6	2	- 20.3%	
Volume of industrial waste	Kg/truck equivalent	397.6	365.5	- 8.1%	

* 2020 data related to VOC emissions have been updated after internal control were strengthened, making the data more reliable. The 2021 scope excludes data from the Waco site, which closed on March 31, 2021.

Energy consumption

In 2021, energy consumption increased by 14.7% in absolute terms compared to 2020. This is due to the resumption of production, with the addition of 2x8 or weekend shifts to meet demand. This recovery in production explains the limited decrease in energy consumption by carriage equivalent of 8.3%.

In 2021, the group upgraded some of the lighting at the Madison (US), Greater Noida (India), and Laillé (France) sites to replace them with more energy-efficient LEDs. In India, the company also invested in electrical warehousing solutions to replace old thermal machines.

In 2022, the group plans to prepare for ISO 50001 certification of the French sites, which it aims to obtain in 2023, in order to optimize their energy performance.

Expansion work is planned in 2022:

- at the Indian site with new equipment using more energy-efficient technology;
- at the main French site with the installation of solar panels covering at least 30% of the roof;
- construction of a mechanical/welding building at the Laillé site.

Greenhouse gas emissions

The slightly greater reduction in GHG emissions of 11% can be explained in particular by the leaks of refrigerant gas, the photovoltaic power generation at the Italian plant[19] over the full year, and the decrease in the share of energy consumption at US[20] sites, whose energy mix is highly greenhouse gas-emitting.

Paint and solvent consumption

With the recovery in activity in 2021, consumption of paint and solvent increased by 16.08% in absolute change compared to 2020. On the other hand, the volume used by carriage equivalent decreased by 5.4% compared to 2020.

Emissions of volatile organic compounds (VOCs)

In 2021, VOC emissions decreased by 11.7 % per carriage compared to 2020. This decline, which is greater than that of paint and solvent consumption, can be explained in particular by the decrease in the color mix in the United States, which thereby reduced the number of purges, and the change in the paint purge processes that reduced the use of solvents.

In addition, the Laillé site installed a second paint application machine. Thanks to this installation, one machine is now reserved for the application of the sublayer and the other for the final coat, resulting in a decrease in solvent consumption that used to be required to purge the only machine that was used for both purposes.

Since the end of the year, the Laillé site has also changed paint suppliers in order to opt for paints and primers with high dry extracts, reducing VOC emissions. This type of paint and primer is being tested at other sites.

Water consumption

The 20.3% decrease in water consumption per carriage equivalent represents an absolute decline of 2.11% compared to 2020. This trend is consistent with the increase in production, which has a downward impact on the indicator by carriage.

During an operation to test the quality of rainwater at a French site, non-compliance was observed concerning the presence of hydrocarbons in the rainwater. The site in question is working on a project to build an additional basin incorporating an hydrocarbon separator to remedy the situation.

Waste management

The group is continuing its waste management efforts by improving sorting at the source and giving precedence to the recycling and reuse of materials rather than their energy recovery. With the resumption of activity, the production of industrial waste increased in absolute terms by 11.22% compared with 2020, but with an increase of 8.1% per carriage equivalent.

[19] *Photovoltaic panels were installed in H2 2020.*

[20] *With the closure of the Waco site in March 2021.*

In 2021, the group's efforts in terms of traceability and waste monitoring were successful: 87.9% of the waste is reused or recycled (versus 83% in 2020), 6.4% is recovered for energy (versus 5.6% in 2020), and 5.7% is buried (versus 11.5% in 2020). All waste from steel is reused.

Packaging of spare parts

The spare parts logistics centers based in Ancenis (France) and Belvidere (United States) are working to reduce their specific environmental impact, that of the packaging of the parts and equipment that they ship all around the world.

After a comprehensive study, initiated at the end of 2019, on reducing the environmental impact of spare parts packaging and optimizing their purchase costs, Manitou Group worked to combine the packaging for customers of the Manitou and Gehl brands under the single brand name, Manitou Group Parts, and developed 100% recyclable cardboard packaging with environmentally friendly inks and solvents, and 50% of the range is FSC-certified.

In 2021, the focus was on reducing plastic packaging. These plastic bags now account for 60% to 70% of the total volume of plastic packaging in the main logistics center for spare parts. In particular, the teams analyzed four alternative solutions to plastic packaging bags. Sustainability tests were conducted on these four products.

In 2022, the group will continue its work on reducing plastic packaging related to spare parts by extending the scope to all types of packaging.

3.4. AFFIRMING A CULTURE OF SAFETY FOR IMPROVED WORKING CONDITIONS

Safety during handling, earthmoving and lifting operations has always been in Manitou Group's DNA. It is furthermore the heart of its mission: improving working conditions, safety, and performance around the world, while protecting people and their environment.

To target zero accidents, Manitou Group has therefore made "safety and improvement of working conditions" one of the four pillars of its Elevation Plan.

A commitment that includes, in addition to supporting end-users, the protection of its own employees regardless of their geographical location or workstation.

With nearly 2,100 employees working in factories to produce these machines, as well as nearly 2,300 employees working outside the production areas in offices and in roaming positions, vigilance in terms of employee health and safety is paramount.

3.4.1. GUARANTEEING EMPLOYEE HEALTH AND SAFETY

Preserving the health and safety of employees is a major priority for the group. Due to its international presence, developing a culture of vigilance, health, and safety is fundamental for Manitou Group.

These commitments are made by the Executive Committee in the Quality, Hygiene, Safety, Environment (QHSE) policy and are shared with all Group employees. They are then broken down into strategic and operational objectives at all levels of the company.

Since 2019, in order to make safety everyone's responsibility and priority, the group added the accident frequency rate of temporary workers to the profit sharing of employees in France.

COVID-19 MANAGEMENT

In order to preserve the health and safety of its employees, Manitou Group has worked hard from the beginning of the crisis to prepare for the recovery and define all applicable health measures.

In Italy, for example, the creation of a Covid-19 Committee has facilitated the deployment of protective measures.

After a benchmark in 2020 with several companies, Manitou Group established a strategy of additional measures to supplement the mandatory protective measures in France. A detailed protocol was developed and has gradually evolved as adjustments were to the measures announced by the Government. The recovery in production activity and schedule in 2020 has been gradual and in compliance with the health measures implemented. The resumption of non-production activities was carried out by alternating between working from home, to the extent that the function allowed it, and working on site with a rotation within the teams in order to limit the number of employees present at the same time.

In France, to respond to the consequences of the health crisis on the social life of employees and in addition to the regular communication distributed by the group and managers to maintain connections, the Health division contributed to the prevention of psychosocial risks with:

- the establishment of a free, anonymous telephone listening platform, available 24 hours a day, 7 days a week;
- the presence of a psychologist at Ancenis' main site to facilitate consultations.

Teleworking continued in 2020 and 2021 in positions for which this was possible, with a mandatory minimum of three days per week during peaks of the virus.

In 2021, Manitou Group organized several immunization campaigns during employee working hours, particularly in France, India, and the United States. In India, the program has been extended to include immediate family members so that they can get immunization on a private basis and be reimbursed by the company.

A STRONG ORGANIZATION

While the QHSE Department[21] contributes to the standardization of processes and the homogenization of practices, it also oversees the safety culture of the group's various production sites, while upgrading the local HSE[22] teams either through the coordination of corporate HSE France or reinforced monitoring of HSE global contacts. Indeed, the scope of the QHSE Department has been extended to the international production sites since 2020, and the monitoring of indicators related to the accident rates of employees and temporary workers currently covers the entire group.

In 2020, the French sites obtained the ISO 45001 certification, which is the reference point in this area. Prevention, training, and communication campaigns are carried out on a regular basis in order to strengthen the safety culture within all teams. This certification is planned for 2022 for the Italian site.

In France, the Health Division — comprised of a full-time occupational physician and three occupational nurses — has monitored employees' health since 2017. This division offers employees the opportunity to benefit from the increased presence of the occupational physician on all of the CSSCTs (Health, Safety, and Working Conditions Commissions) to work more intensively on the workstation studies to be conducted and be able to meet medical examination needs. Thanks to the regular presence of a social work, a confidential support system is also available for employees who wish to make use of it.

In 2021, the Healthcare Division expanded its international scope and now covers all of the group's sites. Its mission has been reviewed and now consists of:

- creating standards for the entire group;
- promoting health through prevention campaigns;
- deploying global projects on health issues;
- setting up a health performance index.

Several Health and Safety awareness-raising initiatives were carried out by the Health Division throughout 2021, with:

- a webinar on well-being for employees in India: managing the work-life balance during the health crisis;
- a week-long event dedicated to quality of life in the workplace with several workshops in France: yoga, sophrology, meditation, qi gong, etc.;
- the adoption of French national awareness and prevention campaigns surrounding tobacco, alcohol, breast cancer, etc.

[21] *Quality, Health, Safety, and Environment*

[22] *Health, Safety, and Environment.*

In the United States, employees also benefit from a support program. The group provides employees with a telephone helpline — managed by a third-party company — that employees can call confidentially and free of charge to seek help or advice on many life situations, such as alcoholism, divorce, legal advice, assistance in finding a daycare, psychological assistance, or finding a therapist.

In India, a permanent health center was opened in fall 2021 at the industrial site in order to facilitate employees' access to high-quality basic medical care. This care center — consisting of a full-time nurse, a part-time doctor and a 24/7 ambulance service — ensures the health and safety of employees in their workplace and improves their well-being.

The HSE organization was reviewed in 2021 in the United States with the creation of a QHSE department for the US subsidiary and the recruitment of two HSE coordinators to strengthen operational management.

EMPLOYEE HEALTH AND SAFETY, A TOP PRIORITY

With nine production sites, including five in France, eight spare parts logistics centers, whose main site is also located in France, and around thirty subsidiaries abroad, team safety remains the group's number-one priority.

Each industrial site analyzes its safety and environment risks and opportunities each year.

The main safety risks associated with the group's business are as follows:

- Falling objects, falls from height, trips;
- impact between a truck and a pedestrian or another vehicle;
- injury caused by manual or mechanical handling;
- injury caused by use of welding and grinding equipment;
- noise and vibration;
- fire and explosion;
- acute or chronic pain caused by workstation ergonomics;
- exposure to chemicals.

The means to manage operational safety risks are based on an ergonomic workstation layout, validation processes for new workstations and equipment, and the establishment of working groups on the reduction of specific risks.

Every day, many operational actions are undertaken to ensure management of these risks:

- working groups on the reduction of specific risks;
- regular communications on EHS issues (meetings, circulation of safety/environmental instructions, intranet articles, and posters);

Significant improvement actions conducted in 2021 at the production sites:

- the organization of the HSE function in the United States;
- and in India:
  - the creation of a Health Division;
  - the complete overhaul of the fire prevention system: smoke detectors, extinguishers, alarms, etc.;
  - the implementation of new traffic signage: speed limit, safety instructions, good practices, and names of buildings.

In addition, in 2021, in a tough internal and external context — Covid-19, lockdowns, reorganization projects, telecommuting, etc. — the Human Resources Department and the social partners wanted to set up a neutral psychosocial risk committee (RPS) in order to meet identified needs at the group's French sites *(see 3.4.1. The organization of social dialog)*.

In Italy, a work-related stress assessment was carried out in the second quarter of 2021 in order to measure the risks to the safety and health of employees. The results demonstrated a low level of risk.

Manitou Group, which is attentive to the wellbeing and health of its teams, regularly tracks health and safety indicators. They are on the agenda of each Site Management Committee.

KEY FIGURES IN HEALTH & SAFETY

			2019	2020	2021	Scope
Rate of absenteeism due to accidents and illnesses (including occupational illnesses)	Rate of absenteeism due to illness	%	2.97	3.23	3.62	France, Italy
	Rate of absenteeism due to workplace accidents and occupational illnesses	%	0.34	0.28	0.30	
	Rate of absenteeism due to accidents and illnesses (including occupational illnesses)	%	3.32	3.51	3.92	
Accident frequency and severity rates (employees)	Frequency rate 1*	No.	9.76	8.78	8.77	Group
	Frequency rate 2*		-	15.62	14.86	
	Severity rate	No.	0.17	0.23	0.19	
Accident frequency and severity rates (temporary workers)	Frequency rate 1*	No.	34.97	27.83	29.83	
	Frequency rate 2*		-	48.71	37.46	
	Severity rate	No.	0.70	0.45	0.79	
Number of occupational illnesses reported during the year*		No.	11	4	11	France

*See note on methodology.

In 2021, the rate of absenteeism for simple diseases, workplace accidents, and occupational diseases increased (3.92% vs. 3.51% in 2020) mainly due to the increase in the rate of absenteeism for illnesses related to the number of Covid-19 infections and the resulting work shutdowns.

In order to be consistent with the recent international coverage of accident rate indicators, the group wanted to adapt the management of the accident frequency rate by piloting a TF2 that takes into account workplace accidents with and without time off work. To underline this desire to reduce accidents, employee profit-sharing in France will be indexed to the TF2 starting in 2022.

Thanks to training, integration and communication initiatives for temporary workers, the TF2 frequency rate for workplace accidents (with and without time off work) increased from 48.71 in 2020 to 37.46 in 2021 for temporary workers. The accident frequency rate for employees decreased slightly, with a TF2 falling from 15.62 in 2020 to 14.86 in 2021.

SAFETY-RELATED TRAINING FIGURES

		2019	2020*	2021	Scope
Proportion of training hours dedicated to safety	%	24.7	25.7	25.3	France, Italy
Number of hours of safety training	No.	12,711	9,950	11,183	France, Italy, USA

** 2020 data was updated following an internal control: safety orientations and Covid return orientations have been removed because they are not considered training times.*

In addition to safety training hours, the group is strengthening its communications regarding employee health and safety risks by improving visual management through a DANTOTSU type approach (analysis of near accidents, accidents, and incidents directly in the production center workshops), while educating and training new arrivals during orientation and regularly communicating EHS information: meetings, dissemination of safety and environment guidelines, intranet articles, and posters.

Although the main health and safety risks are linked to the group's industrial activity, safety culture remains everyone's business. This is why the group has set itself the 2025 target of training all the business lines on the health and safety issues specific to them.

HEALTH INSURANCE

In 2020, as a result of the global health crisis, Manitou Group wanted to reassess its health insurance practices for its employees and their families wherever they are in the world. The aim of this project is to verify that the group's existing practices are always in line with local best practices and revise them if they are not.

The analysis is planned for 2022 for France, Italy, and the United States.

WORKING CONDITIONS

The group's goal is to improve working conditions, offer an attractive working environment, and improve employee well-being.

ORGANIZATION OF WORKING TIME

The duration and organization of working time in Manitou Group is established in close coordination with those in the field either by managerial decision or through a corporate agreement based on employees' job categories.

To contribute to a better balance and better use of employees' professional and personal time, the group supports all of its organizations to improve work methods and functions.

In France, the management population has enjoyed remote work options since 2014. In 2018, the introduction of a remote work charter has extended the scope to all employees whose positions allow them to work remotely. Roll-out of these work methods improves efficiency and performance, while contributing to the well-being of employees.

In 2021, a similar policy is being rolled out in the United States, whereby employees can telecommute up to two days a week.

In Italy, the internal regulations plan to maintain teleworking post-Covid at one day per week.

QUALITY OF LIFE AT WORK

Numerous projects have been carried out within the group to improve recognition and safety and promote employee engagement.

In France, faced with the wave of recruitments at the head office and the alternating presence of the teams with the implementation of teleworking, Manitou Group implemented a flex office pilot project within one of its teams. Its objective is to:

- provide more flexibility and allow employees to choose their workspace according to the day's activity;
- easily bring employees together according to the projects;
- make it possible to mix the teams as a function of topics;
- facilitate the integration of new employees;
- optimize the distribution of spaces that are left free by teleworking.

New informal meeting spaces are available to employees, such as the phone box or quiet room for people wishing to work in silence.

In India, many shared spaces have been renovated or redecorated.

In 2021, initiatives to improve well-being at work were implemented such as: a new company restaurant, an agreement to benefit from discounts in certain shops; the implementation of new in-house services such as the delivery of organic products, laundry, and tax assistance.

Finally, a "Recognition and Reward" program was launched to recognize the commitment of employees.

VOICE OF EMPLOYEES

Well-being at work is recognized as a strong driver for engagement, creativity, and performance. In order to continuously improve the quality of life in the workplace, the entire group is invited to express themselves every two years during internal opinion surveys.

The survey conducted in March 2020, to which 89% of employees responded voluntarily, showed an engagement rate of 77%, down one point compared to 2018. However, this figure remains well above the average of other international companies in the same sector and of the same size (+ 20 points). There are still many positive messages, which reflects the proud sense of belonging and the confidence employees have in the company's future and its strengths. Expectations are also expressed, in particular relating to the effort that is needed when it comes to communication and cooperation between teams.

Since the results were announced and customized reports were sent to each manager of a team of more than 20 people, many complementary action plans have been designed and rolled out across all of the group's organizations to meet the expectations of the teams.

Some examples of actions taken following the EOS and the expectations expressed by employees:

- accelerating the deployment of collaborative tools in all group entities;
- the deployment of new areas for catering;
- the production of business line videos to encourage internal mobility;
- the establishment of exchanges with other industrial companies;
- the implementation of a teleworking policy in the United States;
- photo shoots of operator employees;
- the establishment of team building exercises in Italy between the various departments to promote team spirit;
- renovating a break room.

At the same time, initiatives, whether structuring or informal, are put in place as close as possible to the field to support employees, such as access to sports equipment, creative workshops, communities (facilitators, co-development, network of professional equality), and conferences on societal issues or internal challenges. It reinforces the feeling of belonging to the group and therefore contributes to better collaboration between departments, especially because of the many exchanges and shared practices during these meetings.

In the United States, the group has set up the Employee Engagement Committee. In order to maintain employee engagement, this body plans events and activities such as monthly meals, monthly breakfasts with Management, team building exercises, volunteering, events for local communities, and trips.

In Italy, the group has set up its own Committee.

ORGANIZATION OF SOCIAL DIALOG

Social dialog is managed at the country level in accordance with local rules.

In Italy, in 2021, the internal contract - which governs working hours, telecommuting, the production bonus, and the percentage of temporary contracts - has expired. A transitional agreement was signed in July to cover 2021, and negotiations resumed in September and are still under way.

In addition, in January 2021, the necessary agreements were also signed to operate the plant in two shifts in order to cope with the increase in volumes.

In France, 2021 was marked by the signing of a number of agreements, including:

- a mandatory annual negotiation agreement (NAO) for 2022;
- an amendment to the profit-sharing agreement;
- an agreement offering better compensation for partial employment for non-fixed-rate employees on a day-to-day basis;
- an agreement governing work on the weekends;
- an agreement on collective health insurance.

Several other agreements are currently being negotiated and are expected to be signed at the beginning of 2022, particularly in relation to teleworking or the agreement on the organization of working hours.

2021 regained some stability with regard to the pace of meetings of the Social and Economic Committee (SEC) and the Committee on Health, Safety, and Working Conditions (CSSCT). A new employee representative was elected to the Board of Directors after the term of office of one of the representatives expired. The group also set up a Supervisory Board for employee savings funds through elections.

In 2021, the partners took part in the creation of the Psychosocial Risks Committee (RPS - *see 3.4.1. Employee health and safety, a top priority*). This joint committee is composed of:

- the Director of Human Resources;
- the cross-functional HSE Manager;
- the occupational physician;
- the Head of Social Relations;
- one member of each of the CSSCTs in France;
- a member of the head office SEC.

The Committee's duties are to:

- provide for a RPS prevention plan, in particular through awareness-raising actions;
- identify, implement, and manage curative/corrective actions;
- process and monitor action plans, directing them to the right people.

Confidentiality is essential. In order to ensure an appropriate level of discretion, only a two-person team is assigned to follow up on a situation that could have serious consequences, which would be escalated to the Committee.

3.4.2. SUPPORTING CUSTOMERS AND USERS TOWARDS ZERO ACCIDENT

Improving working conditions and the safety of users operating Manitou Group machines is at the heart of the group's mission.

Every day, more than 500,000 people use these machines around the world. In a factory, farm, or construction site, the most important priority is safety conditions. While the machines and services offered by the group's various brands reinforce safety by nature, the risk of an accident is real. Risk factors include the choice of inappropriate equipment, a lack of knowledge, or misuse of the equipment.

Indeed, 90% of forklifts – all manufacturers combined – will be involved in an accident during their lifetime. Manitou Group focuses on avoiding these hazards and prioritizing the safety of its users through its Reduce program.

THE REDUCE RISKS COMPONENT

Since 2018, the Reduce Risks component integrates the Reduce program *(see 3.2.2. The Reduce program*) and fully illustrates how the group strives to transform and secure applications for better quality of life in the workplace.

In addition to benefiting from expertise in the choice of equipment, each customer receives recommendations to make sure they have all the knowledge and know-how necessary to operate the machine safely. Thanks to its Reduce Risks program, Manitou Group provides a specific response to the safety challenges faced by its customers and the many users of its machines.

The dedicated web platform - https://www.reduce-program.com/risks - brings together multiple safety-related resources, such as online practical fact sheets and more than 300 video tutorials for safe operation.

To continuously provide users with more information and knowledge, Manitou Group is working to improve the structure of its Risks library for the Manitou & Gehl brands by implementing common processes.

CONCRETE SOLUTIONS

For more than 30 years, Manitou Group has applied the current safety standards for mobile machinery in the design of its machines, such as:

- the *Falling Object Protective Structure* (FOPS) standard, which verifies that the operator in the cabin is protected in the event of a falling object. This standard is applied to the group's telehandlers and loaders;
- the *Rolling Over Protective Structure* (ROPS) standard, which ensures that the operator is protected in the cabin in the event the machine rolls over. This standard is applied to the group's telehandlers, telescopic tractors, and loaders.

In addition, significant work has been carried out to improve the ergonomics, vibrations, and acoustic comfort of the equipment with concrete solutions concerning, for example:

- access to the driver’s cab for ease of climbing and to reduce the risk of falling;
- a seat making it possible to monitor the movements of the load and reduce the vibrations experienced by the user;
- easier maintenance for technicians with an engine hood that opens wide and easy access to the various filters, engine oil dipstick, etc.;
- work on insulation and ventilation speed in order to optimize cabin soundproofing.

Beyond the standards, the teams have always been working to offer more innovative solutions to customers and users to better protect them when using the machines.

In 2021, the following actions were taken to reduce the health and safety risks of users of Manitou Group machines:

- the preparation of processes related to specific QR codes assigned to each machine in order to direct users via a simple scan to the technical documents, learning videos, and maintenance records specific to the machine used. These QR codes will be deployed on the machines starting in the first quarter of 2022;
- development of the Safety pack across the entire platform range. This mechanism supports and protects the operator and his or her environment. It alerts the teams on site and transmits the data to the fleet manager, thereby reducing the risks related to the health and safety of machinery operators and their colleagues on site;
- improving safety and ergonomics across the entire MRT range with:
  - a new remote radio control[23] system to control the machine from the basket or when the operator is outside the machine for safe movement without having to return to the driver's cab;
  - a pack of five LED lights for total lighting around the machine;
  - A rear camera that sends images to the cab;
  - Four accesses built into the chassis, on the left and right, and at the front and rear of the machine, now give the operator the ability to climb into and out of the machine regardless of which way the cab is rotated;
- improved safety related to cabin access for MT 730 and MT 930 machines;
- the study of three innovative sensor solutions to improve safety at work sites.

AN INNOVATIVE PARTNERSHIP

Since 2020 and through a pioneering partnership in "follower robot" technology, the group is also developing a range of collaborative and autonomous warehousing equipment. This technology improves internal industrial logistics flows for safe coexistence between employees and machines. In 2021, the group launched its first autonomous robotic stacker.

[23] *As an option.*

3.5. STRENGTHEN ETHICS AND PUTTING PEOPLE AT THE HEART OF THE ACTIONS OF THE GROUP AND ITS ECOSYSTEM

The women and men of Manitou Group are passionate and driven by an entrepreneurial spirit and a sense of shared goodwill. This is a key part of the corporate culture, encouraging a sense of belonging among employees. Based on a relationship of trust, management encourages innovation, experimentation, challenges, and acceptance of responsibility. All HR actions and policy are consistent with the group's values, defined by the employees themselves in 2020: reliability, passion, and commitment.

The competitive environment in which the group operates and its desire to transform means sharing an ethical framework with its stakeholders and attracting the best talent, developing them, motivating them, retaining them, and recognizing their performance. The group is committed to offering these men and women safe working conditions conducive to their development, while involving them fully in its CSR approach.

In Manitou Group's new roadmap, New Horizons 2025, presented in January 2021, one of the four pillars directly concerns people: "Basing our success on a united team." This means building on the group's mission and values, encouraging autonomy and agility, improving working conditions and safety, promoting diversity and equal opportunities, and developing talent to support the group's transformation.

This is why the Elevation Plan places the pillar, "A human and ethical enterprise," at the heart of the CSR strategy, a sign of the group's desire to closely involve everyone who, at their own level, has a role to play in creating sustainable value that benefits all. For the entire group ecosystem, skills development, awareness-raising, and co-construction are the keys to making effective progress in this area.

3.5.1. STRENGTHEN ETHICS WITHIN THE GROUP

Manitou Group affirms its commitment to ethics through adherence to the major universal fundamental principles and international reference texts *(see 3.1.2.2. Standards, commitments, and partnerships).*

THE GROUP'S ETHICAL FOUNDATION

In 2010, the group decided to adopt an Ethical Charter promoting integrity and responsibility that applies both to the company as a legal entity and to all employees.

Work to update the code of ethics began in 2021 will be finalized in 2022. The new code will focus on strengthening certain topics and expanding its spectrum, including personal protection, trade relations and anti-corruption, the fight against climate change, and environmental protection.

THE FIGHT AGAINST CORRUPTION AND ANTI-COMPETITIVE PRACTICES

According to the 2020 Corruption Perceptions Index (CPI) of Transparency International, 11.95%[24] of the workforce is operating in corruption-prone countries as of December 31, 2021.

Since 2019, several key actions have been put in place:

- an independent report collection site for whistleblowers is accessible to employees on the intranet and to stakeholders from the group's website;
- an independent Ethics Committee governed by an Ethical Charter was established to respond to this alert system;
- compliance training consisting of four mandatory modules:
    - understanding anti-corruption constraints;
    - understanding why this concerns everyone;
    - identifying risk situations;
    - reacting appropriately to identified risk situations.

As of December 31, 2021, 91.8% of employees completed the training deployed in 2019 aimed at raising awareness regarding the risks of active and passive corruption.

In 2021, the group continued to roll out its anti-corruption system:

- valuations of listed third-party assets: the assessment process, consisting in particular of a mandatory self-assessment questionnaire for any new external stakeholders, may be supplemented, where applicable, by an outsourced assessment carried out by a leading provider. Since 2019, more than 900 third parties have undergone the double verification;
- the continuation of the compliance training program, notably with training dedicated to employees whose business line is the most at risk on this subject. This classroom training was offered as a pilot to managers;
- obtaining ISO 37001 certification for the South African subsidiary. This international standard prevents, detects, and addresses corruption problems. A certification program will be extended to other subsidiaries starting in 2022.

The group therefore is continuing its work to ensure that it respects the eight pillars of the 2016-1691 Law of December 9, 2016, called "Sapin 2," as well as the recommendations of the French Anti-corruption Agency (AFA).

Since compliance has been a strategic topic for the group since 2018 *(see Chapter 4)*, the Audit, Risk, and Compliance Division regularly presents on the progress of its work to the Audit Committee and the Executive Committee.

PERSONAL DATA PROTECTION

The requirements of the General Data Protection Regulation (European Regulation 2016/679) reinforces the obligations of companies processing personal data.

Manitou Group is continuing its actions to ensure that it complies with this regulation and that personal data, whether it relates to its employees, suppliers, or customers, is processed and kept securely.

Specifically with regard to employee data, the applications have been mapped and processes have been recorded. The HR teams regularly monitor the compliance plan, which was defined with help from an external service provider.

[24] *The selected countries have a score of <50 (out of 100)*

3.5.2. CHAMPIONING EQUAL OPPORTUNITY AND INCLUSION

With a presence in all four corners of the world, Manitou Group considers the diversity of its teams to be a real asset. Ensuring fair treatment and equal opportunities for all its employees in the context of their recruitment, remuneration and professional development is a priority.

The group, which strives to improve the working conditions of its teams wherever they are in the world, extends its ambitions to equal opportunities and inclusion. For its employees, it is committed to maintaining a working environment where management values and practices are based on respect for people and the integration of their differences and their diversity.

Manitou Group recognizes the need to attract and retain employees from diverse backgrounds to strengthen the talent pool that will drive the group's transformation of tomorrow.

The group, which already applies equal pay for equivalent positions in France, aims to go further with an international dashboard that measures and manages cultural, gender, and generational diversity and the level of inclusion.

EQUAL OPPORTUNITIES

The group continues its commitment to gender equality by promoting diversity through recruitment and management of employees' careers, while fighting against any form of discrimination.

BREAKDOWN OF THE GROUP'S FEMALE WORKFORCE AS OF DECEMBER 31, 2021

		2019	2020	2021
Global Leadership Team[25]	%	16.4	16.4	17.1
Managers	%	23.9	22.7	23.8
Supervisory staff	%	7.8	5.9	5.4
ETD[26]	%	28.1	27.6	29.4
Manual workers	%	8.5	9.7	11.1
Total	%	**17.7**	**17.9**	**19.5**

In 2021, in response to the group's new goals in terms of diversity and inclusion and the wave of recruitment during the year, diversity awareness sessions were organized with managers, particularly in India and Italy. These sessions were successful with an increase in the proportion of women in the group.

On the Global Leadership Team (GLT), there are 14 women out of a total of 82 members, representing 17.07%. This figure is gradually increasing. It was 12.85% in 2017.

In France, the four-year professional equality agreement signed in 2018 with all social partners expired in 2021. Manitou Group and the social partners failed to reach an agreement despite the negotiations conducted at the end of 2021. In 2022, an action plan will therefore be followed for one year. The following progress was made through the 2018-2021 agreement:

- equal pay for equal work achieved in 2018;
- extension of the mentoring program with 20 female employees mentored between 2018 and 2020 to help them access management positions;
- promotion of the business lines among women with implementation of an investment plan (parking spaces for pregnant women, female changing rooms, etc.);
- payment, for employees on part-time parental leave, of the difference in the pension contributions between full-time work and part-time work.

MANITOU GROUP GENDER INDEX

For 2021, the group scored 93/100 on the gender equality index established by the French government. It was 88/100 for 2020. Given the limited scope of this indicator, the group, which already applies equal pay for equivalent positions in France, has set itself the objective of defining its own international gender equality indicator and improving it by 2025.

In 2021, the teams worked on this issue and brainstormed the best methodology to measure the group's progress in terms of professional equality. The analysis focused on the criteria and the calculation methodology. At the same time, the group has begun to work on real data from the France, Italy, and the United States scope in order to model the tool that will determine the group's gender equality index each year and will measure the progress made on the various criteria. The methodology will be presented in 2022.

INCLUSION

The group is convinced that the inclusion of employees with disabilities helps to improve the engagement and solidarity of the teams.

In 2021, France and Italy employed 96 disabled workers, direct and indirect jobs combined.

STAFF WITH A DISABILITY, AS OF DECEMBER 31, 2021

(Scope: France, other than LMH & CFM Île-de-France, Italy)

		2019	2020	2021
Staff recognized as having a disability	No.	95	93	96
	%	3.62	3.61	3.50

The Group is working on three areas to successfully implement its policy for persons with disabilities: raising awareness among all of the company's stakeholders, retaining employees with disabilities, and, lastly, continuing to recruit employees with disabilities.

Awareness of disability is paramount within the group. To achieve this objective, the Handicap mission regularly organizes events open to employees.

During 2021, a number of workstation accommodations were made in France for employees with disabilities, including the introduction of inclusive masks so that employees with hearing problems can read their colleagues' lips and bracelet-based fire alarm systems for hearing-impaired employees.

In France, European Week for the Employment of Persons with Disabilities was an opportunity to organize several activities such as disabled sports workshops at all sites with the participation of more than 85 employees, a visit to one of the production sites for the students working for the integration of young people at risk of dropping out of school, and the organization of 12 DuoDays[27] at the production sites and with support functions.

In 2021, in Italy, the group no longer reached the national threshold of 7% of employees with disabilities as a result of changes in the workforce and therefore called on reintegration companies to carry out certain tasks as provided for by law. An agreement with local social cooperatives has been established to cover compulsory quotas for workers with disabilities.

For their part, the French teams are committed to continuing to be proactive in the coming months and years and renewing all the actions taken to achieve the objectives of the disability policy: exceeding 6% employees with disabilities.

[25] *The group's main managers: Executive Committee, N-1 and subsidiary directors.*
[26] *Employees, technicians, designers.*
[27] *Duoday is an initiative that allows people with disabilities to spend a day in the company, observing an employee's work and taking part in their day-to-day tasks.*

3.5.3. SUPPORTING TALENT MANAGEMENT AND JOB DEVELOPMENT

INTEGRATION OF NEW EMPLOYEES

Even before training and supporting employees in their career development, there is an essential step not to be missed when engaging and retaining employees: integration. When new employees are hired by the group (including interns and work-study students), they attend a specific training course including:

- a mandatory health, safety, and environmental training session;
- an online training course including seven modules (presentation of the group and its vision, organization, markets, sales regions, business lines, commitments, and tools).

Depending on the profiles and countries, personalized welcome courses are organized by the local HR teams.

In Italy, for example, a tailored course is offered to newcomers: individual interviews, training and factory visits for tertiary functions, safety training, HR and business lines for production staff.

In France, every employee with a contract of more than three months attends an orientation and the Up Days, while newly hired French executives attend an immersion week in production learning about the business lines, know-how, and products and services of the group.

DEVELOPMENT OF TALENTS

The individual development of employees is an integral part of the managerial practices that are regularly encouraged to strengthen the group's leadership. Each employee is also invited to take charge of their own development with the assistance of their manager and the Human Resources Department. These initiatives are documented in an individual development plan that identifies their professional goals and determines what experience, skills, and behaviors will help employees reach their goals.

The group continued to invest in training actions that best suit training needs according to the 70-20-10 approach. This model suggests that 70% of learning takes place through activity and experience, 20% through relations and interactions with others, and 10% through traditional training.

The Skills Development Plan was focused on five pillars:

- HSE: the number 1 priority is to ensure health, safety, and risk prevention for all employees;
- change management: supporting the group's transformation with the help of its Let's Go program. As part of its digital transformation, the group has finalized the international deployment of new collaborative tools (see the Collaborative and agile mode below);
- mobility: promoting and supporting mobility within the group;
- business line expertise: developing the skills of employees in connection with industrial efficiency. In the context of the wide-ranging industrial investment plan and to maintain the group's competitiveness, the training offer is changing significantly towards new technologies and new knowledge;
- CSR: supporting the group's transformation towards a sustainable model. By 2025, 100% of key functions will receive sustainable development training in accordance with their business line.

The Covid-19 pandemic continues to have a significant effect on the group's training indicators. With lockdowns and travel restrictions in all countries affected most by this health crisis, many training sessions that need to be held in person could not take place. However, the group was able to rebound and propose alternatives throughout the year, incorporating both distance and/or face-to-face sessions when possible. All of these initiatives raised the training access rate for employees to 73.97% in 2021, from 70.02% in 2020.

TRAINING-RELATED INDICATORS AS OF DECEMBER 31, 2021

(Scope: France, other than LMH & CFM Île-de-France, Italy, USA, and India)

		2019	2020	2021
Training expenses	€k	2,071	1,053	1,768
Total payroll	€k	168,862	148,825[28]	159,456
Portion of the payroll devoted to training	%	1.23	0.71	1.11
Employees that have attended at least one training course	No.	3,260	2,581	2,652
Employee training access rate	%	84.48	70.02	73.97
Total number of hours of training	No.	44,535	26,690	38,545
Average number of hours of training per trained employee	No.	13.66	10.34	14.53
Training access rate for temporary workers**	%	77.3	49.4	60.1

**France and Italy.*

In this digital transformation context, the group also continues to invest in its e-learning training platform, Digital Campus. The idea is to increase the digital offer and improve the user experience. In addition to a large external offer via various e-learning partners, more and more content is being developed internally to cover the group's more specific needs, such as its CSR strategy, compliance, the TCO program, and Manitou product techniques.

SUPPORTING THE GROUP'S TRANSFORMATION TOWARDS A SUSTAINABLE MODEL

In order to guarantee its leadership position in its sector, the 2025 targets were defined by the group for their strategic, innovative, and transformative nature. In order to reach these targets and meet its strategic ambitions, as reflected in the Horizons 2025 and Elevation 25 plans, it is essential to start with the support of the group's men and women who contribute to its success every day.

To achieve this, the group plans to train 100% of strategic functions on business line-specific sustainability issues by 2025. In 2021, several actions were launched for this purpose:

- identification of business lines;
- initial training was provided to all the group's buyers - about 80 buyers spread across France, the United States, Italy, India, and China - on the theme of "Responsible Purchasing." The topics addressed included: understanding the impacts of procurement, defining responsible purchasing and its benefits, reviewing the normative and regulatory elements at stake, understanding new risks/opportunities for buyers, knowing the new charter, learning how to share it with suppliers, and deploying it;

[28] *Excluding State aid related to partial operations and excluding salary maintenance in the context of partial operations for France in 2020.*

- an employee has started a long cycle, "Executive Master in Plastic Products Recycling and Economy" with the aim of initiating a global R&D project in 2022 in connection with the group's ecodesign roadmap. The goal is for all of the group's R&D employees to be trained in ecodesign in the long term.

COLLABORATIVE AND AGILE MODE

Collaborative work and deployment of agility are elements that will support the group's transformation on a profound level.

In this regard, the Let's Go program launched in 2020 continued in 2021 at all of the group's subsidiaries. Its objective was to optimize the tools used within the group by shifting them to new, more collaborative tools. Ambitious support and extensive communication have been implemented for all employees: training at different levels (performed by group employees and external stakeholders), conferences and testimonials, a forum open to all on the company's social network to ask questions about these tools and obtain answers, and the creation of a community of local ambassadors.

Other initiatives are also carried out regularly to promote collaborative work, facilitate cross-functional actions, and foster team accountability.

The employees are regularly consulted on local projects that concern them through surveys (new sites, office remodeling, corporate catering, sports activities).

In each region of the world, such as in Asia or the United States, all of the teams regularly meet to share key information about the group across divisions, find common ground when it comes to priorities, as well as celebrate successes and events.

In India and Italy, as part of the deployment of the ERP core model, a change management project was launched with all employees. Agents of change were identified on the project team and in HR, and the project was then progressively expanded to all employees concerned.

In the United States, the implementation of “human centered design” promotes innovation: this program helps the cross-functional teams move towards a customer focus and provides an opportunity to work collaboratively in order to improve the products, processes, and services.

The progressive deployment of agility, in particular through the training of many managers or teams, progressively simplifies the processes and methodologies used in the company, as well as projects on a daily basis. In addition, a community of facilitators works regularly to conduct periodic sessions in project groups or during team seminars.

COMPENSATION AND BENEFITS POLICY

Manitou Group attracts, motivates, and retains talent by offering global compensation packages that are competitive, fair, and challenging. It encourages and recognizes the contribution of each employee to the success of the company and the satisfaction of its customers.

Beyond the skills, performance, and conduct of each employee, five key principles are taken into account when determining the level of each salary:

- internal equity;
- differentiation;
- performance;
- recognition;
- market competitiveness.

When it comes to analyzing the competitiveness of salaries, Manitou Group refers to the compensation offered by its main competitors and players in the industrial sector in each country.

In France, the compensation policy is part of a social dialog conducted during the months of November and December of each year. The MANs (mandatory annual negotiations) are an opportunity to discuss the company's prospects and challenges for the coming year with social partners as well as to reach agreement on, among other things, salary increases and benefits granted to employees.

The commitment and alignment of the teams with respect to the improvement of the group's performance are implemented through collective profit sharing plans put in place in several countries in which the group is present, especially in France, with the signing of a three-year profit sharing agreement from 2019 to 2021.

3.5.4. CONSOLIDATING RESPONSIBLE BUYING AND SELLING PRACTICES

Manitou Group places particular importance on the dialog it maintains with its suppliers and dealers throughout the regions in which it operates. The CSR approach is based on the involvement of all partners in the value chain. As a result, the Elevation Plan becomes more relevant the more it is shared.

Manitou Group is therefore committed to discussing its aims with its suppliers and dealers operating in 140 countries.

SUSTAINABILITY AT THE HEART OF SUPPLIER RELATIONS

The sustainability of the group rests largely on the strength of its network of suppliers. Working with them over time, leading innovative projects together, and building win-win partnerships and equitable relationships strengthen its sector.

The group must also constantly adapt to the volatility of its markets. The proximity to the production sites and their regional presence help to meet the need for responsiveness and flexibility while reducing the environmental footprint of the group by limiting the use of transport.

Furthermore, monitoring the financial health of its suppliers (*see 4.4*) is a major part of reducing risk for the group.

More than 50 suppliers were consulted in the summer of 2020 on the relevance of the group's current CSR approach, their expectations and needs, and short- and medium-term CSR issues. Their feedback contributed to the development of the Elevation 25 plan to bring ever more value to the group's partners.

RESPONSIBLE PURCHASING POLICY

Since 2012, the group has deployed a Responsible Purchasing policy aimed at creating sustainable, balanced, and value-creating relationships with its suppliers for all of its stakeholders. This initiative is undertaken in conjunction with all of the staff members of the Purchasing Department and all divisions involved in collaborating with suppliers.

Through the Elevation plan, Manitou Group undertakes to apply, promote, and support the fundamental CSR principles in its activities. Its role as an international company is to share its expectations with respect to environmental, social, ethical, and economic responsibilities and to detail the commitments expected in return from suppliers and subcontractors. This is why, in 2021, the group completely revised its Responsible Purchasing Charter. Originally created in 2014, an update was needed in order to comply with the new regulations and ambitions of the Elevation 25 plan.

At the end of 2021, the entire Purchasing Department of the group (80 Persons) was trained in this new charter by a responsible purchasing firm to improve the knowledge of buyers in order to deploy and support suppliers under the best possible conditions *(see 3.5.2.)*.

MONITORING THE CSR PERFORMANCE OF SUPPLIERS

Since 2016, the performance assessment criteria for suppliers of production items have been were improved and five CSR criteria were added: responsible offer, health and safety, sourcing and suppliers, environment, and HR development and socially-responsible policies. These criteria, incorporated in the overall evaluation of suppliers and accounting for 10% of the overall rating, measure the supplier's level of commitment to sustainable development.

In 2018 and 2019, buyers were given training in the supplier CSR audit. In 2020, despite the difficult conditions linked to the Covid-19 pandemic, the teams certified 24 suppliers in terms of CSR criteria.

In 2021, still under special conditions, the group continued its CSR audits of its suppliers, discussed best practices, and defined progress plans. At the end of 2021, 39% of the group’s suppliers were monitored as part of a global rating, which included a CSR rating.

NEW PURCHASING PROGRAMS

During the supplier convention of October 2021, two new programs were announced:

- the Manitou Tech Partner Program aims to establish technological partnerships with companies capable of delivering performance and/or functionality that will make a difference in the end-customer experience when using Manitou products;
- and the Manitou Supplier Process Leader aims to recognize and promote the contribution of suppliers who, while working on design for Manitou Group, are able, through innovation, to invest in the latest technologies and manufacturing process automation to provide competitive, high-quality products with an extended production capacity for the group's installations and the spare parts network.

The suppliers selected to enter these programs will be given priority when requesting quotes and will also have the opportunity to communicate externally on their partnership with Manitou Group.

DEALER EVALUATION

Since 2019, the group has begun a close dialog with its dealers by sharing its Dealer Standards in order to discuss mutual expectations, including CSR.

After a test phase in Northern Europe, in 2020, a tool for assessing practices based on the Dealer Standard was tested and rolled out to a larger group of dealers.

In 2021, the assessment of practices was extended to the group's entire dealer network. Nearly 900 dealers globally were audited via a documented online questionnaire containing more than 65 questions, including some questions on CSR.

These questions will be reviewed each year and shared through a documented online audit. This method will offer the ability to segment the dealer network into three levels according to the maturity of their practices and their overall score:

- Partner ***;
- Engaged ** ;
- Approved *.

At each level, there is a set of services and benefits. The objective of this segmentation is to:

- on the one hand, motivate the network to improve with higher requirements from one year to the next;
- secondly, develop the dealer network towards more responsible practices, particularly through improvement objectives and the sharing of best practices.

In 2022, the group aims to establish a ranking of dealers with the best CSR practices.

3.5.5. DEVELOPING SOLIDARITY PROGRAMS

The group has a presence in a wide variety of territories and is in a position to reach a great diversity of players and stakeholders. For many years, diverse actions have been undertaken at the initiative of employees, in partnership with the dealer network, in order to improve people's everyday life and have a more beneficial impact on the environment.

Manitou Group believes that it has a responsibility to share its environmental, social, and societal commitments with the surrounding communities in order to encourage other players to set up similar initiatives. The group's actions must have a positive impact on the territories.

PATRONAGE POLICY AND REGIONAL PRESENCE

The sponsorship policy is focused on education and inclusion with partnerships linked to the markets (agriculture, construction, industry) and the group's CSR priorities. Since 2018, it has functioned as a framework for the projects that the company has been supporting.

A steering committee, made up of two members of the Executive Committee and the CSR and communication departments, is in charge of reviewing the inclusive educational and environmental projects proposed by the employees. Lastly, to give all employees the opportunity to get involved in socially-minded projects, the group has set the target of volunteering 12,500 hours to solidarity actions between now and 2025.

In 2021, sponsorship initiatives were carried out for this purpose, focusing on topics that are near and dear to the group, including the following.

Inclusion

- A partnership was renewed with the ATAO association (France) whose mission is the social and professional integration of vulnerable or excluded individuals.
- A partnership was established with the Modified Rugby Program (MRP) of the GingerCloud Foundation (Australia), which offers children and young adults with autism, Asperger's, or learning disabilities and perception disorders the opportunity to be successful and have fun playing rugby.
- An employee triathlete with disabilities was sponsored to participate in the world triathlon championships.

Education

- A partnership was established with the association 100,000 Entrepreneurs (France), whose mission is to pass on the culture and love of entrepreneurship to young people between the ages of 13 and 25 in France, through testimonials from volunteer entrepreneurs.
- 15 machines were loaned to 8 professional high schools in France.

Solidarity

- A donation was made to the Indian Red Cross in the context of the COVID-19 health crisis.

Environment and biodiversity

- A donation was made to the Bretagne Vivante association (France), which also made it possible for employees to participate in one of the actions to protect biodiversity during the Elevation Days.
- A donation was made to the Planted Green association (Germany), which carries out various actions to make a positive impact on the environment.

In addition, the group is committed locally in the Pays de la Loire region through its interactions with local players: COMPA (Community of municipalities in the Pays d'Ancenis area), ADIRA (Association for the industrial and economic development of the Ancenis region), the DROs (Dirigeants Responsables de l'Ouest), the CSR Commission of MEDEF Pays de la Loire, or even the CSR Platform of Nantes Métropole and the Nantes Saint-Nazaire Chamber of Commerce and Industry (CCI).

The actions concern both initiatives related to the circular economy in the territory and other CSR subjects.

VOLUNTEERING AND SKILLS SPONSORSHIP

A key pillar of the group's CSR policy, the skills sponsorship and employee volunteering initiative, was launched in 2019. The annual goal is to volunteer more than 2,500 hours: more than 3,100 hours were volunteered with associations, schools, and social integration companies for local communities in 2021.

For example, in India, a machinery operation training program is being rolled out to some of the population in order to facilitate access to employment.

In Italy, employees were able to enjoy time with their families as part of a collective tree planting operation.

In France, with the establishment of the "Oui'Act" solidarity platform, employees can choose missions to engage with associations. The platform was launched in April and since then, 90 employees have carried out missions in the areas of social action, professional integration, education, and the environment. These missions took place in person and remotely.

Thanks to this success, Manitou Group is continuing its momentum with the continuation of the program in the new CSR road map.

3.5.6. ADDITIONAL SOCIAL INFORMATION

GROUP HEADCOUNT AS OF DECEMBER 31, 2021

		2019	2020	2021
Headcount	No.	4,574	4,354	4,462
Total headcount (including temps)	No.	5,068	4,929	5,282
Staff with open-ended contracts	%	86.76	86.51	81.83
Staff with fixed-term contracts	%	3.49	1.83	2.65
Temporary workers	%	9.75	11.66	15.52
International corporate volunteer program	No.	6	3	0
Internationally mobile employees	No.	10	6	10

After a sharp and sudden recovery in its business, Manitou Group increased its headcount in 2021. The difficulty in recruiting certain profiles and the pressure on the labor market limited this increase in the workforce to 2.48%.

BREAKDOWN OF GROUP HEADCOUNT BY GEOGRAPHICAL AREA AS OF DECEMBER 31, 2021

		2019	2020	2021
France	%	52.6	54.1	56.3
Southern Europe (excluding France)	%	8.3	8.6	8.9
Northern Europe	%	4.7	4.7	4.9
Americas	%	19.6	18.9	16.1
APAM	%	14.9	13.6	13.9

Proof of its international reach - 43.7% of the group's workforce is outside France, slightly down compared to 2020 due in particular to the closure of one of the production sites in the United States in the first quarter of 2021. Diversity of nationalities within the *Global Leadership Team (GLT*) — the group's main managers: Executive Committee, N-1, and Heads of subsidiaries) — remains significant with 18 different nationalities as of December 31, 2021.

BREAKDOWN OF GROUP HEADCOUNT BY STATUS, AS OF DECEMBER 31, 2021

		2019	2020	2021
Managers	%	23.6	25.5	26.3
Supervisory staff	%	1.7	1.6	1.7
Technicians (ETD)	%	28.6	27.7	28.3
Manual workers	%	46.1	45.3	43.7

CHANGES IN THE GROUP'S PERMANENT WORKFORCE AS OF DECEMBER 31, 2021

		2019	2020	2021
Turnover rate	No.	15.9	10.3	16.2
New recruits with open-ended contracts	No.	777	377	713
Departures with open-ended contracts	%	619	511	656
Resignations	No.	299	216	321
Dismissals	No.	221	173	225
Departures for other reasons (common agreement, retirement, death, etc.)	No.	99	122	110

BREAKDOWN OF THE GROUP HEADCOUNT BY AGE, AS OF DECEMBER 31, 2021

		2019	2020	2021
Aged 24 and less	%	4.8	4	4.4
25-34 years	%	21.1	19.4	19.0
35-44 years	%	34.6	35.1	34.3
45-54 years	%	26.7	28	29.0
55-64 years	%	12	12.8	12.6
Over 65 years	%	0.8	0.8	0.7

The 35-44 years age segment remains the center of gravity of the group's workforce, reflecting efforts to recruit workers in this age range. A slight shift upwards towards the higher age ranges is still underway. Nearly 42.4% of employees are over the age of 45 (41.6% in 2020).

3.6. THE GROUP'S MAIN NON-FINANCIAL RISKS

In 2019, the group performed an in-depth review of its main non-financial risks based on the analysis of their materiality, their relevance, and the severity of their challenges linked to the analysis of the group's financial and reputational risks.

In 2021 and based on the results of the materiality analysis of CSR issues for its stakeholders carried out in 2020, Manitou Group decided to refine the definition of its non-financial risks by breaking down its five non-financial macro-risks into eight macro-risks.

The group's commitment to a low-carbon trajectory along with ambitious targets also required a review of the rating of physical and transition risks linked to climate change.

In parallel with this exercise, work was also carried out with the Audit, Risk, and Compliance Division to align the group's non-financial risks with the group's main risks.

All of the group's non-financial risks have been assessed according to the methodology specified in Chapter 4 and are prioritized in the group's risk matrix *(see 4.4. Risk factors)* according to their probability of occurrence and their impact. The risks detailed below are those that are not among the group's main net risks.

BUSINESS ETHICS RISK

See chapter 4, note 4.4. “Risk Factors”

CLIMATE CHANGE RISK

See chapter 4, note 4.4. “Risk Factors”

RISKS RELATED TO CORRUPTION AND ANTI-COMPETITIVE PRACTICES

See chapter 4, note 4.4. “Risk Factors”

TALENT RECRUITMENT AND MANAGEMENT RISK

See chapter 4, note 4.4. “Risk Factors”

EMPLOYEE HEALTH AND SAFETY RISKS

See chapter 4, note 4.4. “Risk Factors”

INDUSTRIAL POLLUTION RISK

DESCRIPTION OF RISK

Manitou Group is an industrial manufacturing group that uses products in its manufacturing processes that could generate pollution if they are not used or stored correctly.

The main risk areas identified are carbon dioxide emissions (CO_2), paint booths and oil storage, air conditioning systems for machinery and buildings, diesel, detergent, paint, and lithium batteries.

In addition to the impact on the environment, the occurrence of the risk of pollution could cause a temporary shutdown of part of production and generate additional decontamination costs and potentially fines in the event of proven non-compliance.

RISK MANAGEMENT

Manitou Group has implemented a global HSE policy. Sites in France, Italy, and India are ISO 14001 certified. This certification requires and guarantees the continuous improvement of processes, permanent regulatory monitoring, risk analysis, implementation of action plans, and training of teams in emergency situations.

The group aims to extend ISO 14001 certification to all its industrial sites.

Manitou Group closely monitors its pollutants. In 2021, it recorded a decrease of seven significant environmental aspects (SEAs), from 27 to 20.

At the end of 2021, the group set up an organization dedicated entirely to environmental and energy management. This global organization focuses mainly on production sites.

The group has insurance to cover this risk.

STEERING INDICATORS

- Completion rate of annual ISO 14001 internal audit plans and management of related actions.
- MEF (Manitou Environmental Footprint): energy consumption, VOC emissions + greenhouse gas emissions + volume of unrecycled waste/truck.

USER HEALTH AND SAFETY RISKS

DESCRIPTION OF RISK

Every day, more than 500,000 people use the group's machines, and although the equipment improves safety by their nature, the risk of accident is real. Occurrence of an accident involving a handling machine is always caused by a combination of several factors: the choice of a machine and its equipment not suited to its environment, or a lack of knowledge or misuse of the equipment. A faulty machine can also involve a design or maintenance fault. Problems associated with equipment safety and safe use could cause bodily injury or damage to property and the environment, and potentially have a negative impact on Manitou Group’s business, financial situation, and image.

RISK MANAGEMENT

- Prevention of risks to user health by improving machine comfort (reducing vibration and noise and improving ergonomics) and safety for users by making machine safety information available
- Providing users with instructions for machines and equipment sold.

STEERING INDICATORS

- A portion of new machines equipped with direct digital access for end-users to safety documents and training.
- Portion of construction ranges and platform ranges have "Safety Packs" available.

RESOURCE DEPLETION RISK

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION

DESCRIPTION OF RISK

In the face of increasing pressure on commodities, their availability, their extraction method, and the fluctuation in their prices *(see 4.4. Risks related to changes in raw material prices*), the insufficient level of traceability information regarding the end of life of the components; the growing expectations of customers for second-hand parts and more accessible "manufacturer" quality second-hand equipment; and in the face of the global intensification in the electrification of machines that can lead to an unavailability of products and components, it is essential for Manitou Group to rethink its processes in favor of a circular economy-oriented approach by reducing the resources associated with product manufacturing, reusing products, and then recycling them.

If it delays implementing the mechanisms promoting the circular economy, the group would risk losing revenue on the market for second-hand machinery and parts and a losing points in calls for tenders, whose requirements are increasing in terms of the portion of recycled material to be integrated from the design stage.

RISK MANAGEMENT

- Study on several topics related to the circular economy in connection with the machines.
- New range of second-hand spare parts.
- Responsible purchasing policy with sharing of the challenges of the circular economy;
- Ecodesign;
- Optimization of the service life of the machines and their recyclability;
- Waste management and recycling policy;

STEERING INDICATORS

- Proportion of new projects that incorporate ecodesign criteria;
- Percentage of recycled steel in machinery.
- Water consumption/truck;
- Proportion of our parts revenue generated from parts obtained from the circular economy;
- Volume of industrial waste/truck;
- Waste burying and recycling rate.

3.7. METHODOLOGY NOTE

3.7.1. METHODOLOGY NOTE ON NON-FINANCIAL REPORTING

Implementing an annual non-financial reporting system within Manitou Group is intended to meet several goals:

- manage the social, environmental, and societal performance of the group;
- communicate transparently about the group's major CSR challenges and actions;
- comply with the non-financial performance declaration (Decree of August 9, 2017).

In this regard, the group drew inspiration from the Global Reporting Initiative (GRI) guidelines and complies with the principles of the UN Global Compact. Its road map is in line with the United Nations' Sustainable Development Goals.

The CSR department may be contacted using the contact form at the website https://www.manitou-group.com/fr/contact/

SCOPE

The group has acquired reporting procedures and adopted a suitable organization for gathering the information for publishing. The scope of information in 2021 covered the following:

For environmental indicators:

- all of the French, Italian, and Indian sites and the production sites in the United States (82.68% of the workforce) are covered by all of the indicators. In 2021, this reporting scope therefore includes 9 of the group's 10 production sites and the group's largest industrial site and logistics center, with more than 2,000 orders a day;
- the three logistics centers of Belvidere (USA) (44 employees, 430 orders per day), Singapore, and Greater Noida in India (40 orders per day) were excluded. The warehousing site in France (37 employees) was also excluded from the environmental reporting.

For the social indicators: since 2015, the scope for social reporting has covered all of Manitou Group's subsidiaries as regards social information related to headcount. Since 2020, the indicators related to the accident rates (frequency and severity rate) of employees and temporary employees also cover the entire workforce. Italy, the United States, France, and India (accounting for 82.68% of the workforce) include indicators relating to payroll, training, and safety training. The indicators related to absenteeism, the share of training hours devoted to safety, and disability cover France and Italy (61.41% of the workforce).

The France scope excludes LMH (37 employees) and CFM Île-de-France (56 employees). The internal audit department conducts audits (HR) on all of the subsidiaries.

Non-financial reporting covers the period from January 1st to December 31st of each year.

In the context of global management of the 2025 CSR objectives, indicators were able to be incorporated to better assess the progress made on the action plans. Their scope is the entire group.

PROCEDURE

Monitoring procedures are deployed using data collection tools and dashboards (environment, social, safety) incorporating the repositories (definition and scope) for each indicator.

Each of the indicators is monitored on a half-yearly or yearly basis.

Consistency (indicator scope and definition) is checked by the topic leaders, to whom the data is sent. Lastly, an internal auditor, independent of the procedure, is appointed to approve or challenge indicators, by linking them with the action plans rolled out throughout the year or comparing them with source data.

In order to meet the requirements set out by Order 2017-1180 of July 19, 2017 and Decree 2017-1265 of August 9, 2017, Manitou Group commissioned the Grant Thornton firm to certify the presence and fairness of the social, environmental and societal information published in its management report.

CLARIFICATIONS REGARDING METHODOLOGY ON THE GROUP'S 2025 CSR OBJECTIVES

In 2021, the group implemented a new roadmap with quantitative targets for 2025 (*see section 3.1.1 The Elevation Plan*).

Based on the group's four CSR priorities, each 2025 target is broken down into annual action plans, the progress of which is monitored quarterly by the CSR Steering Committee. The action plans are drawn up with each of the departments concerned with the objective of achieving the 2025 target. Thus, the progress of 2021 targets corresponds to the progress of the action plan for the year (scale of 50% to 125%).

METHODOLOGICAL CLARIFICATIONS – MATERIALITY ANALYSIS

Based on the expertise of a project team, both internal and external and various work carried out by the group until that point (1st analysis of materiality, mapping of the group's risks, ESG questionnaires of stakeholders and monitoring of emerging signals), the 2020 materiality analysis was carried out according to the following steps:

- identifying current and future environmental, social, and governance issues relevant to Manitou Group and its stakeholders;
- prioritizing, assessing, and quantifying the impacts of these issues for Manitou Group and its stakeholders based on the analysis of the results of the 2020 CSR consultation;
- representation of the materiality of each issue in a matrix by cross-checking the importance of the issue for stakeholders with its strategic importance for Manitou Group;
- the conclusions of this study, conducted from January to September 2020, were shared with the Executive Committee and the Board of Directors to validate the new 2021-2025 CSR road map.

CLARIFICATIONS REGARDING METHODOLOGY – ENVIRONMENT, HEALTH, AND SAFETY INDICATORS

To facilitate reporting, the environmental indicators are collected for the period from December 1st to November 30th. Health and safety indicators are collected from January 1st to December 31st.

Sick leave: the sick leave considered concerns leave approved by the country's reference organization (the CPAM health insurance office in France). The theoretical number of hours worked corresponds to the theoretical number of hours, minus any holidays specified in the collective labor agreement.

Frequency rate 1 (TF1): the frequency rate is the number of accidents with time off x 1,000,000 / number of hours actually worked.

Frequency rate 2 (TF2): the frequency rate is (the number of accidents with time off + the number of accidents without time off) x 1,000,000 / number of hours actually worked.

Severity rate: the severity rate is the number of days of time off x 1,000 / number of hours actually worked. The group counts occupational illnesses separately: when the same employee is affected by two separate occupational illnesses, the group counts both illnesses.

Reported occupational diseases: the indicator was reviewed in 2020 and the history is now used to report the number of occupational diseases declared in the year instead of the number of occupational diseases recognized during the year. In order to harmonize practices and standardize the indicator, its scope covers France - excluding LMH and CFM Île-de-France.

“MLT 735 truck equivalent”: because the sites produce different ranges and different sizes of machines, the group has selected a common indicator, the MLT 735 of the agricultural range, in order to facilitate understanding and harmonize the return of indicators. The group divides the production tonnage of the sites by 7.01, the weight in tons of the MLT 735.

Waste: the European waste classification system is used to determine the category to which waste belongs: hazardous waste, non-hazardous recyclable waste, and non-recyclable waste.

Material recycling or recovery: reprocessing of materials or substances contained in waste using a production process that leads to the creation, or incorporated into, new products, materials or substances. This includes the reprocessing of organic materials but does not include energy recovery.

Re-use: direct use of the waste without using any process to transform it.

Energy recovery: use of an energy source produced through the processing of waste.

Landfill: storage of waste at a landfill or buried underground.

Volatile Organic Compound (VOC) emissions: emissions are assessed using mass balance calculations.

The following solvent content coefficients were applied during assessment of the paint and solvent VOC emissions. Water-based paint: 0.09 / solvent-based paint (polyurethane): 0.52 / solvent-based paint (oil): 0.65 / thinner, solvent: 1.

Water abstracted: total consumption distributed by the water supply system is calculated using water bills.

Paint: consumption is evaluated based on quantities purchased over the year, which closely approximates the quantities used, with regard to the frequency of paint purchases (quantities purchased).

Energy: the energy consumption considered is the electricity produced and consumed as well as the electricity, gas, and non-road diesel purchased.

GHG: the greenhouse gas emissions of the production sites (scopes 1 and 2) measure the impact of gas, electricity, non-road diesel, arctic diesel, and refrigerant gas leaks (since 2019). Welding gases are excluded due to their insignificance. The emission factors were updated in 2018 and will be updated again in three years (Ademe database). They take into account the energy mix in the countries in which the group operates. Refrigerant gas leaks concern air conditioning leaks of new machines on the assembly lines as well as leaks of the fixed air conditioning systems.

CLARIFICATIONS REGARDING METHODOLOGY – SOCIAL INDICATORS

Non-financial reporting covers the period from January 1st to December 31st of each year.

Employee: members of staff with an employment contract with Manitou or one of its companies - excluding non-consolidated companies. This means staff with open-ended or fixed term employment contracts (including those on the international corporate volunteer program) present on December 31st, whether they are full-time or part-time. Those with vocational-training or apprenticeship contracts or on sabbatical, maternity, parental or sick leave are included in headcount. Job-placement students are not counted as employees. Expatriates and seconded employees are included in the host country figures.

Headcount

- France: employees working for Manitou BF, LMH and CFM Ile de France are out of scope (subsidiaries with insignificant headcount).
- Italy: employees working for Manitou Italia.
- USA: employees working for Manitou Americas.
- India: employees working for Manitou Equipment India.

Executives: any member of staff working in a post classed as an executive position by the Global Grading System (Towers Watson methodology).

USA executives: any member of staff with an IC (Incentive Compensation).

Worker: any member of staff who supports the production processes or supports other processes, such as design or distribution.

Operator: any member of staff whose main activity is to contribute directly to the production processes.

Recruitment: any new employment contract, be it for a fixed term or open ended, concluded during the year under consideration. A recruitment is not counted when a fixed-term contract is renewed on the same basis. Two recruitments are counted when a second fixed-term contract is concluded following a break period, when the basis of the contract changes, or when an employee on a fixed-term contract is recruited on a permanent basis. Mobility as well as expatriations and secondments of staff are not considered recruitments.

Training: the volume of training hours between January 1st and December 31st of each year is taken into account for employees (under fixed term and open ended contracts), whether the training is provided internally or externally, regardless of whether or not the participant is certified. Training entitlement under the personal training account arrangement is included in the hours of training. Only training with a sign-off or attendance sheet is included for this indicator. The actual hours of training are counted. Hours of training are counted in the year of the training plan to which they are linked. Health and safety training covers, for example, fitness-to-drive certificates (CACES), transport of hazardous materials, ATEX (explosive atmospheres), etc. It includes in-house training.

Training costs: training costs cover the salary costs of the people receiving training, teaching costs, any equipment and organization costs, transport and logistics costs, the salary costs of in-house trainers and mandatory contributions (e.g. the accredited employer/trade union-funded training contribution collection body for the metal industry, OPCAIM, and the individual training leave management fund, Fongecif) after deduction of training subsidies.

Training access: starting in 2019, the training access rates of employees and temporary works are calculated using the average number of monthly employees and the number of temporary workers as of 12/31, not using the number of employees as of 12/31, as was the case until 2018.

Disability: a person is considered to have disabilities if acknowledged as disabled by an accredited organization or institution under the terms and conditions laid down in the prevailing legislation and regulations.

French parity index : calculated based on the analysis of data from the previous year.

3.7.2. METHODOLOGICAL CLARIFICATION – TAXONOMY

ELIGIBLE ACTIVITY

In particular, the group defined:

- an economic activity eligible for the taxonomy as an economic activity described in the delegated acts relating to the 2 climate objectives, whether or not this activity meets all the technical analytical criteria defined in those delegated acts;
- an economic activity not eligible for the taxonomy as any economic activity not described in the delegated acts.

3.7.2.1. NET SALES KPI

DEFINITION

The proportion of economic activities eligible for the taxonomy in the group's total revenue was calculated as the share of the net revenue from the products and services associated with the economic activities eligible for the taxonomy (numerator) divided by the net revenue (denominator) of 2021. The revenue KPI denominator is based on our consolidated net revenue in accordance with IAS 1.82(a). For more details on the accounting methods concerning consolidated net revenue, see Note 5.2.1 to the notes to the 2021 consolidated financial statements.

RECONCILIATION

Consolidated net revenue may be reconciled with the financial statements (*see Note 5.2.1 to the 2021 consolidated financial statements*).

3.7.2.2. CAPEX KPI

DEFINITION

The CapEx KPI is defined as the CapEx eligible for the taxonomy (numerator) divided by the total CapEx (denominator). Total CapEx consists of additions to property, plant and equipment, and intangible assets during the year, before depreciation, amortization, and any revaluation, including those resulting from revaluations and impairments, and excluding changes in fair value. It includes acquisitions of fixed assets (IAS 16), intangible assets (IAS 38), and right-of-use assets (IFRS 16). Goodwill is not included in CapEx as it is not defined as an intangible asset in accordance with IAS 38. For more details on our accounting policies for our CapEx, see Notes 7 and 8 to the 2021 consolidated financial statements.

RECONCILIATION

Total investment expenditures may be reconciled with the financial statements, see “Note 7.1. Statement of goodwill and intangible assets on changes in net book value,” “7.2 Table of tangible assets on changes in net book value,” and “8.1 Right of use of leased assets” of the Universal Registration Document. They correspond to the total "Acquisition" transaction types, excluding Goodwill.

ALLOCATION KEY

For capital expenditure on sites hosting both taxonomy eligible and taxonomy non-eligible economic activities (mixed sites), the eligible capital expenditure portion shall be determined on the basis of the number of electrical machines produced or on the basis of the area dedicated to electrical machinery in order to appropriately reflect the production process.

3.7.2.3. OPEX KPIS

DEFINITION

The OpEx KPI is defined as the OpEx eligible for the taxonomy (numerator) divided by the total OpEx (denominator). Total operating expenses include direct uncapitalized costs related to research and development, building renovations, short-term leases, maintenance and repairs, as well as any other direct expenses related to the day-to-day maintenance of the tangible assets. This includes:

- research and development expenses recognized as a development expense excluding depreciation during the period *(see Note 5.2.3 to the 2021 consolidated financial statements*).

Maintenance and repair expenses and other direct expenses related to day-to-day maintenance of tangible capital assets were determined on the basis of maintenance and repair costs allocated to internal cost centers. The corresponding cost items can be found in various items in the financial statements, including production costs (maintenance of operations), sales and distribution costs (maintenance of logistics), and administrative costs (such as maintenance of IT systems).

3.8. INDEPENDENT VERIFIER'S REPORT ON THE CONSOLIDATED NON-FINANCIAL PERFORMANCE DECLARATION PRESENTED IN THE MANAGEMENT REPORT

Year ended December 31, 2021

To the Shareholders,

In our capacity as an independent third-party organization of Manitou, accredited by COFRAC under number 3-1080[29], we hereby present you with our report on the consolidated non-financial performance declaration related to the year ended December 31, 2021 (hereinafter the "Declaration"), presented in the management report pursuant to the legal and regulatory provisions of Articles L.225 102-1, R.225-105, and R.225-105-1 of the French Commercial Code.

COMPANY RESPONSIBILITY

It is the responsibility of the Board of Directors to draft a Declaration that complies with legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies applied in light of these risks, and the results of these policies, including key performance indicators.

The Declaration was established by applying the company's procedures (hereinafter the "Reference System"), the significant elements of which are presented in the Declaration.

INDEPENDENCE AND QUALITY CONTROL

Our independence is established under the provisions of Article L.822-11-3 of the French Commercial Code and the Code of Ethics of our profession. In addition, we have put in place a quality control system that includes documented policies and procedures to ensure compliance with ethical standards, professional standards, and applicable laws and regulations.

RESPONSIBILITY OF THE INDEPENDENT VERIFIER

It is our responsibility, based on our work, to give a reasoned opinion expressing a moderate assurance conclusion on:

- the compliance of the Declaration with the provisions laid down in Article R.225-105 of the French Commercial Code;
- the accuracy of the information provided pursuant to Article 3 of I and II of Article R.225 105 of the French Commercial Code, namely the results of the policies, including key performance indicators, and the actions, relating to the main risks, hereinafter the "Information."

It is not our responsibility, however, to decide on:

- compliance by the company with the other applicable legal and regulatory provisions, particularly with regard to the vigilance plan and the fight against corruption and tax evasion;
- the conformity of the products and services to applicable regulations.

NATURE AND SCOPE OF THE WORK

Our work described below was performed in accordance with the provisions of Articles A.225 1 et seq. of the French Commercial Code laying down the conditions under which the independent third-party organization conducts its mission and according to international standard ISAE 3000 - Assurance Engagements other than audits or reviews of historical financial information.

We carried out work enabling us to assess the conformity of the Declaration to regulatory provisions and the accuracy of the Information:

- we familiarized ourselves with the activity of all of the companies included in the consolidation scope, the statement of the main social and environmental risks associated with this activity;
- we assessed the suitability of the reporting criteria based on their relevance, completeness, reliability, neutrality, and understandability, taking into consideration, where applicable, industry best practices;
- we checked that the Declaration covers each category of information provided for in III of Article L.225 102 1 for social and environmental issues;
- we checked that the Declaration presents the business model and the main risks associated with the activity of all of the entities within the consolidation scope, including, where this proves relevant and proportionate, the risks created by its business relations, its products, or its services, as well as the policies, actions, and results, including key performance indicators;
- we checked, where relevant given the main risks of policies presented, that the Declaration presents the information provided for in II of Article R.225-105;
- we assessed the process for selecting and validating the main risks;
- we inquired about the existence of procedures put in place for internal audit and risk management;
- we assessed the consistency of the results of the key performance indicators with regard to the main risks and policies presented;
- we checked that the Declaration covers the consolidated scope, namely all of the companies included in the consolidation scope in accordance with Article L.233-16 with the limits stated in the Declaration;
- we assessed the collection process put in place by the entity with regard to the completeness and truthfulness of the Information;

[29] *Accreditation scope available on the www.cofrac.fr website.*

- we implemented the following for the key performance indicators and the other quantitative results we considered to be the most important[30]:
    - analytical procedures involving checking the correct consolidation of the data collected and the consistency of any changes;
    - detailed tests on the basis of surveys, involving checking correct application of the definitions and procedures and comparing the data in the supporting documents. This work was conducted for a selection of contributing entities[32] and cover between 70% and 98% of the consolidated data of the key performance indicators and results selected for these tests;
- we consulted the documentary sources and conducted interviews to corroborate the qualitative information (actions and results) we considered to be the most important[31];
- we assessed the overall consistency of the Declaration given our knowledge of the company.

We consider that the work we conducted by exercising our professional judgment enables us to draw a moderate assurance conclusion; a higher level of assurance would have needed more extensive verification work.

MEANS AND RESOURCES

Our work mobilized the skills of four people and took place between October 2021 and February 2022 for a total project time of around four weeks.

To assist us in our work, we called upon sustainable development and social responsibility experts. We held interviews with the people responsible for preparing the Declaration.

CONCLUSION

Based on our work, we did not find any significant anomalies likely to call into question the fact that the non-financial performance declaration complies with the applicable regulatory provisions and that the information, taken as a whole, is presented sincerely in accordance with the Reference System.

Neuilly-sur-Seine, April 14, 2022.

The independent verifier

Grant Thornton

French Member of Grant Thornton International

Vincent Frambourt	Bertille Crichton
Associate	Associate

[30] ***Social information:*** *headcount; distribution by gender, age, seniority, contract, and geographic area; proportion of female workforce by status; proportion of workforce with disabilities; movements; voluntary departure rate; change in pay; rate of absenteeism; frequency and severity of accidents for group employees; number of employees who have received at least one training; average number of hours of training per employee.*

Environmental information*: VOC emissions per equivalent truck produced; compliance rate for aqueous industrial discharge; volume of industrial waste generated per equivalent truck produced; recycling rate by type of industrial waste; water consumption per equivalent truck; paint consumption per equivalent truck; energy consumption per equivalent truck; emissions of GHG by equivalent truck.*

[31] *PU SCT Laillé, PU TH Ancenis, PU RHL Italia, PU CAL United States (except for Waco), PU BHL India.*

[32] ***Qualitative information on chapters:*** *"Innovating with low-emission products"; "Supporting our customers and users towards zero accidents"; "Championing equal opportunities and inclusion"; "Consolidating our responsible purchasing and sales practices"; "Strengthening ethics within the group."*

4. RISKS AND CONTROLS

4.1. GENERAL RISK MANAGEMENT FRAMEWORK

Manitou Group's activities must adapt to an environment that is constantly changing. The group is exposed to the potential occurrence of risks that could have a negative impact on its business.

These consequences may be financial as well as non-financial in nature: harm to image and reputation may also have a negative impact on the group and its activities.

The various risks discussed in this chapter do not represent an exhaustive list. Other risks of which Manitou Group is not aware or has considered non specific or non significant are not mentioned. The items presented correspond to the net risk.

Risk assessment and management represent an integral part of the group's operational and strategic management. Risk management consists of identifying, assessing, and mitigating risks with the potential of interrupting the proper operation of the company. It also helps to guide the group's strategy in its development and optimize the management of its resources in order to ensure that its goals are achieved.

The group has an internal control mechanism based on the self-assessment of the consolidated subsidiaries. The responses to the self-assessment questionnaire are comparable with the conclusions of the internal audits.

For the entire scope in question, Manitou Group has examined the risks (potential adverse events) that could have a negative financial, non-financial, and/or reputational impact.

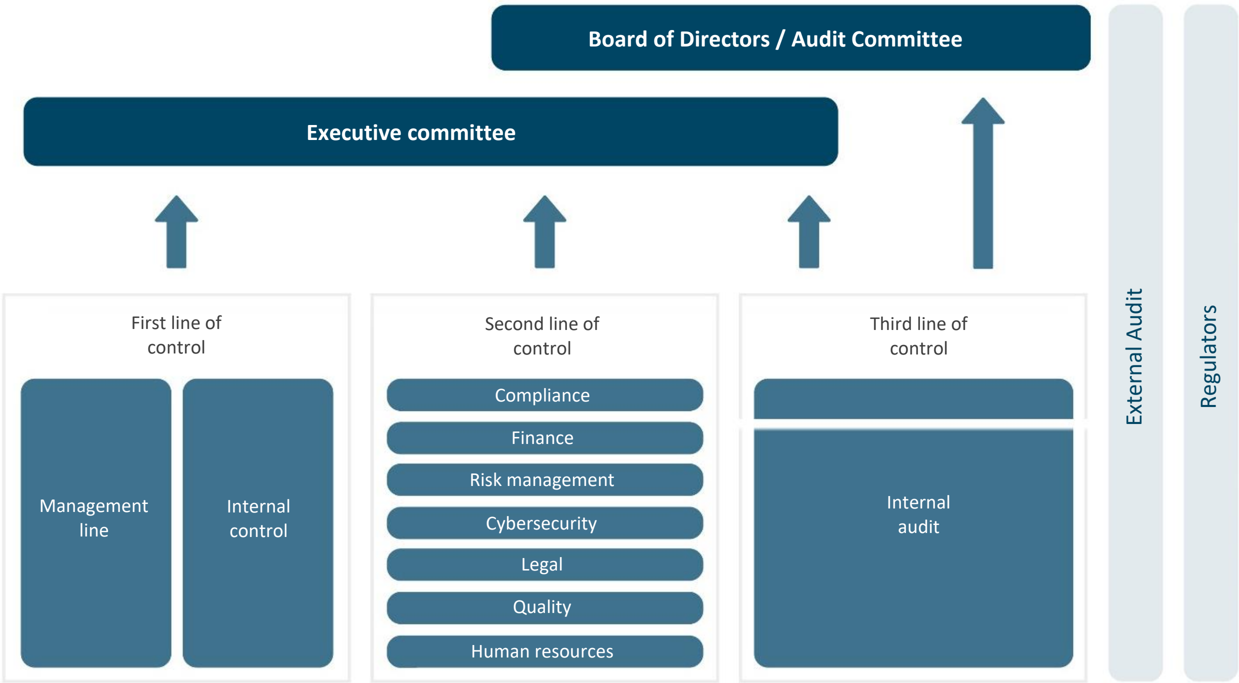
In accordance with Regulation (EU) 2017/1129 (prospectus regulation), which took effect on July 21, 2019, the presentation of risk factors consists of a small selection of specific net risks, after management and hedging. They are grouped into six categories and are presented within each in order of importance.

The document presents the 12 most significant and specific risk factors that may affect its activity. The document reiterates that the group is faced with generic risks that have been clearly identified in the mapping, like all industrial groups of its size. These generic risks are managed by the Executive Committee, supervised by the Audit Committee, and shared with the Board of Directors.

4.2. RISK MANAGEMENT ORGANIZATION

Risk management is organized based on three lines of control, as presented below.

MODEL OF THE THREE LINES OF RISK MANAGEMENT OF MANITOU GROUP



Adapted from Article 41 of the ECIIA/FERMA Directive regarding the EU Company Law Directive.

4.2.1. THE FIRST RISK CONTROL LINE

A) THE MANAGEMENT LINE (OPERATIONS):

- implements the strategy, taking into account the execution risks involved, and identifies targets as a function of the risks of deviations;
- coordinates the various functions of the company and relations with stakeholders;
- is mandated to represent the company towards third parties; it forms a chain of delegations and assumes the associated civil and criminal liability;
- relies on the internal control system to self-assess its risks.

B) INTERNAL CONTROL:

- works to ensure compliance with laws and regulations;
- verifies the actual implementation of governance rules;
- evaluates how well the processes function;
- guarantees the reliability of financial information;
- relies on a self-assessment questionnaire revised in 2021 that was deployed in all controlled entities of the group.

Like any control system, this mechanism cannot entirely guarantee the efficiency of operations. As a priority, it strives to identify operational risks and ensure deployment of the ad hoc action plan in order to guarantee that those risks are managed.

The internal control system is under the responsibility of the group's Finance Director.

4.2.2. THE SECOND RISK CONTROL LINE

It provides necessary support to the first line in order to:

- define roles and responsibilities and set the relevant objectives for their implementation;
- prepare the risk management guidelines;
- identify and control risks as part of a structured and targeted approach to the challenges of Manitou Group and its activities;
- assist the management line to define and deploy the processes and controls in order to manage risks;
- observe developments and anticipate emerging risks;
- monitor the adequacy and effectiveness of the internal control system, especially with respect to reporting efficiency and compliance with laws and regulations;
- propose and support timely remediation of failures.

4.2.3. THE THIRD RISK CONTROL LINE

The internal audit function forms the third control line:

- by assessing the mastery of operational and functional rules and the execution of operations with respect to the organization's concerns.
- by verifying the relevance of internal procedures and their compliance with rules, standards, procedures, laws, and regulations;
- by assisting Manitou Group to achieve its objectives through a systematic and disciplined approach to assess and improve the effectiveness of the management, control, and governance processes of the organization.

The internal audit department is one of the three components of the Audit, Risks, and Compliance Department, placed under the double authority of the Chairman of the Audit Committee and the Corporate Secretary of Manitou Group in order to guarantee its independence.

The Audit, Risks, and Compliance Department periodically reports to the Executive Committee and the Audit Committee regarding the overall control of risks and the governance of the group and its controlled subsidiaries, as well as potential improvements of its processes.

The role of the Audit Committee is described in chapter 5.

4.3. RISK MAPPING

It makes it possible to understand changes in existing risks and anticipate emerging risks across all of its activities, which must be managed by the various divisions and cross-disciplinary functions of Manitou Group. The risk mapping process was revised in 2019.

Risks are assessed based on their human, environmental, and reputational consequences, in addition to their financial impact. The transition from gross risk to net risk takes place by taking into account the impact of the action plans and, where the risk is insurable, by the impact of the coverage taken out.

The Audit, Risks, and Compliance Department is in charge of leading this process. It formalizes the risks and monitors progress on the action plans placed under the responsibility of the members of the Executive Committee.

The Executive Committee prioritizes resources for the action plans.

The Audit, Risks, and Compliance Department periodically reports on progress made on the action plans to the audit committee, which ensure that the necessary resources have been properly implemented. The risks to which the group believes that it is exposed can be grouped into six categories. The net risk factors are presented within each category by order of importance.

The table below includes the risks mentioned in chapter 3. Corporate, social, and environmental responsibility as well as in the notes to the consolidated financial statements.

4.4. RISK FACTORS

PROBABILITY OF OCCURRENCE / IMPACT	Low	Average	High	Very high
Very high		4 Business ethics	2 Inflation 5 Purchasing 6 Commodity prices	
High	2 Foreign-exchange risk	1 Talent recruitment and management 1 Employee health and safety	3 Cyberattacks 4 Climate change 5 Industrial tools	
Possible	4 Industrial pollution		6 Market trends	4 Corruption and anti-competitive practices
Rare	4 Depletion of resources	4 User safety	6 Industrial property	

The risks mentioned are presented by their category number (1 to 6) followed by their description.

While the insurance policy reduces the impact of insurable risks, the other actions taken to minimize risks essentially have a reducing impact on the probability of occurrence, with little change as far as impact.

CATEGORY 1: STAFF RISKS

EMPLOYEE HEALTH AND SAFETY RISKS

IDENTIFICATION OF RISK	RISK MANAGEMENT
Manitou is an international industrial group that boasts 10 production sites, 9 logistics centers, and 19 Manitou Centers where automated and manual processing, assembly, static and dynamic testing, and repair operations are carried out. Personnel performing the most taxing tasks may be exposed to the risk of accident and occupational hazards. Probability: high / Impact: average	In addition to the mandatory safety rules, Manitou Group has committed to an ISO 45001 certification program and for the first time obtained ISO 45001 certification for Manitou BF in France (four production sites, logistics platform, and head office). The risk is audited annually in accordance with ISO 9001 and 14001 standards, which are gradually being rolled out within the group. The alert system has been reinforced, and the monthly reporting process has been further harmonized in order to improve responsiveness and implementation of remediation plans, with particular attention paid to serious or frequent risks. Although the 2021 accident frequency rate target was not reached (18.41), Manitou Group observed a 3.5% decrease compared to 2020. The rate was 18.69 over a rolling 12-month period at the end of December 2021.

STEERING INDICATORS *(see Chapter 3. Societal and Environmental Responsibility)*

- Accident frequency and severity rates.
- Rate of absenteeism due to accidents and illnesses.
- Proportion of training hours dedicated to safety.

RISKS RELATED TO TALENT RECRUITMENT AND MANAGEMENT

IDENTIFICATION OF RISK	RISK MANAGEMENT
The group operates in a constantly changing, competitive environment and in a context of sustained growth. This requires a strengthening of human resources and a diversity of skills. This strengthening is essential in order to adapt to changes and manage the transformation of our group. The group's current and future investments in innovation and development projects require the recruitment of an increasing number of engineers and executives. The group may face difficulties in attracting, integrating, and retaining the talent and new skills needed for the development and production of its products or services. In addition, the labor shortage observed in some employment areas (United States, France) makes it difficult to recruit the operators needed to increase production. Probability: high / Impact: average	In order to ensure growth in production levels and to compensate for the lack of local resources, the group uses temporary staff that can come from outside the employment pool and is heavily involved in vocational training, particularly in key areas of the production process, such as welding. The group ensures that the remuneration and benefits policy is competitive compared with the market. It also promotes internal and international mobility. The group offers and invests significant resources in a continuing vocational training policy in order to develop its staff's skills and support the group's transformation. The group is also working on its employer image through communication initiatives, academic partnerships, and initiatives with representatives of local authorities to increase the attractiveness of the workplace.

STEERING INDICATORS *(see Chapter 3. Societal and Environmental Responsibility)*

- New recruits with open-ended contracts.
- Commitment rate.
- Voluntary departure rate.
- Average number of hours of training per employee.
- Proportion of non-French top management.
- Number of people with disabilities.
- Manitou Group Gender Index.

CATEGORY 2: FINANCIAL RISKS

INFLATION RISKS

IDENTIFICATION OF RISK	RISK MANAGEMENT
The group faces a risk of margin shrinkage caused by the lag between the immediate increase in costs, mainly production purchasing, and the deferred upward revision of its sales prices. This risk requires increased monitoring as the group's order book is particularly busy, as it represents almost two years of turnover (based on 2021). Finally, the inflationary phenomenon varies depending on the regions in which Manitou Group is located. Thus, the producer price index at December 31, 2021 (OECD) varied from 9.7% in France to 15% in the United States. Probability: very high / Impact: high	In order to limit the impact of the risk on the margin, an action plan has been defined on three areas. ▪ Stronger control of purchase prices by negotiating three- and six-month contracts ▪ Increase in sales prices ▪ Shortened time between order taking and delivery On the basis of economic projections to date, the group believes this risk is limited over time.

FOREIGN-EXCHANGE RISK

See Note 13.2.2 of the consolidated financial statements.
Probability: high / Impact: low

CATEGORY 3: RISKS RELATED TO INFORMATION SYSTEMS

RISKS OF CYBER ATTACK

IDENTIFICATION OF RISK	RISK MANAGEMENT
Manitou Group's business relies on the proper operation of its IT infrastructure and the availability of its information systems. The digitalization of the group's management, production, distribution, and maintenance tools exposes it to a risk of internal and external attacks. Teleworking may also be a cause of risk exposure and the increase in the frequency of telework, mainly linked to the pandemic, led the group to take specific measures. The malfunction, shutdown, or paralysis of information systems and/or the theft, alteration, or distribution of data would have a significant impact on the group's activity. Systems may also be the victim of a targeted attack resulting in leaks of confidential information and compromising its ability to achieve its objectives. The loss of control over the content of the pages of our websites could facilitate the dissemination of erroneous, false, or defamatory information that would seriously harm our image and/or that of our products. Probability: high / Impact: high	The group has taken organizational and technical measures to improve our operational responsiveness. Since 2019, the group has acquired a Chief Information Security Officer (CISO) and doubled its internal cybersecurity staff in 2021. An information security policy based on the work of the NIST (National Institute of Standards and Technology) was defined for the entire group. A program to raise awareness among all of the group's users is currently being rolled out. In addition to security audits, infiltration tests are regularly conducted. Periodic vulnerability detection testing complements the audit system. The group has implemented a SIEM/SOC strategy. The group has strengthened its VPNs in order to make working from home secure. Manitou Group invested in new monitoring and remediation resources that cover the entire group scope 24/7. All of the measures taken by the group reduced the impact and the likelihood of a cyberattack.

CATEGORY 4: EXTERNAL RISKS

BUSINESS ETHICS

IDENTIFICATION OF RISK	RISK MANAGEMENT
Because of its very international presence, the group is subject to a set of laws and standards relating to human rights and labor standards, which it must ensure it complies with regardless of the business and geographical location of the entities concerned. Furthermore, with the strengthening of European requirements in terms of environmental, social, and societal responsibility, Manitou Group: ▪ faces an increase in CSR reporting requirements (Corporate Sustainability Reporting Directive, EU taxonomy for sustainable activities, social taxonomy); ▪ is preparing to meet the expectations of the duty of vigilance law with respect to its own supply chain. In fact, purchases of materials and components, whose value represents 66% of the group's revenues, also represent a source of risk in terms of business ethics. Beyond these obligations and with human values and ethics at the heart of its Elevation plan, the group has made commitments relating to respect for human rights, international labor standards, the environment, and the fight against corruption: ▪ the principles of the United Nations Global Compact, as a signatory to the Global Compact since 2015; ▪ its Responsible Purchasing Charter, with its commitment not to finance minerals from conflict zones (tin, tantalum, tungsten, gold), notably through the purchase of electric batteries facilitating the energy transition of the machines, as well as any other associated practices that run counter to the group's human values and ethical principles. All of these obligations and commitments represent the ethics framework within which Manitou Group is committed to conducting its business with integrity and responsibility and in a socially responsible manner.	▪ Ethics committee and alert system. ▪ Raising buyer awareness of conflict minerals. ▪ Monitoring of partners' financial well-being and control of non-financial risks. ▪ Training of buyers in the new Responsible Purchasing Charter.

If the credibility of the group's commitments were called into question, this would be detrimental in light of its CSR commitments.

Probability: very high / Impact: medium

STEERING INDICATORS *(see Chapter 3. Societal and Environmental Responsibility)*

- Number of suppliers who have signed the Responsible Purchasing Charter.
- Proportion of suppliers assessed and audited with regard to CSR.

CLIMATE CHANGE RISKS

IDENTIFICATION OF RISK	RISK MANAGEMENT
❶ Physical risk of climate change: this is the exposure of the group's sites to extreme weather events, current or future, the frequency and intensity of which are likely to change due to global temperature changes, with greater long-term impacts. Exposure and geographic expansion has meant that Manitou Group is now present in areas that are vulnerable to chronic, acute weather phenomena caused by climate change, such as floods (for example, the Madison factory in the United States), hurricanes, and heat waves. These natural disasters could have a negative impact on Manitou Group's business, productivity, and financial situation, by exposing: ▪ industrial equipment with significant technical and human damage with impact on insurance premiums; ▪ the group and its upstream supply chain to extended delivery times, an increase in the cost of raw materials, or climate relocation; ▪ its customers' to impacts on their business, such as a decrease in agricultural yields.	▪ Strengthening the protection of sites ▪ Cross-site industrial flexibility ▪ Multisourcing ▪ Purchasing risk management ▪ Crisis management governance ▪ Damage and operating loss insurance
❷ Transition risk linked to a low-carbon economy: these are the measures taken by the group to mitigate the scale of climate change by reducing greenhouse gas emissions, including products and services to support the transition of its customers. In the event of a delay in its low carbon trajectory *(see 3.2.)* and insignificant results, this could lead to a loss of market share, reputational impact or financial losses due to potential taxes. The risks are the following: ▪ significant changes in regulatory requirements and standards for reduction in greenhouse gas emissions; ▪ a loss of business opportunities and harm to the brand image if the group loses its edge in terms of technological innovation and low-carbon machines offers, especially in Europe but also more globally in government contracts; ▪ a mismatch between low-carbon product and service offers and the expectations of the group's customers and the markets: the group risks a major loss of profitability due to the significant need for investment and the long lag time between the R&D phase and the return on investment; ▪ the loss of competitiveness of the group's products due to the higher development and production costs of low-carbon products, and the increase in purchasing prices; ▪ a decline in attractiveness impacting the recruitment of young talent for whom the climate emergency is a major issue and the concrete commitment of Manitou Group to a low-carbon strategy is an important factor; ▪ a distorted interpretation of the group's carbon footprint due to the absence of sector-based methodology standards for the calculation of Scope 3 for the duration of use of products and energy consumption measurements. This lack of industry standard distorts the comparison of the carbon footprint of the group's products against competing products and could be detrimental to the group when tendering.	▪ Definition of a low-carbon trajectory for the group on scopes 1, 2 and 3 with sufficiently ambitious science-based targets to reduce climate change. ▪ Emission reduction action plan involving the entire product life cycle: inputs, upstream and downstream transportation and distribution, manufacturing, use, and end-of-life *(see 3.2. and 3.3.)*. ▪ Mobilization of research and development resources for the development of 100% electrical, hybrid, or alternative energy rough-terrain machines and compliance with anti-pollution standards for the reduction of pollutant emissions. ▪ Adaptation of the offer to meet the challenges of the circular economy, the product-service system, and the energy transition.
Probability: high / Impact: high	

STEERING INDICATORS *(see Chapter 3. Societal and Environmental Responsibility)*

- \- 46% absolute reduction in greenhouse gas emissions in scopes 1 and 2 by 2030 compared to 2019.
- \- 34% of greenhouse gas emissions per hour of use of equipment sold by 2030 compared to 2019.

RISKS RELATED TO CORRUPTION AND ANTI-COMPETITIVE PRACTICES

IDENTIFICATION OF RISK	RISK MANAGEMENT
Manitou Group's international footprint means that it must comply with a large number of laws and regulations, which are continuously evolving. This is especially the case in the legal environment surrounding the fight against corruption and respect for competition. In addition to an isolated act committed by an employee of the group, the risk may come from stakeholders that disregard or violate their legal obligations and/or the strict rules. Some countries are the subject of specific export controls or partial or total embargoes; some companies are held by individuals under sanctions that make the sale of dual use machines impossible. Therefore, Manitou Group must verify the quality of the third party and the destination of the machines under penalty of violating the rules imposed by the European Union and/or the United States and/or others. Non-compliance with the laws and regulations regarding anti-corruption or export control could have serious legal and financial consequences for the group and seriously harm its reputation.	Manitou Group is strongly committed to preventing corruption and anti-competitive practices. It benefits from the strong commitment of its Chief Executive Officer and regular follow-up by the Audit Committee. In 2021, the group, continuing its training efforts, developed a face-to-face training program on anti-corruption and anti-competitive practices. A module to supplement the one launched in 2019 was also prepared and will launch in early 2022. The initial module is still taken by more than 90% of executives and employees as of December 31, 2021. A communication campaign will complement the program in 2022. The independent whistleblowing platform deployed in 2019 allows any whistleblower, whether a group employee or external employee, to make a report. The group believes that this platform is working well across its entire scope due the number of reported cases. A third-party evaluation mechanism has been put in place to anticipate any operation that poses a risk of non-compliance. In 2021, Manitou Group obtained ISO 37001 certification for its South African subsidiary, Manitou South Africa. The certification program will be extended to other subsidiaries starting in 2022. In 2021, a second mapping of corruption risks was carried out by an independent third party enabling the group to adjust its system according to the identified risks.

Probability: possible / Impact: very high

STEERING INDICATORS *(see Chapter 3. Societal and Environmental Responsibility)*

- Percentage of employees who have received anti-corruption training and eduction.
- Number of alerts received per year.
- Group ISO 37001 certification share.

RISKS RELATED TO INDUSTRIAL POLLUTION

See chapter 3, Note “3.6. The group’s main non-financial risks and challenges.”

Probability: possible / Impact: low

USER SAFETY RISKS

See chapter 3, Note “3.6. The group’s main non-financial risks and challenges.”

Probability: unlikely / Impact: average

RISKS RELATED TO THE DEPLETION OF RESOURCES

See chapter 3, Note “3.6. The group’s main non-financial risks and challenges.”

Probability: unlikely / Impact: low

CATEGORY 5: RISKS RELATED TO BUSINESS

PURCHASING-RELATED RISKS

IDENTIFICATION OF RISK

As an integrator, Manitou Group's purchasing volume represents 66% of its revenues. A breakdown in the supply of components for anywhere from a few weeks to several months would result in a strong disruption of the production chain. This situation could create machine delivery delays and detrimental cancellations of orders.

A lack of agility or poor quality in certain suppliers with specific knowhow in key activities could have significant consequences on the group's performance.

The volatility of our markets is greater than the industrial system's ability to adapt, creating a risk of disruption due to capacity limits. This also concerns the availability of raw materials and transport.

Five main scenarios that could lead to a shutdown of the production chain have been identified.

- When the sourced components are not delivered in time and the stocks are too low to cover the entire period of the shortage.

- When components/commodities are not available for a long period of time.

- When the supplier encounters a capacity limit.

- When the supplier is insolvent and can no longer acquire the components necessary for its own production.

- When the supplier suddenly breaks off the relationship unilaterally.

Probability: very high / Impact: high

RISK MANAGEMENT

Manitou Group is expanding its assessment and ongoing monitoring process of its critical suppliers. It also is developing a long-term delivery planning strategy. Some components are subject to a policy of diversification of their supply sources.

The operational performance of more than 250 suppliers covering 80% of purchases is monitored through a scorecard system. Capacity reviews are regularly conducted.

These actions are reinforced with an improvement in the reliability of the panel of suppliers and contractualization of commercial relationships, which should soon cover more than 70% of our activity.

The risk will persist for several years as the direction of the market is bullish. The group is continuing its roll out of a sales forecast reliability system that will improve the planning of the production effort and the supply of components.

At the organizational level, the Purchasing Department has been reorganized to improve crisis resilience, and the procurement governance policy has also been improved with the aim of reducing the risk of reliance on a single supplier in critical areas.

RISKS RELATED TO INDUSTRIAL TOOLING

IDENTIFICATION OF RISK

The risk of observing a structural gap between global demand and the group's activity is linked to changes in industrial capacities and supply chains and the anticipation of market needs.

The lack of qualified personnel during a period of strong demand is an obstacle to the ramp-up of the business.

The strong dependence on certain suppliers, and the unreliability of our sales forecasts would have an impact in the medium term on the company's performance.

Ultimately, all of the risks associated with industrial facilities result in customer dissatisfaction and damage to the group's reputation.

Probability: high / Impact: high

RISK MANAGEMENT

In order to adapt its capacity to meet growing global demand, the group pursues a rational policy of transforming its industrial facilities by investing in both the modernization and expansion of its historic sites but also by building new plants and relocating certain activities. It is in this spirit that the Waco plant (USA) has been closed to enable the consolidation of masted forklift production activity at the Beaupréau plant (France), articulated loaders at Yankton, and an OEM contract for small articulated loaders.

In order to optimize its production capacity, in 2020 the group launched a modular product design strategy to reduce internal diversity and maximize industrial efficiency.

At the beginning of 2021, a project dedicated to the implementation of a new collaborative tool for forecasting sales volumes, inventory management, and production planning will make it possible to optimize production. This tool will be fully operational in 2022.

Facing the component and transport crisis in 2021, and in particular the allocations of engine suppliers, Manitou Group set up supplier task forces and accelerated the development of new electrical products.

CATEGORY 6: RISKS RELATED TO MARKET CHANGES

RISKS RELATED TO CHANGES IN RAW MATERIAL PRICES

IDENTIFICATION OF RISK	RISK MANAGEMENT
Manitou Group's products require mass consumption of special steel and, to a lesser extent, copper, aluminum, lead, plastics, and rubber. The trend in commodity prices is up sharply (including energy); these increases have had a direct impact on the margin and could lead to a decline in the profitability of production operations. Exposure to market trends could, therefore, have an impact on the group's profits. The inflationary trend is expected to continue in 2022 and early 2023.	In order to defend against the impact of a strong and sustainable increase in the prices of raw materials, Manitou Group favors medium and long-term contractual partnerships with price indexation clauses, which gives it acceptable visibility. The group is considering using hedging tools to protect against sudden increases. Commodity inflation monitoring indicators were deployed. In order to limit its dependence on certain at risk raw materials, the group has asked its partners to develop components that limit their use. The risk is shared with second-tier suppliers.

Probability: very high / Impact: high

RISKS RELATED TO MARKET CHANGES

IDENTIFICATION OF RISK	RISK MANAGEMENT
Manitou Group operates on competitive and cyclical markets in which the main players are combative both in terms of prices and contractual conditions. After a short-lived bear market in 2020, the market shifted directly to a period of very strong demand at the end of 2020, a trend which was confirmed in 2021. This resulted in a very high level of order intake, and the group's order book is at historical levels. This strong growth can be explained not only by the attractiveness of our products but also by the anticipation of orders by certain market players who wish to protect themselves against the extension of delivery times and increases in the price of machinery.	In order to cope with the cyclicality of its markets, the group's commercial development strategy includes geographical diversification and sector diversification: construction, agriculture, and industry. The group's strategy is to strengthen its service activities, which are more resilient than the sale of machinery. The sales performance of the S&S division in 2021 reinforces this strategy. In 2021, the group carried out numerous launches as described in Chapter 2.6.4 in order to meet the changing needs of its customers. The group is constantly strengthening its tools, processes, and economic intelligence systems to improve its responsiveness to changes in the market.

Probability: possible / Impact: high

INDUSTRIAL PROPERTY RISKS

IDENTIFICATION OF RISK	RISK MANAGEMENT
Research and innovation are two of the group's pillars that contribute to its development. The protection of intellectual property is essential for products with high added technological value. The risk of not filing a patent or making errors in the preparation of an application exposes the group to the risk that its inventions will be used by competitors and it will be deprived of a competitive advantage for several years. Non-protection or poor protection of patents has a dual effect: ▪ it deprives the group of additional revenue that could have been obtained in the form of licenses; ▪ it prevents it from bringing infringement lawsuits against third parties that use its intellectually property unlawfully. The inadvertent use of solutions patented by third parties could also result in disputes with the patent owners. Probability: unlikely / Impact: high	In order to protect itself against the risk of infringement, the group has a department that is dedicated to the protection of intellectual property. The Research and Innovation Department is responsible for filing of patents, managing the portfolio, and developing a watch network to identify the capture and unlawful use of our intellectual property by third parties. In 2021, Manitou Group filed 24 applications. At closing of the fiscal year, the group held a portfolio of 141 patents in its intellectual assets and monitors competitors' patents during the design of new materials.

4.5. INSURANCE

GROUP'S GENERAL INSURANCE POLICY

Manitou has group insurance programs and policies purchased locally. They allow the parent company to coordinate the management of its insurance policies in order to optimize total premiums and improve coverage. Manitou Group has put an international civil liability insurance program (operation and products) in place, purchased through leading insurance companies, through which the group's subsidiaries can subscribe to a so-called “integrated” local policy reinsured by a “Master” policy.

The “Master” civil liability insurance policy covers all of its subsidiaries (with some exceptions due to certain country-specific regulatory constraints, more favorable conditions offered by the local market or specific business). If there is no local policy or in case of a non-integrated local policy, the coverage is provided in DIC and/or DIL (“difference in conditions” / “difference in limit”) mode. As of the date of signing of this report, the amount of the civil liability coverage (operation and product) amounted to €50 million per claim and per insurance year.

The property damage policy is an “all risks” (with exclusions) policy for the insured amounts corresponding to the identified risks. It also covers the risk of operating losses over a contractual period.

The group has put an international program in place to cover the French entities of the group as well as the Italian and American subsidiaries. The coverage amount of the property damage and operating losses insurance policy amounts to €200 million as of the date of this report. The group ensures that all of its insurance policies cover the following risks, either purchased for its entities through its group programs or local policies.

The group’s insurance policies cover the following risks:

- civil liability;
- civil liability of the corporate officers;
- environmental impact liability;
- property damage and operating loss;
- cyber damages;
- transport;
- customer credit risk.

4.6. CONTROLS

KEY INTERNAL CONTROL PROCESSES

The Chief Executive Officer meets weekly with the Executive Committee, the composition of which is described in the management report. The members of the Executive Committee are surrounded by a Management Committee comprised of the functions within their remit. The activities and achievement of objectives by each division and each sales region are reviewed quarterly. The support functions of the Corporate Secretary and Human Resources are reviewed biannually. In addition, the group uses a decisions and responsibilities delegation manual that is aligned with the organization of the group and is applicable to all of the group's companies concerning the following areas: legal and regulatory obligations (including concerning health & safety and environmental compliance), financial operations (including off-balance sheet commitments), budget processes, commercial operations, purchasing, fixed-asset management, and human resources.

PRODUCTION OF FINANCIAL INFORMATION

The responsibility for drafting the group's corporate and consolidated financial statements lies with the Finance Department. The budget and monthly reporting procedure is an essential tool for Manitou Group in the coordination of its operations. This is a structured and structuring process designed to organize the sharing of information and strategic objectives within the group. The internal and external dissemination of relevant, reliable, and timely information makes it possible for each person to discharge their responsibilities. For the annual closure and interim financial reporting, the consolidation packages are prepared by the subsidiaries in accordance with the financial manual of Manitou Group and are submitted to the Consolidation Department of the parent company. The Finance Department is responsible for the internal control procedures related to the preparation and processing of financial information.

PRODUCTION OF FINANCIAL STATEMENTS

The group’s consolidated financial statements are drawn up on the balance-sheet date in accordance with IFRS (International Financial Reporting Standards) rules, published by the IASB (International Accounting Standards Board) and adopted by the European Union. The financial statements of Manitou BF are drafted in accordance with the French rules.

The financial statements for both the parent company and the group are prepared by the Accounts Department, with the assistance of a certified public accountant with respect to the unconsolidated financial statements. They are validated by the Finance Department, Corporate Secretary, and the Chief Executive Officer prior to approval by the Board of Directors, after review by the Audit Committee.

The consolidated financial statements for the group are drawn up by the Accounts Department. This department is responsible, inter alia, for updating the procedures for consolidation, training, and integration of the subsidiaries into the scope of consolidation, data processing, as well as the use, maintenance, and development of the consolidation tool and of the financial data system.

Each subsidiary communicates its accounts to the Accounts Department based on a timetable set by the group. The Accounts Department reviews the accounts of the group as a whole and makes the adjustments necessary to draw up consolidated accounts. These accounts are circulated every month to the executive management. A manual sets out the group standards that apply to the accounts and their presentation. This manual is added to each year and is made available to all the group entities. Closure instructions are also communicated monthly to all subsidiaries.

Manitou Group prepares its consolidated financial statements using a unique consolidation tool structured based on a unique accounting plan for all companies of the group. They are validated by the Finance Department, Corporate Secretary, and the Chief Executive Officer prior to approval by the Board of Directors, after review by the Audit Committee.

AUDITING OF THE FINANCIAL STATEMENTS

The interim and annual financial statements are audited by the college of Statutory Auditors, which applies the standards of the profession. For foreign subsidiaries, which are audited in each country, the financial statements and observations of the local auditors were provided to the group's Statutory Auditors and were reviewed with the Finance Department. The Statutory Auditors presented a summary of their work to the Audit Committee on February 25, 2022. The Board of Directors met on March 3, 2022 to close Manitou’s corporate and consolidated financial statements ending December 31, 2021. Working meetings and summary meetings are regularly held between the Statutory Auditors and the group's Finance Department as part of a continuous exchange process. The Audit Committee is present at all essential steps to validate the financial information.

RISKS AND COMPLIANCE DEPARTMENT

The risks and compliance functions are under the responsibility of the Compliance, Audit, and Risk Director:

- the compliance function organizes and deploys the processes, awareness raising efforts, and training on compliance subjects. Its approach is based on a map (renewed in 2021) specifically prepared for corruption risks, the group's code of conduct, the United Nations pact, as well as the pillars of the Sapin II law. Manitou Group is also attentive to its compliance with anti-corruption laws and regulations wherever it operates;
- in addition to the obligations relating to the Sapin 2 law, the group initiated a multi-year ISO 37001 (Anti-bribery management systems) certification campaign for certain subsidiaries and obtained the certification for its South African subsidiary, Manitou South Africa (MSA), in 2021;
- the Audit, Risk, and Compliance Director is a member of the Ethics Committee;
- the Head of Audit, Risk, and Compliance reports to the Corporate Secretary of Manitou Group and to the Chairman of the Audit Committee.

FINANCE DEPARTMENT

The finance function controls activities, transactions, and projects in order to optimize the group's profitability and cash flow, while providing reliable information to internal and external stakeholders. The finance function defines the group's principles and financial policy regarding control, offers and projects, financing, cash flow, internal control, accounting, taxes, and management control.

LEGAL DEPARTMENT

The mission of the legal function is to manage the legal risks related to the group's activities. As such, it oversees the insurance policy. The Corporate Legal Department manages the major disputes and compliance with applicable laws. It coordinates legal topics within the entire group. The group's Legal Department is a member of the Ethics Committee and participates, where appropriate, in meetings of the Audit Committee.

QUALITY, HEALTH & SAFETY, AND ENVIRONMENT DEPARTMENT

The mission of the Health & Safety and Environment function is to monitor and reduce:

- risks relating to the quality of the products, parts, and components in their design or qualification phase and production phase, then analysis of malfunctions once on the market. The Quality Department works closely with the after the sales services, production, and development departments. It interacts with Purchasing in order to manage the transmission of anomalies relating to purchased parts or components;
- risks relating to the safety of employees and persons working at the group's sites. It oversees and implements risk audit programs as well as the action plans needed to eliminate or reduce these risks. Enhanced initiatives have been undertaken since 2019 to increase security at all of The group's sites: action on training and integration of temporary staff, optimization of steering and continuous improvement by ISO 45001 certification for France, digitization of the single document for greater efficiency. The security services also work to protect the group's property and equipment;
- environmental risks by defining action plans designed to ensure compliance with environmental obligations, prevent environmental risks such as the risks of pollution, manage waste, and reduce the environmental impact of the group's activities.

HUMAN RESOURCES DEPARTMENT

The mission of the Human Resources Department is to monitor and reduce risks related to employment law and protect the health of the group's employees on issues not covered by the Quality, Health & Safety, and Environment Department. It defines a series of processes designed to allow the group to control these risks. The Human Resources function defines and manages the training processes that ensure that the employees have the necessary skills to perform their duties.

5. REPORT ON CORPORATE GOVERNANCE

This chapter constitutes the main part of the report on the corporate governance of the Board of Directors referred to in Article L. 225-37 of the French Commercial Code. This chapter presents the functioning and composition of the Board of Directors, its committees and management bodies, the compensation of the administrative and management bodies as well as the special procedures for shareholders to participate in the General Meeting. Information regarding elements that are likely to be influential in case of a public offering are presented in chapter 6.3 of this universal registration document.

In accordance with the provisions of Article L. 225-37 of the French Commercial Code, the Board of Directors has drafted this report on corporate governance and attached it to the management report. The "Compensation" portion of the corporate governance report was drafted by the Compensation Committee and reviewed by the Audit Committee. The report was submitted to the Statutory Auditors and was approved by the Boards of Directors on March 3, 2022.

5.1. GOVERNANCE

5.1.1. REFERENCE TO A CORPORATE GOVERNANCE CODE

Since August 2010, the company refers to the Corporate Governance Code for midcaps, "MiddleNext." This Code can be found on the Internet at www.middlenext.com.

In addition, the Board of Directors has taken note of the items presented under the heading "Points to be watched," which are the key provisions of the Code.

5.1.2. CHOICE OF GOVERNANCE METHOD AND CHANGES IN GOVERNANCE

CHOICE OF GOVERNANCE METHOD

Since 2009, the governance method of the company has involved a disassociation of functions between a non-executive Chairman of the Board of Directors and a Chief Executive Officer, the only executive corporate officer.

The role of the Chairman of the Board consists of organizing and directing the Board's work, regarding which the Chairman reports to the General Meeting. The Chairman ensures that the corporate bodies that she chairs are functioning properly and in particular that the board members are capable of fulfilling their duties. The Chairman is kept regularly informed by the Chief Executive Officer of significant events in the life of the group and may request any document or information that may be needed by the Board and its committees. The Chairman is responsible, with the possible support of the Compensation Committee, for conducting the recruitment process for the Chief Executive Officer. The Chairman may interview the Statutory Auditors for the purpose of preparing the work of the Board of Directors and the Audit Committee.

The Chief Executive Officer manages the company and represents it vis-à-vis third parties. The Chief Executive Officer is responsible for implementation of the group strategy, the medium-term objectives of which are set out in the strategic plan approved by the Board of Directors. The Chief Executive Officer proposes an annual budget, established on the basis of the strategic plan for the coming financial year.

CHANGES IN GOVERNANCE

During the past fiscal year, the following changes were made in the composition of the administrative and management bodies and their committees:

Members concerned	Type	Effects in terms of diversification of the Board
Jacqueline Himsworth (Chairman of the Board of Directors)	Reappointment as Chairman of the Board of Directors by decision of the Board of Directors of June 17, 2021.	
Dominique Bamas (director)	Appointment as an alternate member of the CSR Committee by decision of the Board of Directors of June 17, 2021.	
Émilie Braud (director)	Appointment as a member of the CSR Committee and alternate member of the Strategic Committee by decision of the Board of Directors of June 17, 2021.	
Marcel-Claude Braud (director)	Appointment as a member of the CSR Committee by decision of the Board of Directors of June 17, 2021.	
Sébastien Braud (director)	Appointment as an alternate member of the CSR Committee by decision of the Board of Directors of June 17, 2021.	
Cécile Helme-Guizon (independent director)	Appointment as a member and Chairman of the CSR Committee by decision of the Board of Directors of June 17, 2021.	
Christopher Himsworth (director)	Modification of his duties on the Audit Committee (becoming a full member instead of an alternate) by a decision of the Board of Directors of June 17, 2021.	
Dominique Bamas (director)	Appointed on June 17, 2021 by the General Meeting to replace Mr. Gordon Himsworth. Appointment as a member of the Strategic, Development, and CSR Committees by decision of the Board of Directors of June 17, 2021.	The appointment of Dominique Himsworth to replace Gordon Himsworth will make it possible to maintain the diversity objectives set by the diversity policy applied to Board members. These objectives are presented in section 5.1.3 of this chapter, "Diversity Policy of the Board of Directors."
Gordon Himsworth (director)	End of term of office at the end of the General Meeting of June 17, 2021. End of his duties as a member of the Audit Committee, the Strategic Committee, and the Development Committee.	

Alexandra Matzneff (independent director)	Appointment as a member of the Compensation Committee and an alternate member of the Audit Committee by decision of the Board of Directors of June 17, 2021.	
Pascal Raoult (director representing employees)	On September 23, 2021, he was elected as director representing the employees to replace Stéphane Renaud.	N/A
Stéphane Renaud (director representing employees)	End of term of office, September 10, 2021.	N/A
Pierre-Henri Ricaud (independent director)	Appointment as an alternate member of the Strategic Committee by decision of the Board of Directors of June 17, 2021.	

In addition, the following change was made in the composition of the Executive Committee:

- effective September 9, 2021, Eric Bastard was appointed Acting Head of Human Resources in the absence of Carole Lajous, Group Head of Human Resources.

5.1.3. INFORMATION ON THE COMPOSITION, OPERATIONS, AND POWERS OF THE BOARD OF DIRECTORS

OPERATION OF THE BOARD OF DIRECTORS AND ORGANIZATION OF MEETINGS OF THE BOARD AND ITS SPECIALIZED COMMITTEES

THE BOARD OF DIRECTORS

An internal regulation defines the Board of Directors' organization and operation. In particular, it specifies the role and operational procedures of the Board of Directors and its specialized committees, established in accordance with the legal and statutory provisions and the provisions of the Articles of Association. In this regard, it includes a board member's charter, which sets out the rights and obligations of the company's board members to ensure good corporate governance. These principles are based on the duties of due diligence, independence, transparency, and confidentiality.

During 2021, the members of the Board of Directors met nine times. The Board of Directors also met during a special one-day seminar about the group's strategy. During these meetings, the following topics were addressed:

- In the governance area: Following the renewals and appointments of directors: renewal of the Chairman of the Board, appointment of members and alternate members of the Strategic Committee, the Audit Committee, the Compensation Committee and the Development Committee; creation and definition of the CSR Committee's duties; observation of the appointment of the director representing the employees (Pascal Raoult replacing Stéphane Renaud); renewal of the term of office of the Chief Executive Officer; organization of the process for updating the internal regulations (following the revision in 2021 of the Middlenext Governance Code); implementation of a three-year training plan for directors (new recommendation R5); validation of the diversity policy of the Board (the Pacte law); review of the independence of Board members (Middlenext recommendation); report of the Compensation Committee on the succession plan for senior managers (Middlenext recommendation); adoption of the corporate governance report including the Say on Pay; deliberation on the search for a balanced representation of men and women on the Executive Committee and on the results in terms of gender diversity in the top 10% of higher-responsibility positions (L. 22-10 2° - R. 22-10-29 of the French Commercial Code); review of the composition of the management bodies of the group's subsidiaries.
- In terms of strategic orientations: validation of Manitou Group's New Horizons 2025 roadmap; presentation of Manitou North America's roadmap; presentation of the France industrial plan; project to expand production sites in the USA; external growth projects; validation of strategic directions and partnerships; innovation roadmap and energy transition; digital challenges and guidelines.
- In the area of control and management: report on the 2021 anti-corruption risk mapping, presentation of the new external financial reporting model from 2021, questions relating to the approval of the financial statements, the annual review of regulated and current agreements, the presentation of 2022-2026 business plan scenarios, updates on the group's financial and operational situation, the determination of the amount of the dividend to be proposed at the General Meeting of June 17, 2021, the establishment of two ten-year financing lines with BPI.
- In the area of compensation: feedback from the Compensation Committee on the compensation of the corporate officers (Chairman, Chief Executive Officer, Directors), the company's policy on equality in the workplace and equal pay.
- In the environmental and societal sphere: presentation of a carbon strategy and validation of the 2030 carbon trajectory.

Meetings of the Board are held, when convened by the Chairman, at the head office or, on an exceptional basis and for a portion of the members, over a secure telephone or videoconference link.

Each member of the Board of Directors, and all members of the convened SEC, received, in advance of the meetings, all the documents and information required by law that they need to accomplish their tasks.

Minutes of board meetings are systematically drafted and submitted to each member for approval.

The statutory auditors were convened to Board meetings concerning the closure of the interim and annual financial statements, in accordance with Article L.823-17 of the French Commercial Code.

The average attendance rate at Board of Directors' meetings was 98.1% for 2021.

Directors receive compensation as detailed in section 5.2.1.3. "Board member compensation policy" and 5.2.2. "Compensation and benefits awarded to corporate officers for 2021 (global ex-post vote)" in this chapter.

BOARD SECRETARY

Hervé Rochet, Corporate Secretary, acts as Secretary to the Board.

SPECIALIST COMMITTEES

The Board of Directors has set up five specialist committees responsible for investigating matters falling within their remit and for submitting advice and recommendations to the Board. The chairmanship of the CSR, Compensation, and Audit Committees was entrusted to an independent director,in accordance with recommendation 7 of the Middlenext Code (September 2021). As Manitou Group is a family group controlled by the Braud and Himsworth families, the chairmanship of the Strategic and Development Committees (the latter being composed exclusively of family members) has also been entrusted to Jacqueline Himsworth, who is the Chairman of the Board of Directors and a member of one of the two shareholder families. Her training and professional experience qualify her to perform this role.

The work of the CSR, Strategic, Audit, and Compensation Committees is systematically reported to the Board of Directors verbally and in writing.

THE CSR COMMITTEE

This Committee was created by the Board of Directors on June 17, 2021. Its main duties are as follows:

- review of the group's CSR strategy, goals, and commitments in terms of environmental and societal responsibility with regard to the issues specific to its business and its objectives;
- assessment of risks and opportunities in terms of environmental and societal performance, taking into account their impact in terms of performance and resilience. annual review of the mapping of the associated CSR risks and their evolution;
- review of environmental and societal issues when making strategic decisions at the Board's ad hoc request;
- review of the group's policies, standards and charters, which must guide the behavior of the group's managers and employees in terms of ethics and environmental and societal responsibility. Monitoring their implementation;
- review of CSR policies governing relations with the various stakeholders (customers, dealers, suppliers, etc.) ;
- review of the solidarity programs;
- monitoring of reporting systems and non-financial information;
- review of the annual extra-financial performance report;
- review of any extra-financial ratings carried out on the group by rating agencies and extra-financial analysts.

The Committee met twice in 2021. The average attendance rate at the meetings of the CSR Committee was 100% for 2021.

Its main work during the past financial year consisted of:

- presentation of regulatory obligations and best practices;
- presentation of CSR issues, CSR risk mapping, and Manitou's CSR roadmap;
- proposal to the Board of the CSR Committee's work plan;
- proposal to the Board of the CSR Committee's responsibilities;
- review of the low-carbon trajectory strategy;
- review of the circular economy strategy;
- review of extra-financial ratings;
- update on ISO 14001 and ISO 50001 standards.

THE STRATEGIC COMMITTEE

Its main responsibilities are to assist the Board in the development of the strategy and verify that the Chief Executive Officer's actions are consistent with this strategy: by assessing the company's environment and its positioning, analyzing medium and long-term development opportunities, and assessing the strategic plan proposals made by the Chief Executive Officer. In this respect, it prepares the Board's work on topics such as the strategic plan, any major investment (particularly for external growth) or divestment (particularly for business cessation), any diversification project or a change in the business portfolio, and any draft strategic agreement, alliance, technological cooperation, or industrial partnership.

The work of the 2021 Strategic Committee is not made public for confidentiality reasons.

The Committee met five times in 2021. The average attendance rate at the meetings of the Strategic Committee was 100% for 2021.

THE AUDIT COMMITTEE

The primary responsibilities of the Audit Committee are to verify the accuracy and sincerity of the financial statements and the financial reporting, the quality of the internal control and risk management procedures, independently of the Statutory Auditors, and the group's respect for its compliance obligations.

For this purpose, its duties include:

- monitoring the financial reporting process and, as applicable, formulating recommendations to ensure its integrity;
- reviewing the draft corporate and consolidated financial statements, both annual and intermediary, before the Board receives them as well as the annual management report;
- verifying the method and scope of consolidation, particularly in the event of changes in the consolidation method;
- ensuring the relevance and consistency of accounting principles and rules;
- familiarizing themselves with the comments of the Statutory Auditors as well as the main proposed adjustments following their work;
- examining any disagreements between the Chief Executive Officer and the Statutory Auditors and issuing arbitration proposals to the Board;
- regularly reviewing the group's financial situation, its cash position, and its significant commitments (particularly off-balance sheet commitments);
- learning about the financial strategy and the conditions of the group's main financial transactions;
- checking the efficacy of internal control and risk management systems and, where appropriate, the internal audit process in terms of the procedures for drawing up and processing accounting and financial information, without this interfering with its independence;
- entrusting to internal audit any task deemed necessary;
- discussing with the Chief Executive Officer and the Head of Internal Audit the methods and operating procedures of the group's internal audit. The Audit Committee ensures that there is no restriction in the scope of the internal audit. It is also informed of decisions to appoint or replace the Head of Internal Audit. It ensures the qualitative and quantitative adequacy of the resources allocated for its operation and the independence of the internal audit;
- having regular contact with the group’s Head of Internal Audit;
- reviewing the chapters of the management report on the group's exposure to risks and the associated control methods (procedures, hedging tools in the case of financial risks, etc.) and, more generally, the fair presentation of the URD;

- being informed by the Chief Executive Officer of any complaint or information revealing criticism of accounting documents or internal control procedures and of the actions taken to remedy them;
- being notified by the Chairman of the Board or the Statutory Auditors of any event exposing the group to a significant risk;
- reviewing with the internal audit manager the identification of risks, their analysis, and their evolution over time as well as actions taken. It approves the annual audit plan. It takes note of the main conclusions and recommendations of each audit mission and the implementation of the action plans;
- organizing the Statutory Auditors' renewal process and issuing a recommendation on the Statutory Auditors proposed for appointment by the General Meeting;
- monitoring the Statutory Auditors' performance of their mandate and taking into account the statements and conclusions of the French supervisory body for the auditing profession, the Haut Conseil du Commissariat aux Comptes, in the wake of any audits conducted pursuant to legislative and regulatory provisions;
- ensuring compliance by the Statutory Auditors with the criteria for independence in accordance with the terms and conditions imposed by the regulations;
- approving the provision of services other than certification of the accounts in accordance with the applicable regulations;
- regularly reporting to the Board on the performance of its tasks. It also reports on the findings of the certification of accounts process, on the way in which this process contributes to the integrity of the financial information, and on the role that it plays in this process. It informs the Board immediately of any difficulty encountered.

The Audit Committee met seven times in 2021. The average attendance rate at the meetings of the Audit Committee was 100% for 2021.

In 2021, the Audit Committee met in the presence of the Statutory Auditors before the closing of the annual and interim financial statements as well as for the internal control review.

It verified that the Statutory Auditors had indeed submitted their report to the Audit Committee before issuing their final report.

The Audit Committee received due confirmation that the Statutory Auditors, as well as their partners, senior managers, and managers taking part in the audit, respected the rules of independence.

It also obtained confirmation from the Finance Department that it has submitted to it all requests for SACCs.

The Audit Committee questioned the Statutory Auditors regarding a potential inspection of the H3C and took note of the conclusions issued by the regulator following the control.

Regarding internal control and risk management, the Audit Committee reviewed the key points of the audit with the Statutory Auditors, in particular areas for improvement of the internal control system. It also took note of all of summary internal audit reports and the internal control tools and procedures put in place and presented by the Vice President of Audit, Risks & Compliance. It validated the internal audit plan for the following year.

During its meetings, the Audit Committee regularly met with the Corporate Secretary - CFO, the Finance Director, the Legal Director, the VP of Audit, Risks & Compliance, the Director of Finance, Treasury, and Credit Management, the Chief Information Security Officer (CISO), as well as the Vice President of Corporate Development Strategy - Mergers & Acquisitions, primarily regarding finance, risks, or compliance and cybersecurity topics.

In 2021, in addition to its legal tasks, the Committee addressed the following topics more specifically: review of H3C issues, new financial reporting (scope with two divisions, following the creation of the product division) and deployment schedule, closing options (including provisions for litigation), review of the Universal Registration Document, CSR chapters, strategy and risks, 2021 landing and 2022 budget, review of short-term risks, update on financial communication, financing update, group insurance policy, cybersecurity issues (cyber security training/awareness/roadmap), presentation of the cash pooling system, presentation of the new organization and the new IT scope, ERP deployment point, Sapin 2 points, monitoring closed compliance cases, annual feedback from the legal department on current agreements in accordance with the standard agreements procedure, acquisition topics.

THE COMPENSATION COMMITTEE

The main responsibilities of the Compensation Committee are to submit proposals or recommendations to the Board relating to the appointment of members of the Executive Committee and, at the request of the Chair, assist her in the process of recruiting a Chief Executive Officer.

It also prepares the work of the Board relating to the compensation of:

- the directors, by making proposals on the distribution of the total amount allocated to Board members in remuneration for their terms of office in accordance with the criteria of the internal regulation, in respect of participation in governance bodies (Board meetings, committees and seminars), special work, and participation in company events. It issues recommendations on any compensation allocated to directors who have received certain *ad hoc* assignments (in accordance with Article L. 225-46 of the French Commercial Code). The award of such exceptional compensation constitutes an agreement between the company and one of the directors; it must therefore be subject to the procedure applicable to regulated agreements;
- the Chief Executive Officer, by submitting proposals or recommendations to the Board so that the Board can determine the components of his compensation and in particular the allocation of any free shares, stock options, or other financial instruments giving access to the company's capital, based on quantitative and qualitative criteria presented to the shareholders in the Corporate Governance Report.

More broadly, the Committee is informed on an annual basis and deliberates on the company's policies relating to employment and working conditions in the following areas: employee health and safety, compensation in effect within the group for the various employee populations, professional equality and non-discrimination, equal opportunities and inclusion, talent management and job development, continuous training, and the staff review procedure. It is informed of and gives an opinion on the succession plan relating to the executive officers and the group's key positions.

During 2021, the Compensation Committee addressed the elements relating to the compensation of corporate officers, the review of watch points, the succession plan of directors, issues relating to equality in the workplace, and pay.

The Compensation Committee met 12 times during the course of 2021. The average attendance rate of the meetings of the Compensation Committee was 97.9% for 2021.

THE DEVELOPMENT COMMITTEE

The primary mission of the Development Committee is to discuss and analyze projects that may have a significant impact on the group's shareholding.

The Development Committee is made up of the board members who are members of the shareholder families. It meets at least once or twice a year and can, if it wishes, invite the Chief Executive Officer and members internal or external to the company.

The Development Committee met three times during 2021. The average attendance rate at the meetings of the Development Committee was 100% for 2021. It should be noted that attendance at the meetings of this Committee does not entitle members to compensation.

PARTICIPATION IN WORK AND MEETINGS OF THE BOARD OF DIRECTORS AND SPECIALIST COMMITTEES

The Board met without the Chief Executive Officer's presence as part of the deliberations and votes relating to his remuneration. Development Committee meetings are held without the presence of the Chief Executive Officer. Audit Committee meetings are usually held without the presence of the Chief Executive Officer. Strategic Committee meetings are held in the presence of the Chief Executive Officer. Meetings of the CSR and Compensation Committees are generally held in the presence of the Chief Executive Officer.

The directors' actual participation in the work and meetings of the Board of Directors and Specialist Committees during the past fiscal year is as follows:

Directors	Effective participation in the work and meetings of the Board	Effective participation in the work and meetings of specialist committees
Jacqueline Himsworth	100%	100%
Dominique Bamas	100%	100%
Émilie Braud	100%	100%
Marcel-Claude Braud	100%	100%
Sébastien Braud	100%	95%
Cécile Helme-Guizon	100%	100%
Christopher Himsworth	100%	100%
Dominique Himsworth*(1)*	100%	100%
Gordon Himsworth*(2)*	100%	89%
Alexandra Matzneff	100%	100%
Pierre-Henri Ricaud	100%	100%
Stéphane Renaud*(3)*	100%	N/A
Michel Trotter	100%	N/A
Pascal Raoult*(4)*	33.3%	N/A

(1) whose term of office expired on June 17, 2021
(2) Appointed on June 17, 2021
(3) whose term of office expired on September 10, 2021
(4) elected on September 23, 2021

COMPOSITION OF THE BOARD OF DIRECTORS AND SPECIALIST COMMITTEES

COMPOSITION OF THE BOARD

The company is managed by a Board of Directors made up of 12 members (including two directors representing employees).

The Board of Directors appoints a Chairman of the Board of Directors from amongst its members, who must be an individual. Jacqueline Himsworth was elected Chairman of the Board of Directors following the General Meeting of June 17, 2021 for the duration of her term of office as director.

INDEPENDENCE OF BOARD MEMBERS

The independence of the board members is assessed in accordance with the criteria of the MiddleNext Governance Code. The directors' independence was evaluated based on recommendation R3 of this code and is primarily characterized by an absence of any significant financial, contractual, or significant proximity likely to affect the independence of their judgment.

The criteria used to assume the independence of the members of the Board are as follows:

- not have been, over the last five years, and not be an employee or an officer of the company or of a company in the group (criterion no. 1 in the table below);
- not have been, over the last two years, and not be in a significant business relationship with the company or its group (customer, supplier, competitor, service provider, creditor, banker, etc.) (criterion no. 2 in the table below);
- not be a leading shareholder of the company or hold a significant percentage of the voting rights (criterion no. 3 in the table below);
- not have a close relationship or close family ties with a corporate officer or a leading shareholder (criterion no. 4 in the table below);
- not have been, over the last six years, the Statutory Auditor of the company (criterion no. 5 in the table below).

As of the date of drafting of this document, four members of the Board of Directors are independent in accordance with the evaluation performed by the Board on March 3, 2022:

Members/criteria	1	2	3	4	5	Conclusions
Dominique Bamas	X*	X	X	X	X	Independent
Cécile Helme-Guizon	X	X	X	X	X	Independent
Alexandra Matzneff	X	X	X	X	X	Independent
Pierre-Henri Ricaud	X	X	X	X	X	Independent

**Dominique Bamas, a member of the board since 2009, exercised, as part of a managerial transition, the duties of Chief Executive Officer of the company from March to December 2013, i.e. for more than five years.*

The other members of the Board of Directors are not independent.

COMPOSITION OF THE BOARD OF DIRECTORS

SUMMARY TABLE

On the date of drafting of this document, the composition of the Board of Directors is as follows:

Directors	Year of 1st appointment	Date of last renewal	Term of office	Expiration of term	Age(1)	Independence according to the MiddleNext Code	Gender	Committee membership
Jacqueline Himsworth Chairman since 6/8/2017	1970	6/17/2021	4 years	AGM 2025	78	No	F	▪ Chairman of the Strategic Committee ▪ Chairman of the Development Committee
Dominique Bamas	2009	6/13/2019	4 years	AGM 2023	62	Yes	H	▪ Chairman of the Compensation Committee ▪ Member of the Strategic Committee ▪ Alternate Member of the CSR Committee (2)
Émilie Braud	2017	6/17/2021	4 years	AGM 2025	40	No	F	▪ Member of the Audit Committee ▪ Member of the Development Committee ▪ Member of the CSR Committee ▪ Alternate member of the Strategic Committee (2)
Marcel-Claude Braud	2013	6/17/2021	4 years	AGM 2025	69	No	H	▪ Member of the Strategic Committee ▪ Member of the Development Committee ▪ Member of the CSR Committee ▪ *Alternate Member of the Compensation Committee* (2)
Sébastien Braud	2009	6/17/2021	4 years	AGM 2025	52	No	H	▪ Member of the Compensation Committee ▪ Member of the Strategic Committee ▪ Member of the Development Committee ▪ Alternate Member of the Audit Committee (2) ▪ Alternate Member of the CSR Committee (2)
Cécile Helme-Guizon	2017	6/17/2021	4 years	AGM 2025	56	Yes	F	▪ Chairman of the CSR Committee ▪ Member of the Audit Committee
Christopher Himsworth	2009	6/17/2021	4 years	AGM 2025	50	No	H	▪ Member of the Compensation Committee ▪ Member of the Strategic Committee ▪ Member of the Development Committee ▪ Member of the Audit Committee

Dominique Himsworth	2021		4 years	AGM 2025	55	No	H	▪ Member of the Strategic Committee ▪ Member of the Development Committee ▪ Member of the CSR Committee
Alexandra Matzneff	2020 (co-opted)	6/17/2021	4 years	AGM 2025	39	Yes	F	▪ Member of the Compensation Committee ▪ Alternate Member of the Audit Committee (2)
Pascal Raoult director representing employees	2021		2 years(3)	9/10/2023	53	No	H	
Pierre-Henri Ricaud	2009	6/13/2019	4 years	AGM 2023	66	Yes	H	▪ Chairman of the Audit Committee ▪ Alternate Member of the Compensation Committee (2) ▪ *Alternate member of the Strategic Committee* (2)
Michel Trotter director representing employees	2020		3 years	9/10/2023	50	No	H	

(1) The date of drafting of this corporate governance report is used when determining age.
(2) The alternate member appointed for the committees replaces, in the meetings of said committees, the member that is unable to attend.
(3) Terminating on the normal end date of Michel Trotter's term of office.

COMPOSITION OF THE BOARD OF DIRECTORS' COMMITTEES

At the end of the General Meeting of June 17, 2021, the Board of Directors established the composition of the Special Committees as follows:

	COMPENSATION COMMITTEE
MEMBERS	DOMINIQUE BAMAS, Chairman[1]
	SÉBASTIEN BRAUD
	CHRISTOPHER HIMSWORTH
	ALEXANDRA MATZNEFF
ALTERNATES	MARCEL-CLAUDE BRAUD
	PIERRE-HENRI RICAUD

	DEVELOPMENT COMMITTEE
MEMBERS	JACQUELINE HIMSWORTH, Chair
	ÉMILIE BRAUD
	MARCEL-CLAUDE BRAUD
	SÉBASTIEN BRAUD
	CHRISTOPHER HIMSWORTH
	DOMINIQUE HIMSWORTH

	CSR COMMITTEE
MEMBERS	CÉCILE HELME-GUIZON, Chairman[1]
	ÉMILIE BRAUD
	MARCEL-CLAUDE BRAUD
	DOMINIQUE HIMSWORTH
ALTERNATES	DOMINIQUE BAMAS
	SÉBASTIEN BRAUD

	STRATEGIC COMMITTEE
MEMBERS	JACQUELINE HIMSWORTH, Chair
	SÉBASTIEN BRAUD
	MARCEL-CLAUDE BRAUD
	CHRISTOPHER HIMSWORTH
	DOMINIQUE HIMSWORTH
	DOMINIQUE BAMAS
ALTERNATES	ÉMILIE BRAUD
	PIERRE-HENRI RICAUD

	AUDIT COMMITTEE
MEMBERS	PIERRE-HENRI RICAUD, Chairman[1,2]
	ÉMILIE BRAUD
	CÉCILE HELME-GUIZON
	CHRISTOPHER HIMSWORTH
ALTERNATES	SÉBASTIEN BRAUD
	ALEXANDRA MATZNEFF

1 In accordance with recommendation R7 of the Middlenext Code (version 2021), the Chairman of this Committee is an independent member

2 In accordance with the regulations (Article L. 823-19 of the French Commercial Code), this member: (i) has special expertise in finance, accounting, or statutory audits. This expertise is assessed in light of their training and professional experience. For each of the members of the Audit Committee, this expertise is reported in the individual fact sheets presented following this table; (ii) they also meet the independence criteria set out in section "Independence of Directors" of this section 5.3.1

PRESENTATION OF THE DIRECTORS (WHOSE TERM OF OFFICE IS IN PROGRESS AS OF THE DATE OF ESTABLISHMENT OF THIS DOCUMENT)

To the best of the company's knowledge, the information relating to the members of the Board of Directors whose term of office is in progress at the date of preparation of this Universal Registration Document is as follows:

JACQUELINE HIMSWORTH

CHAIRMAN OF THE BOARD OF DIRECTORS SINCE JUNE 8, 2017, TERM RENEWED ON JUNE 17, 2021 FOR FOUR YEARS
MEMBER OF THE BOARD OF DIRECTORS SINCE 1970, TERM RENEWED ON JUNE 17, 2021 FOR FOUR YEARS

Nationality: French

Born: May 27, 1943

Business address: Manitou BF - 430 Rue de l'Aubinière - BP 10249 - 44158 Ancenis Cedex

Professional experience and expertise:

A graduate of the ESSCA of Angers in 1964, Jacqueline Himsworth worked in Great Britain for one year as a Sales Assistant. She subsequently held various positions at Ets. Marcel Braud, Alimentation Animale, before being named Board Member and then Chairman of the Board of Directors from 1986 to 2000. Jacqueline Himsworth served as Chief Executive Officer and then as Chairman of the Board of Directors of S.A. SFERT Société Holding from 1984 to 2011. She also simultaneously acted as Chairman of the Board for several years of the companies SODEM, SOME and LUCAS, as well as manager of the partnership ANCEMAT and TAMECNA Sprl, a Belgian company. Jacqueline Himsworth received training as a Director from the Institut Français des Administrateurs.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Chairman of the Strategic Committee and Development Committee of Manitou BF
- Manager of the civil-law partnership Ancemat since 2008 (unlisted company)
- Manager of Tamecna since 2011 (unlisted Belgian company)

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- None

DOMINIQUE BAMAS

MEMBER OF THE BOARD OF DIRECTORS AS AN INDEPENDENT DIRECTOR SINCE JUNE 2009 (WITH AN INTERRUPTION IN 2013).
RENEWED ON JUNE 13, 2019 FOR A TERM OF 4 YEARS

Nationality: French

Born on: September 15, 1959

Business address: UPSIDES DIRIGEANT CONSEIL - 25 rue Michel-Ange - 75016 Paris

Professional experience and expertise:

Experience and expertise in finance, accounting, management, and governance: Dominique Bamas is a graduate of Audencia (GE 1982) and was recognized by the Prix du Meilleur mémoire d'expertise Comptable (1991) published in Editions Comptables Malesherbes. After starting his career with the PriceWaterhouse representative in France, he became a partner in the certified accounting and auditing firm Secovec Blin et Associés. He then worked for the Roullier group for 16 years, where he served successively as CFO, Executive Committee member, Chief Executive Officer of a subsidiary in Spain, President of the agrochemicals division. He then served as Chief Executive Officer of Axereal Group for three years until 2011. Since then, he has managed a firm specializing in accounting, auditing, consulting, and corporate mediation. As a governance specialist, he worked with Bpifrance (public investment bank) and is a member of the IFA (Institut Français des Administrateurs) and ADAE (Association des dirigeants et Administrateurs d'Entreprise).

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Chairman of the Compensation Committee, member of the Strategic Committee, and alternate member of the CSR Committee of Manitou BF
- Chairman of Upsides Dirigeant Conseil SAS (non-listed accounting and statutory auditing company) since December 2011
- Member of the Governance Board of Gentem SAS France (unlisted company) since June 18, 2020

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- Member of the Board of Directors of the Avril Pôle Végétal group from May 28, 2014 to December 20, 2019 (unlisted company)

ÉMILIE BRAUD

MEMBER OF THE BOARD OF DIRECTORS SINCE JUNE 8, 2017.
RENEWED ON JUNE 17, 2021 FOR A TERM OF 4 YEARS

Nationality: French

Born: February 20, 1981

Business address: Manitou BF - 430, rue de l'Aubinière - BP 10249 - 44158 Ancenis

Professional experience and expertise:

A graduate of the ESSEC business school, with a specialization in Audit and Management Control, holder of a DECF (accounting and financial studies diploma) as well as a "Target: Board member" certificate from the EM LYON business school, Emilie Braud began her career in 2006 as financial controller for Cartier in Paris, a subsidiary of the Swiss group Richemont, specializing in luxury jewelery and clock making. At the end of 2007, Emilie Braud joined HRA Pharma, a pharmaceutical company specializing in the development and marketing of treatments in the fields of women's health and endocrinology, where she held the position of Senior Financial Controller.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Member of the Audit Committee, Development Committee, and CSR Committee, alternate member of the Strategic Committee of Manitou BF

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- None

MARCEL-CLAUDE BRAUD

MEMBER OF THE BOARD OF DIRECTORS SINCE JUNE 2013.
RENEWED ON JUNE 17, 2021 FOR A TERM OF 4 YEARS

Nationality: French

Born on: April 06, 1952

Business address: Manitou BF - 430, rue de l'Aubinière - BP 10249 - 44158 Ancenis

Professional experience and expertise:

A graduate of ESLSCA Paris Business School (1975), he undertook management training in Atlanta and Chicago (International Harvester), USA, from 1977 to 1978. Administrative and Financial Director for SM Termit France, a subsidiary of Manitou BF, from 1979 to 1981, CFO of KD Manitou (a subsidiary of Manitou BF, Texas, USA) from 1981 to 1985, Product Marketing Director (Manitou Group) from 1986 to 1997 and Deputy Chief Executive Officer of Manitou BF from 1986 to 1998, Chairman of the Supervisory Board of Manitou BF from 1998 to June 2009 (offices held in subsidiaries and companies associated with the group), Director of Ligerien Yachting from 2009 to 2015, then Director of Manitou BF since 2013.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Member of the Strategic Committee, Development Committee, and CSR Committee and alternate member of the Compensation Committee of Manitou BF
- Co-Manager of HB-Holding Braud (France) since 2017 (unlisted company)

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- None

SÉBASTIEN BRAUD

MEMBER OF THE BOARD OF DIRECTORS SINCE JUNE 2009.
RENEWED ON JUNE 17, 2021 FOR A TERM OF 4 YEARS

Nationality: French

Born on: January 16, 1969

Business address: Actiman – 34, avenue de Larrieu – Centre de Gros 2 – 31094 Toulouse Cedex

Professional experience and expertise:

President of Actiman Equipements et Services SASU (Manitou dealership), President of Actiman Location SAS since 2005 (now a leasing company specializing in handling materials and aerial work platforms), Product Manager at Manitou for 10 years.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Member of the Strategic Committee, the Compensation Committee, and the Development Committee, alternate member of the Audit Committee and alternate member of the CSR Committee of Manitou BF
- President of Actiman Location SAS since 2005 (unlisted company)
- President of Actiman Equipements et Services SASU since December 2015 (unlisted company)

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- None

CÉCILE HELME-GUIZON
MEMBER OF THE BOARD OF DIRECTORS AS INDEPENDENT DIRECTOR SINCE JUNE 8, 2017.
RENEWED ON JUNE 17, 2021 FOR A TERM OF 4 YEARS

Nationality: French

Born: June 12, 1965

Business address: Manitou BF - 430, rue de l'Aubinière - BP 10249 - 44158 Ancenis

Professional experience and expertise:

Cécile Helme-Guizon worked for 11 years at the PwC firm in Paris and New York. In 1998, she joined Kingfisher Plc in London as Head of M&A and then Head of International Development. In 2003, she joined Darty, where until 2017 she consecutively held the positions of General Director of Services, Deputy Chief Executive Officer, Chief Executive Officer of Mistergooddeal, and Strategy Director. She was the General Delegate of the Institut Français des Administrateurs from 2018 to 2019. Cécile Helme-Guizon has also been a member of the Audit and Risk Committee of Glen Dimplex since October 2020.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Chairman of the CSR Committee and member of the Audit Committee of Manitou BF
- Manager of CHG Consulting since October 11, 2019 (unlisted company)
- Director and member of the Audit and Risk Committee of Glen Dimplex since 01 October 2020

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- Strategy Director for the Fnac Darty Group from January 1, 2011 to May 22, 2017
- Board member of Kesa France from October 22, 2014 to July 25, 2017
- Chief Executive Officer of Ménafinance SA from January 10, 2015 to July 25, 2017
- Board Member of Menafinance SA from November 27, 2013 to July 25, 2017
- General Manager for Mistergooddeal from November 13, 2014 to April 30, 2016
- General Delegate of the Institut Français des Administrateurs from January 2, 2018 to September 30, 2019 (unlisted company)
- Director, Audit Committee member, Appointments & Compensation Committee member, and Ad Hoc Committee member of Antalis (listed company) from June 6, 2017 to July 21, 2020.
- Director of Sequana from May 12, 2016 to January 31, 2020 (listed company)

CHRISTOPHER HIMSWORTH
MEMBER OF THE BOARD OF DIRECTORS SINCE DECEMBER 2009.
RENEWED ON JUNE 17, 2021 FOR A TERM OF 4 YEARS

Nationality: French

Born on: June 07, 1971

Business address: Avenue de Floréal 156, 1180 Uccle - Belgium

Professional experience and expertise:

Christopher Himsworth has a Marketing Degree from Newcastle Polytechnic (Newcastle upon Tyne, UK - 1990), a European Management Teaching Certificate - ECE - from the European Business School in Bordeaux (1993), and a Degree in Advanced Studies in International Business from Salford University (UK - 1994).

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Member of the Compensation Committee, Strategic Committee, and Development Committee, and the Audit Committee of Manitou BF
- Manager of Trinity Group Sprl since October 13, 2011 (unlisted company)
- Managing Director of Choose and Work since 2016 (unlisted company)

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- None

DOMINIQUE HIMSWORTH
MEMBER OF THE BOARD OF DIRECTORS SINCE JUNE 17, 2021 FOR A TERM OF 4 YEARS

Nationality: French

Born on: October 11, 1966

Business address: Manitou BF – 430, rue de l'Aubinière - BP 10249 - 44158 Ancenis Cedex

Professional experience and expertise:

Dominique Himsworth holds a BTS in International Business and is a graduate of ESSECA in Angers. He obtained an International MBA from Audencia in 2006. After starting a career in the nautical industry as a Sales Manager, he became Product Manager at Manitou from 1996 to 2005, then Vice President of Sales, Marketing, and After Sales of Manitou North America from 2006 to 2009. Since 2011, Dominique Himsworth has been manager of Srl Wecanrent, a Belgian company specializing in the promotion and rental of handling and access equipment. In particular, he promoted the Magni brand and equipment until July 2020. He provides the Board with expertise in the distribution of handling equipment as well as extensive expertise in products and markets.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Member of the Strategic Committee, CSR Committee, and Development Committee

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- Manager of the Belgian company Srl Wecanrent since December 2011

ALEXANDRA MATZNEFF
MEMBER OF THE BOARD OF DIRECTORS AS INDEPENDENT DIRECTOR. APPOINTED BY COOPTATION ON NOVEMBER 9, 2020. RENEWED ON JUNE 17, 2021 FOR A TERM OF 4 YEARS

Nationality: French

Born: June 04, 1982

Business address: Leuwen SAS - 14, rue Charles V - 75004 Paris

Professional experience and expertise:

With a Master's degree in Finance and Insurance from Université Paris Dauphine and a Master's degree in Quantitative Finance & Risk Management from Bocconi University (Milan), Alexandra Matzneff, 39, began her career in 2006 in M&A at Crédit Agricole Corporate & Investment Bank, the corporate and investment banking arm of the Crédit Agricole Group. In 2011, Alexandra Matzneff joined the Rothschild & Co Group at Global Financial Advisory, where she served as Director. In 2018, she founded Leuwen with three former colleagues from Rothschild & Co, a company specializing in strategic and financial advice for digital companies. Alexandra Matzneff has been teaching at Sciences Po Paris since 2012 (financial modeling and fundraising).

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- President and Chief Executive Officer of Leuwen SAS (unlisted company) since November 2019
- Manager of Overthink SARL (unlisted company) since July 2019
- Member of the Compensation Committee and alternate member of the Audit Committee of Manitou BF (listed company) since June 2021

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- None

PASCAL RAOULT
MEMBER OF THE BOARD OF DIRECTORS AS AN EMPLOYEE DIRECTOR SINCE SEPTEMBER 23, 2021 UNTIL SEPTEMBER 10, 2023

Nationality: French

Born on: May 08, 1969

Business address: Manitou BF – 430, rue de l'Aubinière - BP 10249 - 44150 Ancenis Cedex

Professional experience and expertise:

Pascal Raoult is the holder of a DUT in mechanical engineering and a BTS in industrial design, with a specialization in mechanics. After a career at ARCELOR, Les CHANTIERS de l'ATLANTIQUE, and VALDUNES, he joined Manitou Group in 2011 as a boom assembly and welding supervisor, then as a designer in the research office.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Designer at Manitou BF since 2014

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- None

PIERRE-HENRI RICAUD
MEMBER OF THE BOARD OF DIRECTORS AS INDEPENDENT DIRECTOR SINCE DECEMBER 2009. RENEWED ON JUNE 13, 2019 FOR A TERM OF 4 YEARS

Nationality: French

Born on: March 25, 1955

Business address: 5, place des Ternes - 75017 Paris

Professional experience and expertise:

Graduate of the Paris Ecole Polytechnique (1974), Corps des Mines Engineer (1980), Director of the Matra Space Programme (1984-1988), Director of the Matra Defence Programme (1988-1992), Strategy Director for Lagardère group (1992-1996), Strategy Director for MBDA (1996-1999), Corporate Secretary for EADS (2000-2003), Mergers and Acquisitions Director for EADS (2003-2006), Founder, Manager then President of the consultancy firm Pragma (since 2007).

In this context, the following skills have been developed and implemented: financial, legal (contracts and governance), technical, and industrial.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Chairman of the Audit committee and alternate member of the Compensation Committee and Strategic Committee of Manitou BF
- President of the financial and strategic consulting firm Pragma (EURL, became an SAS in 2013, unlisted company) since December 2006

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- Member of the Supervisory Board of Recaero SA from June 29, 2015 to December 15, 2017

MICHEL TROTTER
MEMBER OF THE BOARD OF DIRECTORS AS AN EMPLOYEE DIRECTOR SINCE SEPTEMBER 10, 2020 FOR A TERM OF THREE YEARS

Nationality: French

Born on: August 02, 1971

Business address: Manitou BF – 430, rue de l'Aubinière - BP 10249 - 44150 Ancenis Cedex

Professional experience and expertise:

Michel Trotter, who holds a certificate of vocational proficiency in metal works and a certificate of professional competence in metals with additional "*mention*" in aluminum, joined the group in 1997 as a Production Technician and then Team Leader since 2000.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Final control team leader at Manitou BF since 2018 (listed company)
- Alternate for the Hermitage SEC of Manitou BF (listed company)

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- None

PRESENTATION OF DIRECTORS (WHOSE TERM OF OFFICE ENDED DURING THE PAST FISCAL YEAR)

To the best of the company's knowledge, information on the members of the Board of Directors who left the Board during the past financial year is as follows:

GORDON HIMSWORTH
MEMBER OF THE BOARD OF DIRECTORS SINCE 1998. MANDATE EXPIRED ON JUNE 17, 2021

Nationality: British

Born on: September 04, 1938

Business address: Manitou BF – 430, rue de l'Aubinière - BP 10249 - 44158 Ancenis Cedex

Professional experience and expertise:

National Certificate in Mechanical Engineering. Diploma from the School of Management (Institut Français de Gestion).

Member of the British Institute of Management. Member of the Institution of British Engineers. Member of the British Materials Handling Institute.

Chief Executive Officer of Braud SA, Director of Manitou UK, Director of SFERT (holding company), Chairman and Chief Executive Officer of SAEMIA (a semi-public real estate company of Ancenis) for 25 years.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Member of the Strategic Committee, Audit Committee, and Development Committee of Manitou BF until June 17, 2021
- Board member of Manitou Finance Ltd. (United Kingdom)
- Manager of the SCI "6 rue Poupard Davyl" Ancenis (France) since 2000 (unlisted company)

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- Manager of Menskin SARL (France) from October 8, 2012 to December 31, 2019

STÉPHANE RENAUD
MEMBER OF THE BOARD OF DIRECTORS AS AN EMPLOYEE DIRECTOR.
MANDATE EXPIRED ON **SEPTEMBER 10, 2021**

Nationality: French

Born on: August 18, 1962

Business address: Manitou BF – 430, rue de l'Aubinière - BP 10249 - 44150 Ancenis Cedex

Professional experience and expertise:

With a certificate of vocational proficiency in maintenance mechanics, Stéphane Renaud joined the group in 1979, first in Production and then in the Methods department. Representative of the Works Committee on the Board of Directors from June 2003 to September 2018, he served as Treasurer of the Works Committee from June 2007 to September 2018.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Methods Technician of Manitou BF since 1979 (listed company)

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- None

PROCEDURE FOR EVALUATING THE WORK OF THE BOARD AND COMMITTEES

The Board entrusted an independent third-party service provider with the assessment of the structure and operation of the company's Board of Directors in February 2022. The analysis was carried out on the basis of individual interviews of each of the directors and focused on the operation of the Board and its committees, compliance with the Governance Code, the Board's mission in the strategic process, the balance between supervisory power and executive power, the quality of discussions and relations within the Board, the quality of the Board's decisions, relations with General Management, the skills offered by Board members, and the information provided before and after the meetings, while monitoring the implementation of the areas for improvement identified during the previous internal assessment. These contributions were synthesized and presented by the independent third-party service provider. This assessment revealed that the Board's operations are broadly in line with best practices and identified avenues for reflection and improvement.

DIVERSITY POLICY APPLIED TO THE MEMBERS OF THE BOARD OF DIRECTORS

In accordance with the internal regulations, the board members appointed by General Meeting are selected for their expertise, diverse backgrounds, willingness to be associated with the company's strategy, and the contribution that they can make to the Board's work. Therefore, the Board endeavors to define and apply a diversity policy with respect to the expertise and experience provided by each board member to ensure that their backgrounds are complementary in terms of gender and experience.

The diversity policy applied to members of the Board of Directors was reviewed on March 3, 2022 by the Board of Directors. Pursuant to Article L. 22-10-10 of the French Commercial Code, the criteria of this policy, the targets set by the Board of Directors, the implementing procedures, and the results achieved during fiscal year 2021 are presented below.

Criteria	Objectives	Conditions	Result
Balanced representation of men and women on the Board	At least equal to 40% of each gender pursuant to the provisions of Article L. 225-18-1 of the French Commercial Code	Proposal at the General Meeting of board members to appoint or re-elect	**Objective achieved**: The Board appointed by the General Meeting consists of 40% women and 60% men (excluding employee representatives)
Professional qualifications and experience	Complementary backgrounds, in terms of experience	Proposal at the General Meeting of board members to appoint or re-elect	**Objective achieved**: Several members of the Board have international experience as well as diverse professional training or experience especially in the industrial, finance, economics, and corporate management fields.
Diversity of ages	The objective is to combine members with experience and very strong knowledge about the company with younger members who can bring a fresh eye and more modern practices	Proposal at the General Meeting of board members to appoint or re-elect	**Objective achieved**: As of the date of closing of the 2021 financial statements by the Board, 40% of the board members were less than 55 years of age, 30% were between 55 and 65, and 30% were over 65
Independence of board members	The Board has at least two independent directors The independence criteria used are those of the MiddleNext Governance Code	Proposal to the General Meeting to renew the corporate mandates of the independent members in office, provided that the Board proposes their renewal, as long as they meet the criteria of independence or appoint new independent members to replace non-independent members	**Objective achieved**: The Board includes four independent board members (two men and two women), each appointed for a term of four years

TRAINING PLAN OF THE MEMBERS OF THE BOARD OF DIRECTORS

The three-year training plan for Board members was put in place by the Board on January 27, 2022. This training plan takes into account the equivalence acquired by experience.

TABLE OF VALID DELEGATIONS AND AUTHORIZATIONS GRANTED BY GENERAL MEETING IN THE AREA OF CAPITAL INCREASES

Nature of delegation or authorization	Date of delegation or authorization	Expiration date	Amount authorized	Use	Amount remaining as of December 31, 2021
Delegation to issue ordinary shares and/or securities with maintenance of the PSR	6/17/2021 (resolution 22)	8/16/2023	€8 million[1]	None	€8 million
Delegation to issue ordinary shares and/or securities with elimination of PSR by public offer and/or remuneration of securities in the context of a public exchange offer	6/17/2021 (resolution 23)	8/16/2023	€8 million[1]	None	€8 million
Delegation to issue ordinary shares and/or securities with elimination of PSR by public offer referred to in part II of Article L.411-2 of the French Monetary and Financial Code (private placement)	6/17/2021 (resolution 24)	8/16/2023	€8 million[1], limited to 20% of the capital per year	None	€8 million And 20% of capital per year

Authorization to increase the amount of issues	6/17/2021 (resolution 25)		Up to the delegation limit used and 15% of the amount of the initial issue		Up to the delegation limit used and 15% of the amount of the initial issue
Delegation with a view to increasing share capital by incorporating reserves, profits and/or premiums	6/17/2021 (resolution 26)	8/16/2023	€8 million	None	€8 million
Delegation by issue of ordinary shares and/or securities giving access to the capital for the purpose of remunerating contributions in kind	6/17/2021 (resolution 27)	8/16/2023	10% of the capital[1]	None	10% of the capital
Authorization to allocate existing free shares or free shares to be issued for the benefit of the members of the salaried staff and/or certain corporate officers	6/17/2021 (resolution 28)	8/16/2024	2% of the capital on the date of the Board of Directors' meeting	None	2% of the capital on the date of the Board of Directors' meeting

[1] *Common ceiling.*

DECLARATION REGARDING THE SITUATION OF THE MEMBERS OF THE BOARD

To the company's knowledge, on the date of drafting of this document, no member of an administrative*(*)*, management, or supervisory body has, within the last five years:

- been convicted of fraud,
- been affected by a bankruptcy, sequestration, liquidation, or forced administration of a company in which they have served as a member of an administrative, management, or supervisory body,
- been disqualified by a court of law from acting as a member of an administrative, management, or supervisory body or from participating in the management or business conduct of an issuer,
- been the subject of proceedings and/or official public sanction pronounced by a statutory or regulatory authority (including designated professional bodies).

(*) With the exception of Ms. Cécile Helme Guizon, board member (between May 12, 2016 and January 31, 2020) of Sequana, in court-ordered liquidation since May 15, 2019.

SERVICE CONTRACTS AND GRANT OF SPECIAL ADVANTAGES

On the date on which this document is drawn up and to the knowledge of the company, there are no service agreement linking members of the administrative or management bodies to the issuer or to any of its subsidiaries and granting any special advantages of such a contract.

It should be noted that Sébastien Braud is the President of Actiman Equipements et Services, which has a dealer agreement with the company.

CONFLICTS OF INTEREST

ANNUAL CONFLICT OF INTEREST REPORTING AND MONITORING PROCEDURE

The Board was informed of the enhancement of the recommendation of the MiddleNext Code on conflicts of interest (R2). The annual procedure for reporting and monitoring conflicts of interest is currently being formalized.

In accordance with the internal regulation of the Board, the board members must notify the Board of any conflicts of interest concerning them with the company or one of its subsidiaries and then refrain from the associated deliberations.

In the event a situation suggests or could suggest that there is a conflict between the company's interest and the board member's direct or indirect personal interest or the interest of the shareholder or the group of shareholders that he or she represents, the board member in question must:

- notify the Board as soon as he or she becomes aware of it;
- and draw any conclusions from it as regards exercise of the term of office. Thus, as appropriate, the board member should:
  - either abstain from participating in the deliberations and voting on the corresponding decision,
  - or not attend the meetings of the Board of Directors during the period in which the conflict of interests exists,
  - or resign from his or her position as a board member.

Corporate officers are asked to update the declarations annually.

During the Board of Directors' meeting of March 3, 2022, the Board reviewed the various known conflicts of interest after asking each director to disclose and update any conflicts of interest they can identify.

To the company's knowledge, on the date of drafting of this document, and with the exception of the information below, no potential conflict of interest has been identified between the duties of any of the persons who are members of an administrative, management, or supervisory body with regard to the issuer and their private interests and/or other duties.

There is no:

- other arrangement or agreement entered into with the primary shareholders or with customers, suppliers, or other parties pursuant to which one of the persons who is a member of an administrative, management, or supervisory body was selected in the capacity of member of an administrative, management, or supervisory body or as a member of the general management,

- other restriction accepted by the persons who are members of an administrative, management, or supervisory body concerning the transfer of the securities of the issuer that they hold within a certain period of time, without prejudice to the collective commitments mentioned in section 6.2 of Chapter 6 of this document concerning the Braud family branch.

Certain non-independent members of the Board of Directors have exercised functions as a company director or senior executive within the company as well as other structures.

FAMILY LINKS

It is specified that:

- Marcel-Claude Braud, Sébastien Braud, and Émilie Braud are siblings and the niece and nephews of Jacqueline Himsworth,
- Christopher Himsworth and Dominique Himsworth are brothers and the sons of Jacqueline Himsworth.

On the date on which this document is drawn up and to the knowledge of the company, there are no other relationships between the members of the administrative or management bodies of the company.

SACC

In accordance with recommendation R2 of the MiddleNext Code and since its publication, no service other than the certification of the financial statements (SACC) has been entrusted to a firm other than those of the company's Statutory Auditors.

REGULATED AGREEMENTS

All of the regulated agreements are the subject of a special Statutory Auditors' report, which can be found in section 7.4.2 of this universal registration document.

EVALUATION PROCEDURE FOR ONGOING AGREEMENTS AS WELL AS ITS IMPLEMENTATION

In accordance with the provisions of Article L. 22-10-12 of the French Commercial Code, the Board of Directors, at its meeting of March 3, 2020, adopted a procedure making it possible to regularly assess whether agreements involving day-to-day operations entered into under normal conditions indeed meet these conditions.

It is intended, on the one hand, to clarify the criteria selected by the company to identify and characterize ongoing agreements entered into under normal conditions and, on the other hand, to formalize a procedure to be used to regularly assess whether these agreements continue to meet these conditions.

The identification criteria for ongoing agreements entered into under normal conditions are as follows:

"Day-to-day operations" means those that the company usually carries out and that are executed as part of its ordinary business, in particular in light of its business purpose. To assess whether an operation is a day-to-day operation, the following elements are taken into consideration, among others: routineness and repetition, nature of the operation and its duration, the circumstances surrounding the conclusion of the agreement, the legal importance or economic consequences of the operation, and the customary practices of companies in a similar situation.

Operations concluded under "normal conditions" are those that are performed by the company under the same conditions as those that it customarily practices in its relations with third parties, with the result that they do not allow the contracting party to gain an advantage that would not have been available to a third party. To determine whether these conditions are "normal," the conditions under which the agreements in question are customarily entered into by other companies in the same business sector are also taken into consideration.

This procedure requires that the Finance Department and Legal Department be informed in advance of any agreement likely to be considered regulated under the provisions of Article L. 225-38 of the French Commercial Code for the purposes of assessment, after hearing the opinion of the Statutory Auditors, as applicable, of the identification criteria of ongoing agreements entered into under normal conditions set forth above. The conclusions of the evaluation are documented in a written report. The assessment of the criteria is reviewed whenever a previously entered into agreement is modified, renewed, extended, or terminated.

Every year, before the financial statements for the previous year are closed, the Legal Department informs the Audit Committee of the list of ongoing agreements entered into under normal conditions between the company and less than wholly owned subsidiaries, accompanied by the basis for the judgment characterizing them as such.

If, during the annual review, the Audit Committee believes that an agreement previously considered an ongoing agreement entered into under normal conditions no longer meets the aforesaid criteria, it will inform the Board of Directors. The Board of Directors will classify the agreement as a regulated agreement, if necessary, and will approve it and submit for approval at the next General Meeting, with a special report from the Statutory Auditors in accordance with the provisions of Article L. 225-42 of the French Commercial Code.

The annual review was carried out by the Audit Committee on March 2, 2022. At the date this document is drawn up, the implementation of this evaluation procedure shows that, with the exception of the regulated agreements described in the section "Regulated agreements," all agreements likely to be regulated in accordance with the provisions of Article L. 225-38 of the French Commercial Code are free agreements, that is, agreements entered into with wholly-owned subsidiaries or agreements that meet the criteria of standard agreements entered into under normal conditions.

5.1.4. INFORMATION REGARDING THE EXECUTIVE MANAGEMENT AND ITS EXECUTIVE COMMITTEE

EXECUTIVE MANAGEMENT

The company's executive management is undertaken by the Chief Executive Officer (CEO), a position established under the company's articles of association and the powers of which are set out in the internal regulation of the Board of Directors.

The internal regulation of the Board of Directors states that the Chief Executive Officer is responsible for implementation of the group strategy, the medium-term objectives of which are set out in the strategic plan approved by the Board of Directors. The Chief Executive Officer proposes an annual budget, established on the basis of the strategic plan for the coming financial year.

Furthermore, the internal regulation lists a certain number of transactions for which the Chief Executive Officer must obtain prior authorization from the Board, particularly for the following transactions, which are likely to significantly affect the financial and/or legal and/or social structure, the scope of activity, the strategy, and more generally the future: the creation, acquisition, merger, transfer, and sale of subsidiaries, the purchase and sale of equity interests or shares of other companies and transactions involving the company's shares in the absence of a liquidity agreements, the signing or termination by the company or its subsidiaries of licensing and know-how agreements, as well as cooperation agreements, the creation of new activities, the introduction or elimination of existing product lines or activity sectors, extraordinary transactions or negotiations that have or will have a significant impact on the profitability and liquidity of the company or group, granting of endorsements or guarantees beyond the annual ceiling approved by the Board, creation of securities to guarantee the company's commitments beyond the annual ceiling approved by the Board, waivers of debts that may be granted to subsidiaries and equity interests, acquisitions and disposals of real estate, all investments and disposals of assets not anticipated in the budget above a certain threshold, investments or divestments anticipated in the budget that are above a certain threshold, taking out of loans or finance leases by the company or the subsidiaries above a certain threshold, and the appointment and dismissal of corporate officers and directors of the subsidiaries of the company.

The Chief Executive Officer may not combine an employment contract with a corporate office, and all the components forming part of the Chief Executive Officer's fixed and variable compensation, including severance payments, pension scheme, and allocation of stock options, are set out in section 5.2 of this chapter. All these components are in line with good governance principles in accordance with Recommendations R16 to R21 of the MiddleNext Code (edition of September 2021).

MICHEL DENIS
CHIEF EXECUTIVE OFFICER SINCE JANUARY 13, 2014

Nationality: French

Born on: May 17, 1965

Business address: 430 rue de l'Aubinière – BP 10249 - 44158 Ancenis Cedex

Experience and management expertise:

A graduate from the ESSEC business school and the Ecole Centrale research university in Lyons, he began his career in strategic consulting. He joined Dalkia in 1994 to develop cogeneration. He subsequently managed the French business activities of MC International, which later became Johnson Controls, a specialist in industrial and commercial refrigeration. In 2003, he joined the Fraikin group, the European leader in truck rentals, serving as Chief Executive Officer until August 2013. In those ten years, he supported the strong international development of the Fraikin group, which established its approach to industrial vehicle design, associated services, and the European financing of its fleet of 60,000 vehicles as a model. He joined Manitou Group in 2014.

Other corporate mandates or offices still being exercised in any other company during the past fiscal year:

- Board Member of Manitou America Holding Inc. (formerly "Manitou Americas") (United States)
- Director of Manitou Equipment America LLC
- Chairman of the Board of Directors of Manitou Italia Srl (Italy)
- President of Cobra MS (France)
- Board member of Manitou Brasil Importaçao e Comercio de Maquines de Elevaçao (Brazil)
- Board Member of Manitou Equipment India Private Ltd. (India)
- Board Member of MEDEF 44 since April 28, 2016
- Member of the Board of Directors of Evolis (formerly Cisma) since June 27, 2019
- Member of the Board of Directors of Gigat since June 2015 and until July 7, 2021
- Manager of GLGM Conseil EURL since 2013 (unlisted company)
- Manager of Gamagule SARL since 2006 (unlisted company)
- Adviser of Banque de France since March 9, 2016
- Board Member of Audencia since December 29, 2017

Other corporate mandates exercised outside of Manitou Group during the last five years but that have come to an end:

- Member of the Board of Directors of Cisma (now Evolis) until June 27, 2019

EXECUTIVE COMMITTEE (AT THE DATE OF DRAFTING OF THISDOCUMENT)

The Chief Executive Officer shall be assisted by an Executive Committee, whose composition is defined by the Chief Executive Officer. The Executive Committee is comprised of six members and is chaired by Michel Denis.

ÉLISABETH AUSIMOUR
PRESIDENT OF THE PRODUCTS DIVISION

Professional experience and expertise:

A graduate of the EPF Ecole d'ingénieurs de Sceaux, Elisabeth Ausimour began her career in purchasing at Chantiers de l'Atlantique. In 2005, she joined the Purchasing Department of Manitou Group, then moved to Customer Quality.

In 2011, she took over management of the Candé factory until 2016, when she became director of the ERP and process redesign project. She held the position of President of the MHA division starting in October 2019, until she became President of the Products Division in July 2020.

LAURENT BONNAURE
EXECUTIVE VICE-PRESIDENT OF SALES & MARKETING

Professional experience and expertise:

A dual French and Canadian citizen, Laurent Bonnaure is a graduate of the Ecole Centrale de Paris and holds a Master's of Science from MIT (USA). He has held various management positions in the United States and in France, in particular at VidaMed as co-founder and Director of Engineering and Manufacturing, before joining Elis as International Director in 1996.

He was then the Deputy General Director and member of the management board of Fraikin from 2008 to 2016, before joining Manitou Group as Executive Vice President, Global Sales and Marketing, on September 1, 2016.

MAXIME DEROCH
PRESIDENT OF THE SERVICES & SOLUTIONS DIVISION (S&S)

Professional experience and expertise:

A graduate of the Ecole Centrale Lyon in 1994, Maxime Deroch joined the chemical branch of the Elf group (now TotalEnergies), holding various positions in Research and Development, Marketing, then Internal Auditing in France and the US.

In 2004, he joined Manitou Group as Internal Audit and Control Manager and then moved towards the positions of ERP project manager and VP Marketing. He has held the position of President of the Services & Solutions division since July 2014.

ERIC BASTARD
EXECUTIVE VICE PRESIDENT, HUMAN RESOURCES

Professional experience and expertise:

A graduate of the Ecole de Psychologues Praticiens, Eric Bastard began his career in the Human Resources Department of Renault, then held various Human Resources positions at SONY in France and at the European head office. He then became Head of Human Resources at Crédit Agricole Cheuvreux, then MetLife France.

He joined Manitou Group in September 2021 as Acting Executive Vice President of Human Resources by interim.

HERVÉ ROCHET
GENERAL SECRETARY

Professional experience and expertise:

A graduate of the IEP of Lyon and holder of a DECF, Hervé Rochet began his career in auditing before joining the financial teams of the Huntsman Chemical group, then the Trelleborg AB group.

In 2005, he joined Manitou Group as the group's Chief Financial Officer. He has held the position of Corporate Secretary - CFO since April 2014.

The Executive Committee typically meets weekly as well as several times per year in the context of seminars.

INFORMATION REGARDING THE BALANCED REPRESENTATION OF MEN AND WOMEN ON THE EXECUTIVE COMMITTEE AND IN THE TOP 10% OF POSITIONS WITH THE MOST RESPONSIBILITY

In accordance with the provisions of Article L. 22-10-10 of the French Commercial Code, the company is looking to achieve balanced representation of men and women on the Executive Committee. The Executive Committee is made up of 16.66% women and 84.33% men.

In addition, of the top 10% of positions with the most responsibility (top management), 21% are held by women.

DIVERSITY AND EQUITY POLICY WITHIN THE COMPANY

Each year, the Board discusses the company's professional equality and fair pay policy. The group thus maintains its commitment via a four-year professional equality agreement signed in 2018 with all the social partners. This agreement defines the objectives and action plans that are carried out. In 2021, the Board reviewed the 2018-2022 action plan (corresponding to the corporate agreement signed in 2018 and put in place in accordance with Article L 1143-1 of the French Labor Code) as well as a statement of accomplishments to date. The measures provided for by this action plan include promoting access by women to management positions and facilitating the exercise by women of the management role through access to training and mentorships.

The company's diversity and equity policy and the results obtained are set out in sections 3.5.2 and 3.5.3 of Chapter 3 of this document.

5.2. COMPENSATION-RELATED INFORMATION

5.2.1. CORPORATE OFFICERS' COMPENSATION POLICY (EX-ANTE VOTE)

At the recommendation of the Compensation Committee and taking into account the recommendations of the MiddleNext Code, the Board of Directors has established a compensation policy for each of the company's corporate officers in accordance with its corporate interests, contributing to its continuity, and as part of its commercial strategy, as described in chapter 1.5 of this document. For this purpose, the Board establishes the compensation policy of the Chief Executive Officer in light of these elements, specifically by establishing the criteria of his variable compensation related to the implementation of this commercial strategy, with respect for the interests of the company.

No compensation element of any nature whatsoever may be determined, awarded, or paid by the company and no commitment can be made by the company, unless it is compliant with the approved compensation policy or, in the absence of such policy, with the compensation or practices existing within the company. However, in case of exceptional circumstances, the Board of Directors may deviate from the application of the compensation policy if that deviation is temporary, consistent with the company's interests, and necessary to guarantee the continuity or viability of the company.

The Board of Directors determines, revises, and implements the compensation policy of each corporate officer at the recommendation of the Compensation Committee. It is noted that the Chairman of the Board of Directors and the Chief Executive Officer cannot take part in the Board's deliberations or associated voting on issues relating to their compensation in accordance with that policy.

As part of the decision-making process followed to determine and revise the compensation policy for corporate officers, the compensation and employment conditions of the company's employees were taken into account by the Board as follows: discussions took place beforehand between the Compensation Committee and the group's Human Resources Director in order to ensure that the elements of the compensation policy of the Chief Executive Officer are consistent with the human resources policy regarding the compensation of the company's senior executives.

As part of the renewal of the Chief Executive Officer's mandate, the Board of Directors wanted to review the Chief Executive Officer's compensation policy, taking into account market practices observed in a panel of comparable companies to ensure that Manitou remains connected to these market practices and continues to attract the best senior management skills. This compensation policy was amended from the policy that was approved by the Ordinary General Meeting of June 17, 2021 in its 17th resolution in terms of : the amounts of fixed compensation, the criteria, the method for calculating the variable remuneration outperformance, the severance pay and the number of Phantom Shares that can be acquired under the long-term "Phantom Shares" incentive program. To develop this modified policy, the Compensation Committee and the Board reviewed the voting results of the last General Meeting on said compensation policy.

In case of change in governance, the compensation policy will be applied to the company's new corporate officers, with the necessary adaptations, as applicable.

The compensation policy of the corporate officers will be consistent with the current policy until a new policy is voted upon, as applicable.

Provided that the conditions defined above are met, the Board may temporarily depart from the application of the Chief Executive Officer's compensation policy in accordance with the second paragraph of part III of Article L. 22-10-8 of the French Commercial Code concerning all of the elements of variable compensation (including those of the Phantom Shares long-term incentive program). The Board will decide on the recommendations of the Compensation Committee and will determine whether this deviation is in line with the company's interests and necessary to guarantee the continuity or viability of the company. These justifications will be brought to the attention of the shareholders in the next corporate governance report. It is noted that the Chairman of the Board of Directors and the Chief Executive Officer do not participate in the Board's deliberations or voting on these matters.

5.2.1.1. CHIEF EXECUTIVE OFFICER'S COMPENSATION POLICY

The compensation policy established by the Board at the recommendation of the Compensation Committee is as follows:

The fixed, variable, and extraordinary elements comprising the total compensation and benefits of all kinds that may be granted to the Chief Executive Officer in connection with that office, well as their respective importance, are as follows:

FIXED COMPENSATION

The Chief Executive Officer receives fixed compensation for his duties determined at the recommendation of the Compensation Committee, taking into account, among other factors, market practices observed in a panel of comparable companies. The Board reserves the right to review the amount, subject to the opinion of the Compensation Committee.

VARIABLE ANNUAL COMPENSATION

In remuneration of his duties, the Chief Executive Officer may collect the following:

- basic annual variable compensation, the criteria of which are based on elements relating to the group's financial, commercial, environmental, and societal performance ("**Variable Compensation**"), as described below;
- additional annual variable compensation ("**Additional Variable Compensation**") up to 30% of the Variable Compensation due, subject to the achievement of the "earnings per share" (EPS) criterion set by the Board of Directors on the proposal of the Compensation Committee.

VARIABLE COMPENSATION

The maximum overall amount of the Variable Compensation that may be paid to the Chief Executive Officer ("**Target Variable Compensation**") is determined on the recommendation of the Compensation Committee taking into account, in particular, market practices observed by a panel of comparable companies.

The Variable Compensation criteria are based on: (i) market shares, (ii) recurring operating income (ROI) as a percentage, and (iii) the company's Corporate Social Responsibility (CSR) policy.

The table below summarizes the identified criteria, their nature and their correlation with the commercial strategy, the percentage of the Variable Compensation to which each of the criterion taken individually entitles payment (based on achievement of 100% of the criterion target):

Criteria	% of Target Variable Compensation	Nature of criterion				Sales strategy
		Financial	Non-financial	Quantitative	Qualitative	
No. 1 market shares	25%		X	X		Strengthen or defend the group's market shares
No. 2 ROI in % of net sales	40%	X		X		Establishing profitable business development
No. 3 CSR	35%		X	X	X	Managing the ecological transition to a sustainable business model

To determine to what extent the performance criteria established for the variable compensation have been met, the Board has put the following evaluation methods in place:

- market shares: this criterion is assessed on the basis of statistics provided by international professional associations. This criterion is broken down into a maximum of five sub-criteria. Market shares targets are defined by type of machine/product range, market segment, and geographic area;
- The Recurring Operating Income (ROI) in percentage: the ROI is comprised of the revenue, cost of sales, research and development costs, sales and marketing costs, administrative costs, other operating income and expenses, and the income and expenses on current items. The ROI as a percentage refers to the recurring operating income as a percentage of the revenue by dividing the ROI for the fiscal year by the revenue for the fiscal year;
- Corporate Social Responsibility (CSR) is broken down into a maximum of six sub-criteria aligned with the company's main CSR objectives.

The objectives of the criteria (or sub-criteria) mentioned above for the fiscal year in question and the expected levels of achievement were pre-established and defined at the Board of Directors' meeting on the proposal of the Compensation Committee but are not made public for reasons of confidentiality.

The annual variable compensation contributes to the objectives of the compensation policy as follows: it allows the group to be consistent and align itself with market practices, establish under-performance and over-performance mechanisms, and establish target objectives that are achievable.

LONG-TERM VARIABLE COMPENSATION - "PHANTOM SHARES" LONG-TERM INCENTIVE PROGRAM

At the proposal of the Compensation Committee, the Board of Directors implements a Phantom Shares plan for the benefit of the Chief Executive Officer, thereby indexed his long-term variable compensation to the value of the Manitou share. This mechanism allows the Chief Executive Officer, subject to the achievement of the conditions, to acquire a certain number of phantom shares at the end of the fiscal years concerned and to receive a cash sum corresponding to the value of the phantom shares acquired. The conditions for the vesting of phantom shares are defined by the Board of Directors (financial and attendance criteria), it being specified that the number of phantom shares definitively acquired by the Chief Executive Officer will be determined according to a criterion relating to earnings per share ("EPS") and according to the performance thresholds set by the Board of Directors. The number of phantom shares that can be acquired by the Chief Executive Officer varies from 0 to 17,500, with 17,500 being the maximum number and 14,500 being the target number.

The cash amount received by the Chief Executive Officer will correspond to the number of phantom shares acquired during the fiscal year in question multiplied by the value of the phantom share acquired.

The value of one phantom share acquired by the Chief Executive Officer for a fiscal year will correspond to the simple average of the stock market prices of the Manitou share determined at closing on the 20 days preceding the date of the Board of Directors' meeting closing the financial statements for the fiscal year in question and the 20 days following that date.

The performance targets of this criterion for the fiscal year in question were pre-established and defined at the Board of Directors on the proposal of the Compensation Committee but are not made public for reasons of confidentiality.

EXTRAORDINARY COMPENSATION

The Board may decide, by proposal of the Compensation Committee, to grant extraordinary compensation to the Chief Executive Officer in light of very special circumstances, such as the completion of a major transaction for the company or the group.

COMMITMENTS

The Chief Executive Officer benefits from the following commitments:

Commitments made by the company or by a subsidiary or parent company	Main characteristics	Criteria for award	Conditions for termination
Severance package in case of departure	The Chief Executive Officer is eligible for a severance package if his term of office is dismissed or is not renewed. The amount of the severance pay would correspond to 200% of the Fixed Compensation and Annual Variable Compensation (excluding the Phantom Shares plan) owed for the fiscal year preceding the year in which the dismissal or non-renewal has taken place, provided that the criteria triggering payment of this benefit have been met. However, if the severance pay is owed, it will be adjusted as a function of the Board of Director's implementation of the non-compete commitment and, in particular, if this non-compete payment is implemented, the amount of the severance pay will be decreased by the amount actually paid to the Chief Executive Officer by way of a non-compete payment. Date of submission to the General Meeting: 6/16/2022	The criteria triggering payment of the Severance Pay ("SP Criteria") will be assessed in light of the performance of the Chief Executive Officer, which is measured using the same quantitative and qualitative criteria as those used to calculate his Annual Variable Compensation. The SP Criteria and therefore the condition for payment of the Severance Payment will be considered met if the Chief Executive Officer has received at least 35% of the arithmetic average of the potential maximum amounts of his Annual Variable Compensation (excluding the Phantom Shares plan) for the four fiscal years prior to the fiscal year during which his term of office comes to an end.	The payment will not be owed in case of: ▪ serious breach by the Chief Executive Officer; ▪ resignation of the Chief Executive Officer during his term of office; ▪ non-renewal of the corporate office if the Board of Directors has formulated a written offer for a new corporate mandate under terms and conditions equivalent to all the conditions of this corporate mandate but the Chief Executive Officer refuses it.
Non-compete payment	In return for this, the Chief Executive Officer will receive a monthly payment for a period of twelve months from the actual date of termination of his office. This payment will be equal to half of the fixed monthly compensation paid in the last month preceding the termination of his office. This payment will not apply when his beneficiary claims his pension rights. Date of submission to the General Meeting: 6/16/2022		
Defined benefit retirement commitments	None	None	None
Defined contribution retirement commitments	None	N/A	None
Other commitments corresponding to elements of compensation, allowances, or advantages owed or that could be owed in connection with the termination or change of functions, or subsequent thereto	None	None	None

BENEFITS OF ALL KINDS

The Chief Executive Officer enjoys the following benefits of all kinds:

- coverage of transportation and parking costs between Angers/Nantes and his residence;
- the company purchased an unemployment policy for the benefit of the Chief Executive Officer from the Association pour la Garantie Sociale des Chefs et Dirigeants d'entreprise (GSC);
- retirement: the Chief Executive Officer is covered by the same pension and healthcare schemes as the company's executives;
- car: the company covers the costs of a vehicle for the Chief Executive Officer;
- civil liability insurance for Corporate Officers, which is enjoyed by all relevant persons of the group.

ANY OTHER ELEMENT OF COMPENSATION THAT MAY BE RECEIVED IN CONNECTION WITH THE CORPORATE MANDATE:

None.

It is noted that the payment of variable compensation elements and, as applicable, extraordinary elements awarded for the past fiscal year, are subject to approval by the Ordinary General Meeting of the elements comprising the compensation and benefits of all kinds of the Chief Executive Officer paid during the previous fiscal year or awarded in connection with that fiscal year (individual ex post vote).

5.2.1.2. CHAIRMAN OF THE BOARD'S COMPENSATION POLICY

The compensation policy established by the Board at the recommendation of the Compensation Committee is as follows:

The elements comprising the total compensation and benefits of all kinds that may be granted to the Chairman of the Board in connection with that office are as follows:

- annual fixed compensation: the Chairman receives in connection with that office an annual fixed compensation determined at the recommendation of the Compensation Committee, taking into account market practices, among other factors;
- compensation allocated for the office of member of the Board,
- benefits of all kinds: a company vehicle.

5.2.1.3. BOARD MEMBER COMPENSATION POLICY

The General Meeting of June 17, 2021 established the compensation of the members of the Board in its 19th ordinary resolution at an annual fixed overall sum of €700,000, which will be valid until a new General Meeting decision.

The allocation rules for the annual fixed sum set aside by the General Meeting for the members of the Board were set by the Board at the proposal of the Compensation Committee, taking into account the rules imposed by the internal regulations of the Board. These rules are as follows:

- the board members appointed by the General Meeting do not receive fixed compensation. They collect only variable compensation awarded as a function of their attendance and work performed,
- for board members appointed by General Meeting, this variable portion takes into account their actual participation in the work and meetings (i) of the Board of Directors, (ii) of the specialist committees (excluding the Development Committee), as well as (iii) in the context of their special assignments determined in advance by the Board of Directors,
- board members representing the employees may be allocated an annual fixed amount.

The Board may also determine the compensation of directors to whom specific duties are entrusted by the Board under the conditions set out in the regulations (Article L. 225-46 of the French Commercial Code).

The members of the Board may benefit from civil liability insurance for corporate officers.

5.2.1.4. INFORMATION ON CORPORATE MANDATES AND EMPLOYMENT CONTRACTS AND/OR SERVICE AGREEMENTS BETWEEN CORPORATE OFFICERS AND THE COMPANY

The table below shows the duration of the term(s) of the company's corporate officers and, as applicable, employment contracts or service agreements entered into with the company, the prior notice periods, and the applicable conditions for dismissal or termination.

Officers in the company	Mandate(s) performed	Term of mandate(s)	Employment contracts entered into with the company (indicate the duration)	Service agreements entered into with the company (indicate the duration)	Prior notice periods	Conditions for dismissal or termination
Michel Denis	Chief Executive Officer	At the end of the General Meeting held in 2026 to approve the financial statements ended December 31, 2025	No	No	N/A	Revocation of mandate in accordance with the law and case law Departure conditions (see section 5.2.1.2)
Jacqueline Himsworth	Chairman and Member of the Board	At the end of the General Meeting held in 2025 to approve the financial statements ended December 31, 2024	No	No	N/A	Revocation of mandate in accordance with the law and case law
Dominique Bamas	Member of the Board	At the end of the General Meeting held in 2023 to approve the financial statements ended December 31, 2022	No	No	N/A	Revocation of mandate in accordance with the law and case law
Émilie Braud	Member of the Board	At the end of the General Meeting held in 2025 to approve the financial statements ended December 31, 2024	No	No	N/A	Revocation of mandate in accordance with the law and case law
Marcel-Claude Braud	Member of the Board	At the end of the General Meeting held in 2025 to approve the financial statements ended December 31, 2024	No	No	N/A	Revocation of mandate in accordance with the law and case law
Sébastien Braud	Member of the Board	At the end of the General Meeting held in 2025 to approve the financial statements ended December 31, 2024	No	No	N/A	Revocation of mandate in accordance with the law and case law
Cécile Helme-Guizon	Member of the Board	At the end of the General Meeting held in 2025 to approve the financial statements ended December 31, 2024	No	No	N/A	Revocation of mandate in accordance with the law and case law
Christopher Himsworth	Member of the Board	At the end of the General Meeting held in 2025 to approve the financial statements ended December 31, 2024	No	No	N/A	Revocation of mandate in accordance with the law and case law

Officers in the company	Mandate(s) performed	Term of mandate(s)	Employment contracts entered into with the company (indicate the duration)	Service agreements entered into with the company (indicate the duration)	Prior notice periods	Conditions for dismissal or termination
Dominique Himsworth	Member of the Board	At the end of the General Meeting held in 2025 to approve the financial statements ended December 31, 2024	No	No	N/A	Revocation of mandate in accordance with the law and case law
Alexandra Matzneff	Member of the Board	At the end of the General Meeting held in 2025 to approve the financial statements ended December 31, 2024	No	No	N/A	Revocation of mandate in accordance with the law and case law
Pascal Raoult	Member of the Board (employee board member)	Two years after his election on September 23, 2021, ending on the normal expiry date of Michel Trotter's term of office, i.e. September 10, 2023	Yes	No	Prior notice of 2 months for salaried positions	Revocation of mandate in accordance with the law and case law
Pierre-Henri Ricaud	Member of the Board	At the end of the General Meeting held in 2023 to approve the financial statements ended December 31, 2022	No	No	N/A	Revocation of mandate in accordance with the law and case law
Michel Trotter	Member of the Board (employee board member)	3 years after his election on September 10, 2020 until September 10, 2023	Yes	No	Prior notice of 2 months for salaried positions	Revocation of mandate in accordance with the law and case law

5.2.2. COMPENSATION AND BENEFITS AWARDED TO CORPORATE OFFICERS FOR 2021 (GLOBAL EX-POST VOTE)

Pursuant to the provisions of Article L. 22-10-9 of the French Commercial Code, the total amount of the compensation and benefits paid to each corporate officer for the fiscal year is presented in detail below.

In accordance with the MiddleNext Code, the level of the board members' compensation is based on the following seven principles: exhaustive, balanced, benchmarked, consistent, clear, measured, and transparent.

It is clarified that the total compensation of each corporate officer respects the compensation policy approved by the General Meeting of June 17, 2021 in its 14th (Chairman of the Board of Directors) and 15th (Chief Executive Officer) resolutions.

COMPENSATION OF JACQUELINE HIMSWORTH, CHAIRMAN OF THE BOARD OF DIRECTORS

SUMMARY OF COMPENSATION AND OPTIONS AND SHARES AWARDED TO JACQUELINE HIMSWORTH (TABLE 1 OF THE AMF NOMENCLATURE)

In euros	2020	2021
Compensation awarded for the period (see details in table 2)	206,352	197,352
Value of options granted during the period (see details in table 4)		
Value of performance shares granted during the period (see details in table 6)		
Valuation of other long-term compensation plans		
TOTAL	206,352	197,352

SUMMARY OF COMPENSATION AWARDED TO JACQUELINE HIMSWORTH (TABLE 2 OF THE AMF NOMENCLATURE)

	2020		2021	
In euros	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
Fixed compensation	155,004	155,004	155,004	155,004
Variable annual compensation				
Extraordinary compensation				
Compensation allocated for the office of member of the Board	48,000	33,000	39,000	45,000
Benefits in kind	3,348	3,348	3,348	3,348
TOTAL	206,352	191,352	197,352	203,352

SHARE SUBSCRIPTION OR PURCHASE OPTIONS AWARDED DURING THE FISCAL YEAR TO JACQUELINE HIMSWORTH (TABLE 4 OF THE AMF NOMENCLATURE)

There was no stock option/free share plan awarded during the fiscal year.

SHARE SUBSCRIPTION OR PURCHASE OPTIONS EXERCISED DURING THE FISCAL YEAR BY JACQUELINE HIMSWORTH (TABLE 5 OF THE AMF NOMENCLATURE)

There is no stock option/free share plan in place currently.

PERFORMANCE SHARES AWARDED TO JACQUELINE HIMSWORTH (TABLE 5 OF THE AMF NOMENCLATURE)

No performance share plan was awarded during the fiscal year.

PERFORMANCE SHARES THAT BECAME AVAILABLE FOR JACQUELINE HIMSWORTH

There is no performance share plan in place currently.

EMPLOYMENT CONTRACT / CORPORATE MANDATE (TABLE 11 OF THE AMF NOMENCLATURE)

	Employment contract		Supplementary pension plan		Indemnities or benefits due, or potentially due, as a result of termination or change of functions		Indemnities related to a non-competition clause	
	Yes	No	Yes	No	Yes	No	Yes	No
Jacqueline Himsworth Chairman of the Board of Directors Start date of term of office: June 8, 2017, renewed on June 17, 2021 End date of term of office: 2025 General Meeting approving the results as of December 31, 2024		X		X		X		X

SUMMARY OF THE ELEMENTS OF COMPENSATION OF MICHEL DENIS, CHIEF EXECUTIVE OFFICER

SUMMARY OF THE COMPENSATION AND OPTIONS AND SHARES AWARDED TO MICHEL DENIS (TABLE 1 OF THE AMF NOMENCLATURE)

In euros	2020	2021
Compensation awarded for the period (see details in table 2)	1,230,078	1,520,596
Value of options granted during the period (see details in table 4)		
Value of performance shares granted during the period (see details in table 6)		
Valuation of other long-term compensation plans		
TOTAL	1,230,078	1,520,596

SUMMARY OF COMPENSATION AWARDED TO MICHEL DENIS (TABLE 2 OF THE AMF NOMENCLATURE)

	2020		2021	
In euros	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
Fixed compensation	618,135	618,135	627,407	627,407
Annual variable compensation(1)(2)	318,340	362,528	860,415	318,340
Extraordinary compensation	260,839	80,000		260,839
Compensation allocated for the office of member of the Board				
Benefits in kind(3)	32,764	32,764	32,774	32,774
TOTAL	1,230,078	1,093,427	1,520,596	1,239,360

(1) For fiscal year 2021, the variable compensation awarded represented 137% of the fixed compensation (94% in 2020).
(2) With respect to the variable compensation awarded for fiscal year 2021, the allocation criteria are based on the group's recurring operating income, market shares, net debt, profitability of shareholder's equity, and qualitative criteria. As of December 31, 2021, the variable compensation awarded included a provision of €452,000 paid in the form of Phantom Shares (€0 in 2020). This annual bonus is determined according to an earnings per share criterion. See section 5.2.1.1 of this chapter and note 6.4 of the appendix to the consolidated financial statements (section 7.1).
(3) The Chief Executive Officer enjoys unemployment insurance and supplemental health insurance coverage.

SHARE SUBSCRIPTION OR PURCHASE OPTIONS AWARDED DURING THE FISCAL YEAR TO MICHEL DENIS (TABLE 4 OF THE AMF NOMENCLATURE)

There was no stock option/free share plan awarded during the fiscal year.

SHARE SUBSCRIPTION OR PURCHASE OPTIONS EXERCISED DURING THE FISCAL YEAR BY MICHEL DENIS (TABLE 5 OF THE AMF NOMENCLATURE)

There is no stock option/free share plan in place currently.

PERFORMANCE SHARES AWARDED TO MICHEL DENIS (TABLE 5 OF THE AMF NOMENCLATURE)

No performance share plan was awarded during the fiscal year.

PERFORMANCE SHARES THAT BECAME AVAILABLE FOR MICHEL DENIS

There is no performance share plan in place currently.

EMPLOYMENT CONTRACT/CORPORATE MANDATE (TABLE 11 OF THE AMF NOMENCLATURE)

	Employment contract		Supplementary pension plan		Indemnities or benefits due, or potentially due, as a result of termination or change of functions		Indemnities related to a non-competition clause	
	Yes	No	Yes	No	Yes	No	Yes	No
Michel Denis Chief Executive Officer Start date of term of office: January 13, 2014, renewed on December 21, 2021 End date of term of office: 2026 General Meeting approving the results as of December 31, 2025		X		X	X(1)		X(2)	

(1) A severance payment may be paid to the Chief Executive Officer if his office is terminated before its due term or if it is not renewed, except where this termination or non-renewal is the result of serious misconduct. For the amount of the severance payment, see note 5.2.1.1 of this chapter.
(2) The Chief Executive Officer will be required to abide by a non-compete obligation for a period of 12 months after leaving office. See section 5.2.1.1 of this chapter.

COMPENSATION OF BOARD MEMBERS

TABLE OF COMPENSATION RECEIVED BY CORPORATE OFFICERS (TABLE 3 OF THE AMF NOMENCLATURE)

		2020		2021	
	In euros	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
Jacqueline Himsworth	Compensation allocated for the office of Chairman of the Board of Directors of Manitou BF	158,352	158,352	158,352	158,352
	Compensation allocated for the office of member of the Board of Directors of Manitou BF	48,000	33,000	39,000	45,000
	Other compensation				
Dominique Bamas	Compensation allocated for the office of member of the Board of Directors of Manitou BF	66,000	42,000	72,000	63,000
	Other compensation				
Émilie Braud	Compensation allocated for the office of member of the Board of Directors of Manitou BF	63,000	45,000	51,000	60,000
	Other compensation				
Marcel-Claude Braud	Compensation allocated for the office of member of the Board of Directors of Manitou BF	45,000	33,000	42,000	42,000
	Other compensation				
Sébastien Braud	Compensation allocated for the office of member of the Board of Directors of Manitou BF	60,000	39,000	60,000	57,000
	Other compensation				
Cécile Helme-Guizon	Compensation allocated for the office of member of the Board of Directors of Manitou BF	63,000	54,000	54,000	60,000
	Other compensation				
Christopher Himsworth	Compensation allocated for the office of member of the Board of Directors of Manitou BF	60,000	42,000	69,000	57,000
	Other compensation				
Dominique Himsworth (board member since June 17, 2021)	Compensation allocated for the office of member of the Board of Directors of Manitou BF			27,000	15,000
	Other compensation				
Gordon Himsworth (board member until June 17, 2021)	Compensation allocated for the office of member of the Board of Directors of Manitou BF	66,000	60,000	27,000	66,000
	Other compensation				
Carole Lajous (board member until December 13, 2020)	Compensation allocated for the office of member of the Board of Directors of Manitou BF	36,000	36,000	0	9,000
	Other compensation				
Alexandra Matzneff (board member since November 9, 2020)	Compensation allocated for the office of member of the Board of Directors of Manitou BF	3,000		42,000	27,000
	Other compensation				
Pascal Raoult (board member representing employees since September 23, 2021)	Compensation allocated for the office of member of the Board of Directors of Manitou BF	0	0	0	0
	Other compensation*	N/C	N/C	N/C	N/C
Stéphane Renaud (director representing employees) from September 10, 2018 to September 10, 2021	Compensation allocated for the office of member of the Board of Directors of Manitou BF	0	0	0	0
	Other compensation*	N/C	N/C	N/C	N/C
Pierre-Henri Ricaud	Compensation allocated for the office of member of the Board of Directors of Manitou BF	75,000	60,000	60,000	72,000
	Other compensation				
Michel Trotter (board member representing employees since September 10, 2020)	Compensation allocated for the office of member of the Board of Directors of Manitou BF	0	0	0	0
	Other compensation*	N/C	N/C	N/C	N/C
	TOTAL	743,352	602,352	701,352	731,352
	Including Compensation allocated for the office of Chairman of the Board of Directors of Manitou BF	158,352	158,352	158,352	158,352
	Including Compensation allocated for the office of members of the Board of Directors of Manitou BF	585,000	444,000	543,000	573,000

** The salary paid to board members representing shareholder employees is not communicated.*

EQUITY RATIOS

In euros	Jacqueline Himsworth Chairman of the Board of Directors *	Marcel Braud Chairman of the Board of Directors *	Michel Denis Chief Executive Officer
2021			
Average compensation of employees excluding corporate officers	46,765		46,765
Median compensation of employees excluding corporate officers	41,177		41,177
Value of annual SMIC	20,521		20,521
Compensation of the Chief Executive Officer	197,352		1,520,596
Ratio with average employee compensation	4.22		32.52
Ratio with median employee compensation	4.79		36.93
Ratio with annual SMIC value	9.62		74.10
2020			
Average compensation of employees excluding corporate officers	44,997		44,997
Median compensation of employees excluding corporate officers	39,014		39,014
Value of annual SMIC	20,321		20,321
Compensation of the Chief Executive Officer	206,352		1,230,078
Ratio with average employee compensation	4.59		27.34
Ratio with median employee compensation	5.29		31.53
Ratio with annual SMIC value	10.15		60.53
2019			
Average compensation of employees excluding corporate officers	46,893		46,893
Median compensation of employees excluding corporate officers	41,567		41,567
Value of annual SMIC	20,081		20,081
Compensation of the Chief Executive Officer	185,848		1,083,805
Ratio with average employee compensation	3.96		23.11
Ratio with median employee compensation	4.47		26.07
Ratio with annual SMIC value	9.26		53.97
2018			
Average compensation of employees excluding corporate officers	46,974		46,974
Median compensation of employees excluding corporate officers	41,344		41,344
Value of annual SMIC	19,780		19,780
Compensation of the Chief Executive Officer	203,790		1,393,647
Ratio with average employee compensation	4.34		29.67
Ratio with median employee compensation	4.93		33.71
Ratio with annual SMIC value	10.30		70.46
2017			
Average compensation of employees excluding corporate officers	45,437	45,437	45,437
Median compensation of employees excluding corporate officers	39,951	39,951	39,951
Value of annual SMIC	19,540		19,540
Compensation of the Chief Executive Officer	174,000	182,163	846,925
Ratio with average employee compensation	3.83	4.01	18.64
Ratio with median employee compensation	4.36	4.56	21.20
Ratio with annual SMIC value	8.90		43.34

** Jacqueline Himsworth has been the Chairman of the Board of Directors since June 8, 2017, when she replaced Marcel Braud. For 2017, the data for Jacqueline Himsworth and Marcel Braud were recalculated on an annual basis in order to keep the information consistent.*

5.2.3. FIXED, VARIABLE, AND EXTRAORDINARY ELEMENTS COMPRISING THE TOTAL COMPENSATION AND BENEFITS OF ALL KINDS PAID DURING THE PAST FISCAL YEAR OR AWARDED IN CONNECTION WITH THE PAST FISCAL YEAR TO THE CHAIRMAN OF THE BOARD OF DIRECTORS AND THE CHIEF EXECUTIVE OFFICER (INDIVIDUAL EX-POST VOTE)

ELEMENTS OF COMPENSATION AND BENEFITS OF ALL KINDS PAID DURING OR AWARDED IN CONNECTION WITH FISCAL YEAR 2021 TO THE CHIEF EXECUTIVE OFFICER

The fixed, variable, or extraordinary elements comprising the total compensation and the benefits of all kinds paid during or awarded in connection with fiscal year 2021 to Michel Denis, Chief Executive Officer, will be submitted for approval by the General Meeting called to approve the financial statements for the fiscal year ended December 31, 2021. The 2021 compensation policy was approved by the General Meeting of June 17, 2021.

Elements of compensation submitted for approval	Amounts paid during past fiscal year	Amounts awarded in connection with past fiscal year or accounting valuation	Presentation
Fixed compensation	€627,407	€627,407	See note 5.2.1.1 on the compensation policy
Variable annual compensation	€318,340*	€407,815**	See below [1]
"Phantom Shares" variable annual compensation	€0*	€452,600**	Bonus based on the result per share of the group greater than €1.4 in 2021
Multi-year variable compensation	None	None	None
Extraordinary compensation	€260,839**	None	See below[2] and note 5.2.1.1 on the compensation policy
Stock options, performance shares, or any other long-term benefit (stock warrants, etc.)	None	None	
Board member compensation	None	None	None
Benefits of all kinds	€32,774***	€32,774***	Unemployment insurance, supplemental health insurance, and company car
Severance package	None	None	No amount is submitted for approval
Additional retirement benefits	None	None	None

** Amount awarded for fiscal year 2020 and paid in 2021. The payment was already approved at the General Meeting of June 17, 2021.*
*** Amount awarded for fiscal year 2021 and payable in 2022, subject to approval of the General Meeting.*
**** Accounting value*

[1] Annual variable compensation: the remuneration was awarded according to the following assessment:

Criteria	Achievement level	Valuation given the allocation and valuation grid
No. 1 market share	57%	8/14
No. 2 ROI in value	150%	9/6
No. 3 ROI in % of net sales	150%	9/6
No. 4 ROACE	150%	9/6
No. 5 Gearing ratio	150%	9/6
No. 6 qualitative objectives	83%	10/12
No. 7 CSR	107%	16/15

The maximum global amount of the annual variable compensation corresponding to this multi-criteria portion that may be paid to the Chief Executive Officer has been reached. It corresponds to 65% of the fixed compensation paid to the Chief Executive Officer for the fiscal year in question, or €407,815.

ELEMENTS OF COMPENSATION AND BENEFITS OF ALL KINDS PAID DURING OR AWARDED IN CONNECTION WITH FISCAL YEAR 2021 TO THE CHAIRMAN

The fixed, variable, or exceptional elements comprising the total compensation and the benefits of all kinds paid during or awarded in connection with fiscal year 2021 to Jacqueline Himsworth, Chairman of the Board of Directors, will be submitted for approval by the General Meeting called to approve the financial statements for the fiscal year ended December 31, 2021.

Elements of compensation submitted for approval	Amounts paid during past fiscal year	Amounts awarded in connection with past fiscal year or accounting valuation	Presentation
Fixed compensation	€155,004	€155,004	See note 5.2.1.2 on the compensation policy
Variable annual compensation	None	None	None
Multi-year variable compensation	None	None	None
Extraordinary compensation	None	None	None
Stock options, performance shares, or any other long-term benefit (stock warrants, etc.)	None	None	None
Board member compensation	€45,000	€39,000	See note 5.2.1.2 on the compensation policy
Benefits of all kinds	€3,348*	€3,348*	Car
Severance package	None	None	None
Additional retirement benefits	None	None	None

** Accounting value.*

5.3. SPECIFIC SHAREHOLDER PROCEDURES FOR TAKING PART IN ANNUAL GENERAL MEETINGS

These elements are defined in Article 19 of the company's Articles of Association. Under the terms of the Articles of Association, any shareholder is entitled to attend the Annual General Meetings under the conditions laid down by law.

A shareholder may be represented by any natural person or legal entity of their choosing. Designation and revocation may notified electronically.

The shareholders can, under the conditions laid down by the law and regulations, send their proxy and voting by correspondence forms concerning any Annual General Meeting, either as a hard copy or by electronic mail.

Two members of the Social and Economic Committee appointed by this committee, one belonging to the category of technical executives and supervisors, and the other to the category of employees and workers, or, where appropriate, the persons referred to in Articles L. 2312-74 and L. 2312-75 of the French Labor Code, can attend the Annual General Meetings.

The shareholders are informed of the procedures for holding the General Meeting as well as the voting procedures in the meeting notice, which will be published within the regulatory timeframe.

6. SHARE OWNERSHIP AND SHARE CAPITAL

6.1. INFORMATION ABOUT SHARE CAPITAL

SHARE CAPITAL AND VOTING RIGHTS

As of December 31, 2021, the share capital of Manitou BF amounts to €39,668,399, divided into 39,668,399 shares of a nominal value of €1, fully paid, and all of the same category. The shares are registered shares or bearer shares, as decided by the shareholder.

In the absence of double voting rights, this number of shares corresponds to the theoretical voting rights. The difference between the number of theoretical and real voting rights corresponds to the number of treasury shares.

In accordance with Article 223-11 of the AMF's General Regulation, the voting rights are presented according to their “theoretical" calculation based on all of the shares to which a voting right is attached, including shares without voting rights (treasury shares). These theoretical voting rights are used to calculate participation thresholds.

SHARE CAPITAL HISTORY

in euros	2021	2020	2019
Capital at start of fiscal year	39,668,399	39,668,399	39,621,598
Exercise of stock options reserved for employees	None	None	46,801
CAPITAL AT END OF FISCAL YEAR	39,668,399	39,668,399	39,668,399

SECURITIES NOT REPRESENTING SHARE CAPITAL

There are no securities that do not represent share capital.

MODIFICATION OF SHARE CAPITAL

The articles of association do not provide for any specific statutory conditions concerning modifications of the share capital and voting rights.

STOCK OPTIONS AND FREE SHARES

There is no stock option/free share plan currently.

6.2. SHAREHOLDING STRUCTURE

MAIN SHAREHOLDERS

The table below presents the changes in the allocation of the capital and voting rights of the company at closing of the past three fiscal years, to the company's knowledge.

	Theoretical % of share capital and voting rights			Actual % of voting rights		
	2019	2020	2021	2019	2020	2021
Braud and Himsworth families	64.4%	64.5%	64.3%	66.7%	66.9%	66.7%
Braud family branch(1)	32.1%	32.1%	32.1%	33.2%	33.2%	33.2%
HB Braud	22.0%	22.0%	22.0%	22.8%	22.8%	22.8%
Other	10.1%	10.0%	10.0%	10.4%	10.4%	10.4%
Himsworth family branch(2)	32.3%	32.5%	32.3%	33.5%	33.7%	33.4%
Ancemat (3)	6.5%	6.5%	6.5%	6.8%	6.8%	6.8%
Wecanrent (3)	5.2%	5.2%	5.2%	5.4%	5.4%	5.4%
Coliphin Invest (3)	5.4%	5.4%	5.4%	5.6%	5.6%	5.6%
Trinity Group (3)	5.2%	5.2%	5.2%	5.4%	5.4%	5.4%
Sonafina (3)	5.2%	5.3%	5.2%	5.4%	5.5%	5.4%
Other	4.8%	4.8%	4.9%	5.0%	5.1%	5.0%
Yanmar	6.2%	6.2%	6.2%	6.5%	6.5%	6.5%
Treasury shares	3.5%	3.5%	3.5%			
Employee share ownership	0.5%	0.6%	0.5%	0.5%	0.6%	0.6%
Floating	25.4%	25.1%	25.4%	26.3%	26.1%	26.3%
TOTAL	100%	100%	100.0%	100%	100%	100.0%

(1) The Braud family branch consists of: Marcel Braud, Lilianne Braud-Orhon, Marcel-Claude Braud, Sébastien Braud, Émilie Braud, Valérie Braud-Walsh, and the company HB Holding Braud
(2) The Himsworth family branch consists of: Jacqueline Himsworth, Gordon Himsworth, Dominique Himsworth, Virginie Himsworth, Christopher Himsworth, David Himsworth, and the company Ancemat
(3) Companies owned by Himsworth family members

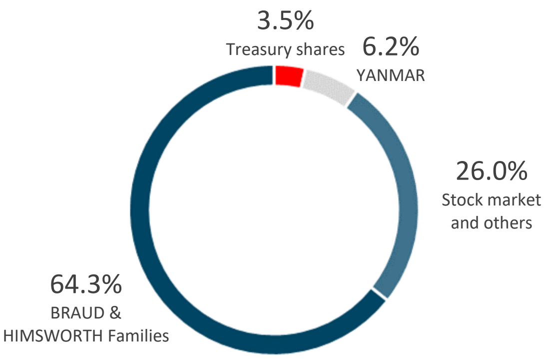
To the company's knowledge, no shareholder other than those mentioned in the table above directly or indirectly holds more than 5% of the capital or voting rights of Manitou BF.

CONTROL OF THE COMPANY

Manitou Group is controlled by the Braud and Himsworth families, who together hold 64.3% of the share capital, 59.2% of which is jointly held. On the date of drafting of this document, Manitou's Board of Directors included four independent Board members, as defined by the Middlenext Corporate Governance Code, out of a total of twelve Board members (including the two members representing the employees). The position of Chief Executive Officer is separate from the office of Chairman of the Board of Directors and has been held by Michel Denis, who is independent of the Braud and Himsworth families, since January 13, 2014 (and renewed on December 21, 2021).

The graph below shows the shareholding structure of Manitou BF as of December 31, 2021 by major shareholder category.

The measures taken to ensure that the Braud and Himsworth Families' control over the Company is not exercised in an abusive manner are described in the "Conflicts of Interest" paragraph of the Corporate Governance Report included in Chapter 5 (Section 1 - Governance) of this Universal Registration Document. In addition, the presence of independent directors on the Board of Directors and specialized committees is noted, as well as the separation of the duties of Chairman and Chief Executive Officer.



THRESHOLD CROSSINGS

During fiscal year 2021, no crossing of a threshold pursuant to Article L233-7 of the French Commercial Code was reported, in capital or voting rights.

VARIOUS VOTING RIGHTS

The company's shares do not benefit from any double voting rights.

CORPORATE ACTIONS

During the 2021 financial year, the following corporate actions were declared by persons with managerial responsibilities or closely affiliated persons:

- On December 14, 2021, Michel Denis, Chief Executive Officer of the company, sold 7,000 shares for a unit price of €26.2558.

SHAREHOLDER AGREEMENT

On May 3, 2017, the family shareholders signed a shareholder agreement, which took effect on June 10, 2017 for a term of four years. Addendum no. 1 to the Shareholder Agreement was signed and entered into force on March 6, 2019. The shareholder agreement, as modified by amendment no. 1, contains the following provisions, among others:

- an objective by each of the family branches to retain a number of Manitou shares representing at least 20% of the company's share capital (i.e. a total of 40% of the share capital for the combined family investment),
- a right of first refusal in favor of members of the agreement for sales of shares that would reduce the investment of either family branch to less than 20% of Manitou BF's share capital, or reduce the entire investment of the two family branches to less than 40% of the company's share capital, and any subsequent sale provided these thresholds are not exceeded, on the understanding that members of the seller's family branch have priority in the purchase of the shares sold,
- Manitou BF will continue to be governed by three Board members representing the Braud family branch, three Board members representing the Himsworth family branch, and four independent Board members appointed jointly by the Board members representing the family shareholders,
- Jacqueline Himsworth will be Manitou BF's Non-Executive Chairman throughout the duration of the agreement,
- any transaction that would dilute the capital and/or voting rights will be subject to prior approval by the Board of Directors of Manitou BF adopted by a three-quarters majority. It should be noted that Dominique Himsworth, who was included in the previous shareholder agreement but was not a signatory to this agreement, may join both on a personal basis and as a representative of the company Wecanrent, at any time, as a member of the Himsworth family branch.

Any spouse or direct descendant of any of the signatories to the shareholder agreement may join, at any time, as a member of the family branch to which they belong, on condition that they own at least 10,000 full or stripped Manitou BF shares.

On the date of drafting of this document, the Shareholder Agreement has expired.

COLLECTIVE COMMITMENTS

Signature date	Type of commitment	Number of shares – Percentage of capital and voting rights	Term	Shareholder signatories
11/28/2011	Collective commitment to retain shares in accordance with Article 787 B of the French General Tax Code	12,719,721 shares representing 32.2% of the share capital and voting rights	Minimum term of two years from the registration of the commitment, which is renewed for two-year periods by tacit agreement	Braud family branch (*)
11/28/2011	Collective commitment to retain shares in accordance with Article 885 I Bis of the French General Tax Code	A total of 12,719,721 shares representing 32.2% of the share capital and voting rights	Minimum term of two years from the registration of the commitment, which is renewed for 12-month periods by tacit agreement	Braud family branch

(*) *The Braud family branch consists of*: *Marcel Braud, Liliane Braud-Orhon, Marcel-Claude Braud, Sébastien Braud, Émilie Braud, Valérie Braud-Walsh, and the company HB Holding Braud.*

6.3. OTHER INFORMATION ON THE CAPITAL

THE EXISTENCE OF AGREEMENTS WHOSE IMPLEMENTATION COULD RESULT IN A CHANGE OF CONTROL

As of the date of this document, and to the company's knowledge, there is no shareholder agreement or any agreement whose implementation could subsequently result in a change in its control.

ELEMENTS LIKELY TO HAVE AN IMPACT IN CASE OF PUBLIC OFFERING

The structure of the company's share capital is indicated in this chapter 6.

There is no statutory restriction on the exercise of voting rights and on transfers of shares with the exception of (i) provisions of the articles of association regarding reporting crossings of thresholds and (ii) the shareholder agreement signed on May 3, 2017 described in this chapter (6.2). The clauses of the agreements brought to the attention of the company pursuant to Article L. 233-11 are indicated in this chapter 6 (shareholder agreement).

Direct or indirect participations in the company's share capital of which it has knowledge by virtue of Articles L.233-7 and L. 233-12 are indicated in this chapter 6 (crossing of thresholds).

As of the date of drafting of this document, and to the company's knowledge, there is no holder of the company's securities entailing special control rights.

As of the date of drafting of this document, and to the company's knowledge, there is no employee shareholding system whose control rights have not been exercised.

Agreements between shareholders of which the company has knowledge and that may lead to restrictions on the transfer of shares and on the exercise of rights are primarily laid down in the shareholder agreement signed on May 3, 2017 described in this chapter 6 (shareholder agreement).

The rules applicable to the appointment and replacement of members of the Board of Directors and to amendment of the company's articles of association are primarily laid down in the shareholder agreement signed on May 3, 2017 described in this chapter 6 (shareholder agreement), the articles of association, and the internal regulations of the Board of Directors.

The powers of the Board of Directors with regard to the issue of shares are specified in chapter 5.1.3 (Table of current delegations and authorities granted by the General Shareholders' Meeting relating to capital increases). Furthermore, the Board was authorized by the General Shareholders' Meeting of June 17, 2021 (20th resolution) to purchase the company's shares at any time or have them purchased, up to a limit of 10% of the shares comprising the company's capital. The maximum share purchase price in this context is €60 per share, and the overall amount allocated to the share buyback program may not exceed €100 million.

Agreements entered into by the company that would be amended or terminated in the event of a change in control of the company mainly correspond to financing agreements. These financing agreements are described in chapter 7.1 (Note 13 to the consolidated financial statements) of this document and consist of a credit agreement (for a maximum amount of €180 million until December 31, 2023) and four bond issues (one concluded in 2015 for a period of 7 years and an amount of €25 million and three others in 2019, respectively for a period of 6 years and an amount of €10 million; a period of 7 years and an amount of €25 million; and a period of 8 years and an amount of €70 million) as well as four bank loans (granted between 2014 and 2021 for €23 million, for which the remaining principal at the end of 2021 was €20.47 million).

The agreements providing for compensation of members of the Board of Directors or employees, if they resign or are dismissed without fair cause or if their job comes to an end as a result of a public takeover bid or exchange offer, are, primarily, those adopted with regard to the Executive and provided for in Chapter 5.2.1.1 (severance payments).

OWNERSHIP THRESHOLDS

Article 9 of Manitou's articles of association provides that any physical person or legal entity who comes to hold, directly or indirectly, alone or with others, a number of shares representing more than 1% of the company's capital or voting rights, is obliged to inform the company, within fifteen days of the date when the 1% threshold was exceeded, by registered mail with return receipt requested, stating their identity and that of the persons acting in concert with them. This disclosure obligation also applies to each additional fraction of 1% of the capital or voting rights held. This same obligation to disclose applies if the fraction drops below 1% or a multiple thereof. This obligation also applies to the holder of shares in accordance with Article L. 228-1, paragraph eight, of the French Commercial Code for all shares registered to that shareholder.

Any failure to make such declarations where the regulatory thresholds are crossed shall result in the application of the penalties laid down in Article L. 233-14 of the French Commercial Code, provided that a request to that effect is made by one or more shareholders who own at least 3% of the share capital or voting rights and is recorded in the minutes of the Annual General Meeting.

6.4. STOCK MARKET INFORMATION – THE MANITOU BF SHARE

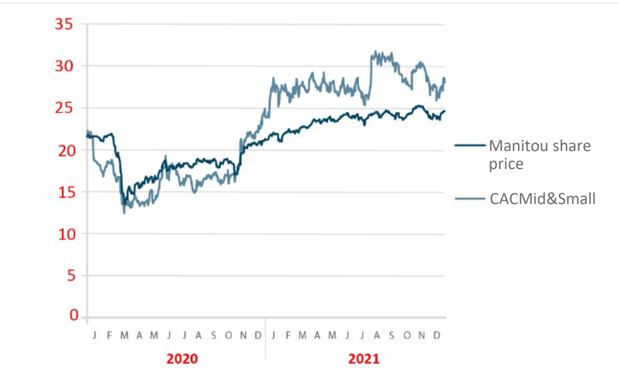
The Manitou BF share is listed in compartment A of the Euronext Paris market and is eligible for the "Long Only" Deferred Settlement System (DSS).

DATA SHEET OF THE MANITOU BF SHARE

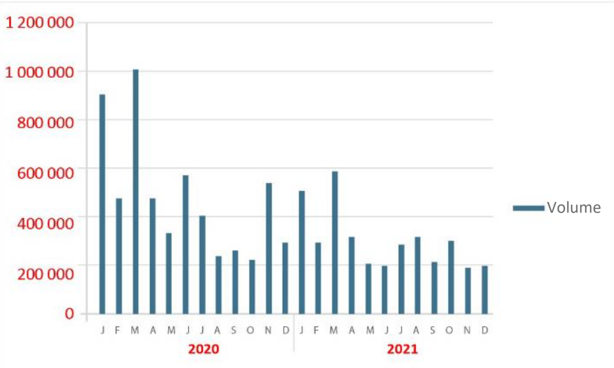
ISIN code	Compartment A of the Euronext.
MN0	MTU
Reuters code	MANP PA
Bloomberg code	MTU FP
Presence on the main indexes	CAC ALL SHARES, CAC ALL-TRADABLE, CAC INDUSTRIALS, CAC MID&SMALL, CAC PME, CAC SMALL, EN FAMILY B, ENT PEA-PME 150
Nominal value	€1
Number of shares outstanding as of December 31, 2021	39,668,399
Price as of December 31, 2021	€27.55
Market capitalization as of December 31, 2021	€1,093 m

PRICE OF THE MANITOU BF SHARE AND NUMBER OF SHARES TRADED

CHANGES IN THE MANITOU BF SHARE PRICE (IN EUROS)



NUMBER OF SHARES TRADED (IN NUMBER OF STOCKS) AT END OF 2020



DETAILED STOCK MARKET INFORMATION

	Share price (in €)			Number of shares traded per month	Market capitalization in €m at the end of the month
	Highest	Lowest	Month end		
2020					
January	22.30	15.60	16.54	907,591	656
February	18.94	16.04	16.20	475,389	643
March	17.10	11.36	13.76	1,010,544	546
April	14.94	13.02	14.00	474,021	555
May	17.16	13.30	16.52	333,653	655
June	19.26	15.80	17.38	568,605	689
July	17.60	15.40	15.64	405,342	620
August	16.64	14.74	16.56	236,610	657
September	17.46	15.70	16.44	259,039	652
October	17.68	15.84	17.00	221,550	674
November	22.30	16.74	21.80	537,210	865
December	25.35	20.90	23.90	290,056	948
Total				5,719,610	
2021					
January	29.45	23.60	27.40	502,479	1,087
February	28.50	25.50	26.65	290,691	1,057
March	29.20	26.00	28.60	585,766	1,135
April	29.70	26.65	27.90	312,325	1,107
May	28.30	26.10	27.25	201,458	1,081
June	28.60	26.20	27.00	199,512	1,071
July	29.30	24.75	27.70	279,428	1,099
August	31.85	28.60	30.50	314,058	1,212
September	31.80	28.75	28.95	208,367	1,148
October	29.50	26.10	29.45	302,262	1,168
November	30.50	26.50	26.50	188,205	1,051
December	28.75	25.00	27.55	193,454	1,093
Total				3,578,005	

DIVIDEND POLICY

As of the date of drafting of this document, the Board of Directors has not defined a dividend policy. The Board of Directors determines the amount of dividends as a function of the company's performance and outlook.

Amount of dividends distributed over the past three fiscal years:

Period	Number of shares	Dividend per share
2018	39,617,974	€0.78
2019	39,668,399	€0.50
2020	39,668,399	€0.60

The Board of Directors will propose a dividend payment of €0.80 per share to the General Shareholders' Meeting convened to approve the 2021 financial statements.

7. FINANCIAL AND ACCOUNTING INFORMATION

7.1. CONSOLIDATED FINANCIAL STATEMENTS

7.1.1. STATEMENTS OF COMPREHENSIVE INCOME

CONSOLIDATED INCOME STATEMENT

	in thousands of euros	2020	2021
Net sales	Note 5.2.1	1,585,105	1,874,583
Cost of goods & services sold	Note 5.2.2	-1,336,314	-1,558,238
Research & development costs	Note 5.2.3	-24,520	-27,356
Selling, marketing and services expenses	Note 5.2.4	-89,879	-108,200
Administrative expenses	Note 5.2.4	-51,958	-59,585
Other operating income and expenses	Note 5.2.5	2,907	2,543
Recurring operating income		**85,342**	**123,747**
Non-recurring operating income and expenses	Note 5.2.6	-10,561	-4,560
Operating income		**74,781**	**119,188**
Share of profits of associates		1,683	2,875
Operating income including Net income from associates		**76,464**	**122,063**
Financial income		37,418	23,773
Financial expenses		-48,733	-29,648
Financial result	**Note 13.2.1**	**-11,315**	**-5,875**
Income before tax		**65,149**	**116,188**
Income taxes	Note 12	-24,851	-29,178
Net income		**40,298**	**87,009**
Attributable to equity holders of the parent		39,583	86,757
Attributable to non-controlling equity interests		715	252

EARNINGS PER SHARE (IN EUROS)

		2020	2021
Net income attributable to the equity holders of the parent	Note 10.2	1.03	2.27
Diluted earnings per share	Note 10.2	1.03	2.27

OTHER COMPONENTS OF COMPREHENSIVE INCOME AND EXPENSES & COMPREHENSIVE INCOME

in thousands of euros	2020	2021
Income (loss) of the year	**40,298**	**87,009**
Items that will be reclassified to profit of loss in subsequent periods		
Adjustments to fair value of the financial assets	286	-439
Translation differences arising on foreign activities	-23,200	19,362
Interest rate hedging and exchange instruments	3,351	-1,993
Tax impacts	-1,191	582
Items that will not be reclassified to profit or loss in subsequent periods		
Actuarial gains (losses) on defined benefits plans	-325	3,605
Tax impacts	156	-1,228
Total gains and losses recognized directly in other components of comprehensive income	**-20,923**	**19,890**
Comprehensive income of the year	**19,374**	**106,899**
Attributable to equity holders of the parent	19,103	106,246
Attributable to non-controlling interests	271	654

7.1.2. CONSOLIDATED STATEMENT OF FINANCIAL SITUATION

ASSETS

in thousands of euros		December 31, 2020	Net amount as of December 31, 2021
Goodwill	Note 7.1	288	566
Intangible assets	Note 7.1	56,879	62,112
Tangible assets	Note 7.2	212,663	219,614
Right-of-use of leased assets	Note 8	15,785	20,064
Investments in associates	Note 16	18,277	18,818
Sales financing receivables	Note 13.1.2	6,699	4,469
Other non-current assets	Notes 9.3 and 13.1.2	11,815	17,806
Deferred tax assets	Note 12	13,393	17,261
Non-current assets		**335,800**	**360,712**
Inventories & work in progress	Note 9.1	450,867	532,285
Net trade receivables	Note 9.2	300,034	326,312
Current income tax	Note 12.1	13,777	13,468
Other current assets	Notes 9.3 and 13.1.2 and 13.1.2	48,256	78,465
Cash and cash equivalents	Note 13.1.2	120,721	194,305
Assets held for sale		0	0
Current assets		**933,656**	**1,144,836**
Total assets		**1,269,456**	**1,505,547**

EQUITY & LIABILITIES

in thousands of euros		December 31, 2020	Net amount as of December 31, 2021
Share capital		39,668	39,668
Share premiums		46,098	46,098
Treasury shares		-23,799	-23,998
Reserves and profit for the year – equity holder of the parent		601,200	688,476
Equity attributable to owners of parent		663,167	750,244
Non-controlling interests		6,780	1,019
Total Equity		**669,947**	**751,263**
Non-current provisions	Note 11.1	41,600	43,344
Non-current financial liabilities	Note 13.1.3	145,089	126,638
Non-current lease debts	Note 8.2	12,105	16,433
Other non-current liabilities	Note 9.4	2,130	5,307
Deferred tax liabilities	Note 12	2,854	7,605
Non-current liabilities		**203,779**	**199,327**
Current provisions	Note 11.1	20,403	26,222
Current financial liabilities	Note 13.1.3	17,375	51,686
Current lease debts	Note 8.2	4,806	5,091
Trade payables	Note 9.4	215,887	312,589
Current income tax	Note 12	1,139	2,003
Other current liabilities	Note 9.4	136,120	157,367
Current liabilities		**395,730**	**554,957**
Total equity & liabilities		**1,269,456**	**1,505,547**

7.1.3. CONSOLIDATED SHAREHOLDERS' EQUITY

CHANGES IN CONSOLIDATED SHAREHOLDERS' EQUITY

in thousands of euros	Share capital	Share premium	Cumulative translation adjustment	Treasury shares	Consolidated reserves	Total equity: Attributable to equity holders of the parent company	Total equity: Non-controlling interests	Total equity: Total
As of december 31, 2019	39,668	46,098	8,148	-23,714	594,447	658,831	5,815	664,646
Impact of new standards					4,158	4,158		4,158
As of january 1, 2020	39,668	46,098	8,148	-23,714	598,605	662,989	5,815	668,804
Gains and losses recognized in equity			-23,200		2,277	-20,479	-444	-20,923
Net income					40,298	39,583	715	40,298
Comprehensive income	0	0	-23,200	0	42,575	19,103	271	19,374
Stock option plan-related expenses								
Dividends paid					-19,443	-19,417	-25	-19,443
Treasury shares				-85	18	-67		-67
Capital increase								
Changes in control of consolidated entities								
Acquisition and disposal of minority interests' shares								
Purchase commitments for minority interests' shares					719		719	719
Other					560	560		560
As of December 31, 2020	39,668	46,098	-15,053	-23,799	623,034	663,167	6,780	669,947
Impact of new standards								
As of January 1, 2021	39,668	46,098	-15,053	-23,799	623,034	663,167	6,780	669,947
Gains and losses recognized in equity			19,362		528	19,682	207	19,890
Net income					87,009	86,563	446	87,009
Comprehensive income	0	0	19,362	0	87,537	106,246	654	106,899
Stock option plan-related expenses								
Dividends paid					-22,975	-22,966	-9	-22,975
Treasury shares				-199	58	-141		-141
Capital increase								
Changes in control of consolidated entities								
Acquisition and disposal of minority interests' shares					-2,993	3,492	-6,485	-2,993
Purchase commitments for minority interests' shares								
Other					526	447	80	526
As of december 31, 2021	39,668	46,098	4,309	-23,998	685,187	750,244	1,019	751,263

7.1.4. CASH FLOW STATEMENT

in thousands of euros		December 31, 2020	December 31, 2021
Net Income		40,298	87,009
Income from equity affiliates net of dividends		-1,683	-25
Amortizations and depreciations		50,741	53,791
Provisions and impairments		3,520	8,637
Income tax expense (current and deferred)		24,851	29,178
Other non-cash income and expenses		437	-448
Cash flow operations		118,165	178,142
Taxes paid		-30,876	-27,706
Change in working capital requirement	Note 9	146,443	-1,036
Change in capitalized lease machines		-12,180	-19,413
Net cash flow from operating activities		221,552	129,986
Proceeds from sales of intangible assets		-18,330	-20,325
Proceeds from sales of tangible assets		-28,117	-31,530
Change in fixed assets payables		-3,593	503
Disposals of tangible and intangible assets		-37	10,447
Acquisitions of investments in obtaining control, net of cash acquired		0	0
Disposals of investments with loss of control, net of cash transferred		0	0
Others		-197	-717
Net cash flow from investing activities		-50,275	-41,621
Capital increase		0	0
Dividends paid		-19,442	-22,976
Purchase of treasury shares		0	-199
Repurchase of non-controlling interests		0	-2,993
Change in others financials liabilities and assets	Note 13.1.3	-20,424	13,967
Payment of finance lease liabilities	Note 13.1.3	-5,600	-5,940
Others	Note 13.1.3	-512	-1,630
Net cash flow from financing activities		-45,977	-19,771
Net increase (decrease) in cash, cash equivalents, and bank overdrafts		125,300	68,594
Cash, cash equivalents and bank overdrafts at beginning of the year		-4,997	119,818
Exchange gains (losses) on cash and bank overdrafts		-485	4,300
Cash, cash equivalents and bank overdrafts at end of year		119,818	192,712

7.1.5. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements reflect the accounting situation of Manitou BF SA and its subsidiaries (jointly, "Manitou Group") as well as the group's interests in related companies and joint ventures. They are expressed in euros.

The consolidated financial statements of Manitou Group were approved by the Board of Directors on March 3, 2022.

The accounting rules and principles are identified by a box of a specific color.

NOTE 1 ACCOUNTING PRINCIPLES

NOTE 1.1 ACCOUNTING STANDARDS USED BY THE GROUP

The financial statements of Manitou Group as of December 31, 2021 were drawn up, on the balance sheet date, in accordance with the IFRS standards, as adopted by the European Union. These international standards include the IAS (International Accounting Standards), IFRS (International Financial Reporting Standards), and the interpretations (SIC and IFRIC).

NOTE 1.1.1 STANDARDS, INTERPRETATIONS, AND AMENDMENTS TO EXISTING STANDARDS THAT MUST BE APPLIED TO FISCAL YEARS STARTING ON OR AFTER JANUARY 1, 2021

The accounting methods and evaluation rules applied by the group in the consolidated financial statements ended December 31, 2021 were identical to those used in the financial statements ended December 31, 2020, with the exception of the decision of the Interpretation Committee regarding the allocation of "service cost" (IAS 19 Employee Benefits), see Note 4 "Impact of the new standards and interpretations."

The other standards, interpretations, and amendments of existing and applicable standards that must be applied from the beginning of fiscal year 2021 have no significant impact on the group's financial statements, to include:

- amendments to IFRS 16 concerning the Covid-19 rent adjustments beyond June 2021 by lessees;
- amendments to IFRS 9, IAS 39, and IFRS 7 on the reform of benchmark interest rates – Phase 2;
- decision of the Interpretation Committee on the accounting of configuration and customization costs related to the implementation of software in SAAS mode.

NOTE 1.1.2 STANDARDS, INTERPRETATIONS, AND AMENDMENTS TO EXISTING STANDARDS APPLICABLE IN ADVANCE TO FISCAL YEARS STARTING ON OR AFTER JANUARY 1, 2021

The new standards, interpretations and amendments of existing and applicable standards, applicable by anticipation to accounting periods starting from January 1, 2021 onwards, have not been adopted by the group:

- amendments to IFRS 3: update of references to the conceptual framework;
- amendments to IAS 16: recognition of income generated prior to the start-up of an asset;
- amendments to IAS 37: loss-making contracts – costs to be taken into account to recognize a loss allowance;
- annual improvements 2018-2020 cycle: amendments to IFRS 1, IFRS 9, IAS 41, and IFRS 16.

NOTE 1.2 ESTIMATES AND ASSUMPTIONS

The consolidated financial statements were prepared according to the historical cost principle, with the exception of certain categories of assets and liabilities which were valued at fair value in accordance with the rules laid down by IFRS. The asset and liability categories concerned are specified in the notes below.

The preparation of financial statements in accordance with IFRS requires the use of estimates and assumptions that affect the accounting value of certain assets and liabilities and income and expense items, and certain information given in the notes to the financial statements. The group regularly reviews the estimates and assumptions used, to reflect past experience and other factors that may influence the amounts reported in the financial statements. The Audit Committee was also required to provide its opinion in the application of the group's accounting methods.

The main financial statement items that rely on estimates and judgments are as follows:

- the recoverable value of intangible and tangible assets, as well as their expected useful life (see note 7);
- provisions, especially for warranties and litigation (see note 11);
- employee benefits (see note 6);
- valuation of the financial instruments (see note 13.2.2);
- deferred tax assets (see note 12);
- valuation of rights-of-use of leased assets and lease liabilities (see note 8).

The income and expenses related to the Covid-19 pandemic are recognized as ordinary operating income and expenses, with the exception of income and expenses typically recognized as non-operating income/expenses in accordance with previously applied accounting principles.

NOTE 2 SIGNIFICANT EVENTS

	Note
IFRIC decision: allocation of benefits to periods of service (IAS 19 Employee Benefits)	Note 4
New operational organization of the group	Note 5.1.1
Developments in the JCB dispute	Note 11.2

NOTE 3 CONSOLIDATION SCOPE

ACCOUNTING PRINCIPLES

CONSOLIDATION METHODS

Manitou BF and the companies over which it exercises full direct or indirect control (subsidiaries) are fully consolidated. Control exists when the group:

- has power over the company,
- is exposed or entitled to variable returns due to its links with the company,
- has the ability to exercise its power over the activities of the company that it deems relevant so as to influence the amount of returns it obtains.

The companies over which Manitou BF directly or indirectly exercises significant influence (associates) are accounted for using the equity method. The group exercises significant influence when it holds more than 20% of the voting rights in the company.

Manitou Group also consolidates companies under its joint control (joint ventures) using the equity method. Joint control is a partnership that entails common control over the company by the group and at least one other partner.

Apart from Manitou Group Finance and Manitou Finance Ltd., which were accounted for using the equity method, all companies were fully consolidated.

Consolidation using the equity method involves recognizing its stake in the companies in the group's consolidated statement of financial situation.

All the companies were consolidated on the basis of the financial statements ended December 31, 2021.

Manitou Group has no special purpose entities. Furthermore, there was no deconsolidation in the fiscal year or in the prior periods.

All transactions between consolidated subsidiaries and the group's internal results are eliminated (capital gains, profits on inventories, dividends).

The results of acquired subsidiaries are consolidated at the time that control is exercised.

CHANGE IN SCOPE

The business combinations that took place after January 1, 2010 are accounted for using the purchase method, in accordance with IFRS 3 "Business Combinations."

Identifiable assets and any assets and liabilities from the acquisition are accounted for at their fair value on the date of acquisition provided they fulfill the accounting criteria of IFRS 3 (revised). Residual goodwill represents the expected cash flow from post-acquisition synergies in addition to the assets and liabilities recognized during the first consolidation. The transaction costs are recognized immediately in expenses when they are incurred. In the event of a price adjustment in the 12 months following the date of acquisition, the initial provisional valuation is adjusted in exchange for goodwill. Any subsequent adjustment is recognized as a liability or a receivable through the group's income.

In the event of acquisition of an additional interest in a consolidated subsidiary, the difference between the acquisition price and the accounting value of the non-controlling interests is recognized as a change in shareholders' equity.

Any negative difference between the acquisition cost and the fair value of the identifiable net assets is recognized as income during the acquisition period.

In accordance with the provisions of IAS 36 "Impairment of assets," goodwill is not amortized, but is subject to an annual impairment test.

NON-CURRENT ASSETS HELD FOR SALE

The non-current assets, or group of assets and liabilities directly linked, are considered as held for sale if it is highly likely that their accounting value will be covered primarily by a sale rather than by continued use. Pursuant to IFRS 5, these assets are then measured and recognized at their net book value or their fair value less the selling costs, whichever is the lowest. They cease to be depreciated as soon as they are qualified as assets held for sale. In the case of securities consolidated using the equity method, this consolidation stops as soon as the asset meets the IFRS 5 application conditions.

According to IFRS 5, a discontinued activity is a component of an entity that has been disposed of or is classified as held for sale, and

- represents a primary and separate business line or geographic region,
- is part of a unique and coordinated plan for disposal of a primary and separate business line or geographical region, or
- is a subsidiary acquired exclusively for resale and the disposal entails loss of control.

The non-current assets held for sale are presented on a separate line of the group's balance sheet, without the previous periods being restated.

TRANSLATION METHOD FOR FOREIGN CURRENCY OPERATIONS AND TRANSACTIONS

TRANSLATION OF FINANCIAL STATEMENTS IN FOREIGN CURRENCIES

The consolidated financial statements of the group are presented in euros.

The financial statements of group companies whose operating currency (currency of the primary economic environment, which is typically the local currency) is different from the reporting currency of the consolidated financial statements (the euro) are translated as follows:

- assets and liabilities: at the closing exchange rate in effect on each balance sheet date (also called the closing rate),
- income and expenses on the income statement: at the average exchange rate for the period. All resulting currency translation differences are recognized as a separate line item under shareholders' equity.

Upon consolidation, exchange differences arising from net investments in foreign operations are allocated to shareholders' equity. When a foreign entity is disposed of, any such currency translation differences are recognized in the income statement as a profit or loss on disposal.

Goodwill and fair value adjustments arising from the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing exchange rate.

No Manitou Group company operates in a hyperinflationary economy.

TRANSLATION OF FOREIGN CURRENCY TRANSACTIONS

Transactions denominated in a currency other than the operating currency are initially translated using the exchange rate prevailing on the transaction date.

The amounts recognized in the income statement are reported:

- as financial income for currency translation differences relating to financial transactions,
- as costs of goods and services sold in operating income for other currency translation differences.

EXCHANGE GAINS AND LOSSES

Exchange gains and losses recognized on foreign currency operating transactions resulting from the difference between the valuation at the exchange rate on the day of the transaction and the rate on the day of settlement are allocated to "Cost of goods and services sold," after hedging derivatives are factored in.

NOTE 3.1 CHANGES IN SCOPE

FISCAL YEAR 2021

The group did not acquire or sell any new entity in 2021.

It acquired additional investments in companies that are already fully consolidated:

Company	Country	Transaction date	% control As of December 31, 2020	% control As of December 31, 2021
Manitou Southern Africa Pty Ltd	South Africa	May 2021	74.0%	100.0%
Marpoll Pty Ltd (LiftRite Hire & Sales)	Australia	March 2021	50.5%	95.5%

The impact of these transactions is not significant for the group's financial statements.

A new company, Manitou Centres SA, was created in South Africa to operate the Manitou Center activities previously owned by Manitou South Africa.

FISCAL YEAR 2020

There were no changes to the group over the period.

GROUP COMPOSITION AND DEVELOPMENT

	December 31, 2020	December 31, 2021
FULL CONSOLIDATION		
Production companies	5	5
Distribution companies	25	26
SUBTOTAL	30	31
Other companies	5	5
TOTAL	35	36
CONSOLIDATED USING THE EQUITY METHOD		
Financing companies	2	2
TOTAL	37	38

NOTE 4 IMPACT OF NEW STANDARDS AND INTERPRETATIONS

ALLOCATION OF BENEFITS TO PERIODS OF SERVICE (IAS 19 EMPLOYEE BENEFITS)

In June 2021, the IAS Board validated the proposal of the IFRS Interpretations Committee (IFRS IC) to change the way in which the obligations relating to certain defined benefit plans are calculated, while specifying that there was no need to change anything in IAS 19 which already allows this interpretation. These plans provide for:

- the payment of an indemnity to the employee,
- if the employee is still employed at the date of retirement,
- of which the amounts depends on length of service and,
- is capped at a certain number of years of service.

For IFRS IC, the commitment must be constituted only for those years of service prior to retirement in respect of which the employee generates a right to the benefit. This method is applicable to agreements where the rights are defined by length of service.

This change in method concerns the national collective agreement for engineers and managers in the metallurgy sector, which covers the French companies of the group (MBF, MGS, CFM and LMH).

The group has applied this interpretation with retrospective effect from January 1, 2020.

The impact for the group is a decrease in the provision for employee benefits of 5.6 million euro. This decrease is recorded net of tax against consolidated reserves. The effects of the transition are summarized below:

RECONCILIATION OF THE PUBLISHED CONSOLIDATED BALANCE SHEET WITH THE RESTATED CONSOLIDATED BALANCHE SHEET AT THE END OF DECEMBER 2020

ASSETS

in thousands of euros	December 31, 2020 (Published)	IFRS IC (IAS 19) impacts	December 31, 2020 (Restated)
Goodwill	288		288
Intangible assets	56,879		56,879
Tangible assets	212,663		212,663
Right-of-use of leased assets	15,785		15,785
Investments in associates	18,277		18,277
Sales financing receivables	6,699		6,699
Other non-current assets	11,766	49	11,815
Deferred tax assets	14,829	-1,435	13,394
Non-current assets	**337,186**	**-1,386**	**335,800**
Inventories & work in progress	450,867		450,867
Net trade receivables	300,034		300,034
Current income tax	13,777		13,777
Other curent assets	48,256		48,256
Cash and cash equivalents	120,721		120,721
Assets held for sale	0	0	0
Current assets	**933,656**	**0**	**933,656**
Total assets	**1,270,842**	**-1,386**	**1,269,456**

EQUITY & LIABILITIES

in thousands of euros	December 31, 2020 (Published)	IFRS IC (IAS 19) impacts	December 31, 2020 (Restated)
Share capital	39,668		39,668
Share premiums	46,098		46,098
Treasury shares	-23,799		-23,799
Reserves and profit for the year - equity holder of the parent	597,042	4,158	601,200
Equity attributable to owners of parent	**659,009**	**4,158**	**663,167**
Non-controlling interests	6,780		6,780
Total Equity	**665,789**	**4,158**	**669,947**
Non-current provisions	47,157	-5,557	41,600
Non-current financial liabilities	145,089		145,089
Non-current lease debts	12,105		12,105
Other non-current liabilities	2,130		2,130
Deferred tax liabilities	2,841	13	2,854
Non-current liabilities	**209,323**	**-5,544**	**203,779**
Current provisions	20,403		20,403
Current financial liabilities	17,375		17,375
Current lease debts	4,806		4,806
Trade payables	215,887		215,887
Current income tax	1,139		1,139
Other current liabilities	136,120		136,120
Current liabilities	**395,730**	**0**	**395,730**
Total equity & liabilities	**1,270,842**	**-1,386**	**1,269,456**

IMPACT ON THE CONSOLIDATED INCOME STATEMENT PUBLISHED AT DECEMBER 31, 2020

PROFIT & LOSSES

The impact on the consolidated income statement isn’t significant.

NOTE 5 OPERATIONAL DATA

NOTE 5.1 SEGMENT INFORMATION

NOTE 5.1.1 RESULT BY DIVISION

ACCOUNTING PRINCIPLES

In accordance with IFRS 8, the information by operating segment is prepared on the basis of operating reports submitted to group management.

This information is prepared in accordance with the IFRS applicable to consolidated financial statements.

It includes the following items:

- net sales;
- operating income;
- operating income including net income from equity associates, which are the performance indicators of the divisions.

In 2021, the Manitou Group has evolved his operational management to speed up the implementation of its new roadmap by 2025, the "2025 New Horizons" plan. In particular, this new operational management promotes the pooling of know-how through coordination of teams working in close areas.

As of the closing of the consolidated financial statements for H1 2021 and following the combination of the Material Handling & Access (MHA) and Compact Equipment Products (CEP) divisions, the group is organized operationally around two divisions:

- the Product division includes all French, Italian, American, and Indian production sites dedicated in particular to telehandlers, industrial masted forklift trucks and all-terrain trucks, truck-mounted forklifts, aerial work platforms, compact wheel loaders, compact track loaders, and articulated compact loaders, backhoe loaders and telescopic loaders. Its mission is to optimize the development and production of Manitou, Gehl, and Mustang by Manitou brand name products.
- the S&S (Services & Solutions) division includes service activities to support sales (financing approaches, warranty contracts, maintenance and full service contracts, fleet management, etc.), after-sales services (spare parts, technical training, warranty contract management, used equipment management, etc.) and services to end users (geolocation, user training, advice, etc.). The aim of this division is to create service offers to meet the expectations of each of our customers in our value chain and increase the resilience of group sales.

These two divisions design and assemble the products and services that are distributed by the sales and marketing organization to dealers and the group's major accounts in 140 countries.

The 2020 segment information has been restated to enable comparison and monitoring of operational performance.

	Product division		S&S division		TOTAL	
in thousands of euros	2020	2021	2020	2021	2020	2021
Net Sales	1,284,999	1,534,832	300,106	339,751	1,585,105	1,874,583
Cost of goods & services sold	-1,125,161	-1,310,977	-211,153	-247,261	-1,336,314	-1,558,238
Gross margin	**159,838**	**223,855**	**88,954**	**92,490**	**248,791**	**316,345**
As a %	**12.4%**	**14.6%**	**29.6%**	**27.2%**	**15.7%**	**16.9%**
Research & development costs	-24,520	-27,356	0	0	-24,520	-27,356
Selling, marketing & service expenses	-48,331	-59,214	-41,548	-48,986	-89,879	-108,200
Administrative expenses	-42,360	-48,181	-9,598	-11,403	-51,958	-59,585
Other operating income and expenses	2,271	2,185	637	359	2,907	2,543
Recurring operating profit	**46,898**	**91,289**	**38,444**	**32,459**	**85,342**	**123,747**
As a %	**3.6%**	**5.9%**	**12.8%**	**9.6%**	**5.4%**	**6.6%**
Non-recurring operating income and expenses	-10,150	-4,083	-411	-476	-10,561	-4,560
Operating Income	**36,748**	**87,205**	**38,033**	**31,982**	**74,781**	**119,188**
As a %	**2.9%**	**5.7%**	**12.7%**	**9.4%**	**4.7%**	**6.4%**
Share of profits of associates			1,683	2,875	1,683	2,875
Operating Income including Net Income from associates	**36,748**	**87,205**	**39,716**	**34,857**	**76,464**	**122,062**

The spare parts and accessories distribution business, which is integrated within the Services & Solutions division, benefits from services provided by the Product division (R&D, qualification of parts, qualification of suppliers), the already existing basis of sold units, as well as the brand name recognition built by those divisions.

In order to compensate for all of these benefits, the group's divisional reporting includes fees from the Services & Solutions division to the Product division. This fee is calculated based on comparable indicators of external independent spare parts distributors for which the median operating income over a five year period amounted to 4.25% and 4.87% in Europe and the US, respectively, the main regions in which the S&S division operates. That fee is included in the line item «Cost of goods and services sold» of each division, which therefore includes the charges related to goods and services sold plus or minus the interdivision fees.

Assets, cash flows or even liabilities are not allocated to the individual divisions, as the operating segment information used by the group's management does not incorporate those various item.

NOTE 5.1.2 NET SALES BY DIVISION AND GEOGRAPHICAL REGION

Net sales 2020						Net sales 2021				
SOUTHERN EUROPE	NORTHERN EUROPE	AMERICAS	APAM*	TOTAL	in millions of euros and % of total	SOUTHERN EUROPE	NORTHERN EUROPE	AMERICAS	APAM*	TOTAL
448.2	477.5	244.6	114.7	1,285.0	Product division	484.9	627.8	276.4	145.8	1,534.8
28%	*30%*	*15%*	*7%*	*81%*		*26%*	*33%*	*15%*	*8%*	*82%*
106.7	106.1	51.6	35.6	300.1	S&S division	117.1	121.9	58.3	42.4	339.7
7%	*7%*	*3%*	*2%*	*19%*		*6%*	*7%*	*3%*	*2%*	*18%*
554.9	**583.6**	**296.2**	**150.3**	**1,585.1**	TOTAL	**602.0**	**749.7**	**334.8**	**188.2**	**1,874.6**
35%	***37%***	***19%***	***9%***	***100%***		***32%***	***40%***	***18%***	***10%***	***100%***

** Asia, Pacific, Africa and Middle East*

THE MAIN COUNTRIES AS A % OF NET SALES

as a %	2020	2021
France	22%	18%
United States of America	15%	13%
United Kingdom	7%	10%
Germany	6%	5%
Belgium	5%	4%
Italy	6%	7%
Spain	3%	4%
Netherlands	3%	3%
Australia	3%	4%
Russia	3%	3%

NOTE 5.2 OPERATING INCOME

ACCOUNTING PRINCIPLES

The operating income includes all recurring and non-recurring items described below, before taking into account the financial result, income tax, and the group's share of the net income from equity associates. It includes:

- net sales (note 5.2.1);
- the cost of goods and services sold (note 5.2.2);
- research and development costs (note 5.2.3);
- sales, marketing, and services costs and administrative expenses (note 5.2.4);
- other operating income and expenses (note 5.2.5);
- non-recurring operating income and expenses (note 5.2.6).

The group uses operating income as a primary performance indicator.

NOTE 5.2.1 NET SALES

ACCOUNTING PRINCIPLES

Revenues amount to all proceeds from the sales of the group's products, from trading activities, and the provision of services associated with sales. They are primarily comprised of:

- sales of new handing equipment assembled within the group or acquired from third parties;
- spare parts and attachments;
- equipment rentals;
- equipment fleet management services;
- miscellaneous services (extended warranties).

They are net of:

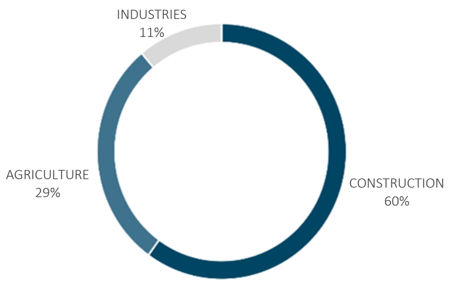
- value-added tax;
- returns of goods;
- discounts and allowances;
- intra-group sales.

In accordance with IFRS 15, product sales are recognized when the group has honored its service commitment to the purchaser and when control over the products has been transferred. In general, this corresponds to when the products are made available to the distribution network (in the case of independent dealers) or upon delivery to the end customer (for direct sales). In the case of provision of services, the product is recognized when the service has been performed. Thus, for warranty extensions, the revenue is recognized as the service is provided.

NET SALES BY TYPE AND GEOGRAPHICAL REGION

	Sales of goods				Sales of services				TOTAL			
in millions of euros	2020	as a %	2021	as a %	2020	as a %	2021	as a %	2020	as a %	2021	as a %
Southern Europe	536	35%	584	32%	19	43%	18	40%	555	35%	602	32%
Northern Europe	572	37%	738	40%	12	27%	12	25%	584	37%	750	40%
Americas	294	19%	333	18%	2	6%	2	4%	296	19%	335	18%
APAM	139	9%	174	10%	11	25%	14	31%	150	9%	188	10%
TOTAL	1,542	100%	1,829	100%	43	100%	46	100%	1,585	100%	1,875	100%

NET SALES BY MARKET



Services are sold exclusively by the S&S (Services & Solutions) division. The amount of revenue from sales and services is therefore attributable to this division alone.

The group's customer base is very diverse, with the largest customer representing no more than 2% of total revenue.

NOTE 5.2.2 COST OF GOODS AND SERVICES SOLD

ACCOUNTING PRINCIPLES

COST OF GOODS AND SERVICES SOLD

The cost of sales is made up of the cost of goods and services sold, which comprises the cost of raw materials and components, labor directly attributable to the goods or services, and all related production and logistics operating costs. It also includes the amortization of intangible assets, equipment and materials allocated to production, contractual warranty costs, provisions for inventory impairment, and exchange gains and losses on operating income in foreign currency resulting from the difference between the valuation at the exchange rate on the day of the transaction and the rate on the day of settlement.

GROSS MARGIN

The gross margin on the cost of sales is the difference between sales and the cost of sales.

in thousands of euros	2020	2021
Material purchases	-1,024,169	-1,206,725
Direct and indirect labor	-166,006	-191,203
Depreciation, amortization and impairment*	-40,054	-41,447
Other	-106,084	-118,862
Cost of goods and services sold	-1,336,314	-1,558,238

** Of which €3.4 million in IFRS 16 impacts in 2021 (€2.7 million in 2020)*

NOTE 5.2.3 RESEARCH AND DEVELOPMENT COSTS

ACCOUNTING PRINCIPLES

RESEARCH AND DEVELOPMENT COSTS

Research and development costs consist of personnel costs for staff assigned to innovation, development, design, prototyping, and product improvements. The businesses frequently use external services as well as dedicated equipment and materials for which depreciation is charged to the function.

Development activities meeting the criteria of IAS 38 may be recognized in intangible assets and subsequently amortized in cost of sales (note 7.1).

The expenses of the fiscal year include research costs, study and development costs uncapitalized pursuant to the criteria noted in 7.1, as well as the depreciation expense of capitalized development costs.

The Research Tax Credit in France, which is calculated on the basis of certain research expenses associated with "eligible" projects, is paid by the State. If the beneficiary of the Research Tax Credit owes corporate tax, this credit will be deducted against taxes to be paid; otherwise, it will be repaid by the State within three years. Therefore, the Research Tax Credit does not fall within the scope of IAS 12 "Income taxes" and is recognized as a decrease in the Research and Development costs in the group's operating margin at the rate at which the financed costs are recognized in the income statement.

in millions of euros	2020	2021
Total expenses incurred	35,801	41,753
Capitalized development costs	-11,281	-14,397
Total research and development costs	24,520	27,356

NOTE 5.2.4 SALES, MARKETING, AND SERVICE COSTS AND ADMINISTRATIVE EXPENSES

ACCOUNTING PRINCIPLES

SALES AND MARKETING COSTS

Sales costs consist primarily of personnel and associated costs allocated to business development assignments, coordination of dealer networks, and marketing and technical expenses. This line item also includes sales commissions, advertising costs, trade shows, credit insurance expenses, the cost of sales warranties, travel expenses, and the depreciation of associated infrastructure.

ADMINISTRATIVE EXPENSES

Administrative expenses consist primarily of personnel expenses and costs associated with the support functions (human resources, finance, general secretariat, etc.). They also include depreciation of the infrastructure associated with these functions.

in thousands of euros	2020	2021
External expenses	-40,371	-49,770
Personnel expenses	-82,292	-97,025
Net depreciation/amortization expenses (non-production)*	-9,388	-9,849
Other**	-9,785	-11,140
Sales, marketing, and service costs and administrative expenses	-141,836	-167,785

** Of which €2.9 million in IFRS 16 impacts in 2021 (€2.8 million in 2020)*
*** Primarily concerns commissions*

NOTE 5.2.5 OTHER OPERATING INCOME AND EXPENSES

in thousands of euros	2020	2021
Disposal of assets	-492	-76
Other income	5,572	3,044
Other expenses	-1,023	-1,470
Net increase in provisions	-1,150	1,045
Total other operating income and expenses	2,907	2,543

NOTE 5.2.6 NON-RECURRING OPERATING INCOME AND EXPENSES

ACCOUNTING PRINCIPLES

NON-RECURRING INCOME AND EXPENSES

The other non-recurring operating income and expenses, excluded from the recurring operating income, include:

- impairment;
- income from significant or unusual disposals of tangible and intangible assets;
- acquisition and consolidation expenses;
- income relating to "Badwill";
- income from disposals of consolidated securities;
- restructuring costs;
- unusual items corresponding to other income and expenses that are not usual in terms of their frequency, nature, and amount.

in thousands of euros	2020	2021
Staff costs associated with restructuring	-4,360	33
Impairment of financial assets		
Net provisions for risks and contingencies	639	-1,501
Other non-recurring income and expenses	-6,840	-3,091
Total other operating income and expenses	**-10,561**	**-4,560**

In 2021, other non-recurring income and expenses included net operating income in the amount of -€4.6 million, of which €3.3 million was proceeds from the sale of land and buildings, an expense of €3.2 million related to the launch of an outsourcing process for the pension plan, and attorney fees in the amount of €3.8 million as part of ongoing litigation.

In 2020, other non-recurring income and expenses mainly included restructuring costs (€9.0 million) following the decision to stop production activities at Waco (United States), workforce reductions in the United States, South Africa, India and France, and the shutdown of production activity in Brazil.

NOTE 5.2.7 EBITDA

in thousands of euros	2020	2021
Operating income	**74,781**	**119,187**
Amortization and depreciation	52,174	54,857
EBITDA with lease commitments	**126,955**	**174,044**
Cancellation of the lease payment charge on contracts previously classified as operating leases	-6,655	-7,008
EBITDA without lease commitments	**120,300**	**167,036**

NOTE 6 EMPLOYEE BENEFITS

NOTE 6.1 HEADCOUNT

	December 31, 2020	December 31, 2021
Managers	1,110	1,175
Supervisory staff	68	74
Technicians (ETD)	1,204	1,261
Manual workers	1,972	1,952
Total	4,354	4,462

NOTE 6.2 BREAKDOWN OF PERSONNEL EXPENSES BY TYPE

in thousands of euros	2020	2021
Salaries, bonuses, and indemnities*	-177,954	-195,740
Profit-sharing	-7,635	-14,556
Employee benefits	-6,100	-6,450
Social charges and payroll taxes	-58,821	-63,331
Personnel expenses excluding temporary employees and rebilling	-250,510	-280,076
Temporary employees and other	-18,299	-34,376
Total personnel expenses	-268,809	-314,452

** Before capitalization of R&D costs*

NOTE 6.3 EMPLOYEE BENEFITS

ACCOUNTING PRINCIPLES

The group has put in place a number of employee benefit plans with defined contributions or defined benefits.

- The defined contribution plans are post-employment benefit plans under which Manitou Group pays contributions to an independent entity. In this case, the group is not bound by any legal or implicit requirement that compels it to make additional contributions in the event that the assets are not sufficient to pay the benefits due for services rendered. The contributions are accounted for as an expense when they fall due.
- The liabilities resulting from defined benefit schemes, and their costs, are calculated according to IAS 19 (revised), using the projected unit credit method. Commitments corresponding to benefits granted are assessed taking into account the demographic and economic assumptions for each entity concerned. They are discounted to their present value using a discount rate based on the interest rates for the highest-quality bonds. The various categories of defined benefit plans in place within Manitou Group and the main assumptions used are presented in detail below.

Actuarial gains and losses generated by changes in assumptions are recorded in reserves.

The net expense for the period is the sum of the cost of services rendered, the cost related to unwinding the discount, the expected return on plan assets, and, if applicable, the cost of managing the assets.

NOTE 6.3.1 DEFINITION

The defined benefit plans that result in the recognition of a provision relate to:

- employee indemnities related to retirement or contract completion;
- other long-term benefits such as long service awards;
- pension schemes and other retirement benefits for certain employees;
- a supplementary pension scheme for certain management employees in the USA;
- medical insurance and post-employment life insurance.

These defined benefit schemes are usually covered by funds paid to insurance companies, which are valued at their fair value at year end. The value of these funds is deducted from the commitment valued in accordance with the provisions of IAS 19 (revised). The characteristics of the primary schemes are as follows:

	United States of America	United States of America	United Kingdom	France	Italy
	Pension plan b	SERP	Pension	Retirement indemnity	Severance pay
Description	A "qualified" post-employment benefits plan that was closed to new members as of May 1, 2005 and frozen in terms of the acquisition of rights for all participants as of October 3, 2009. The benefits attributed are the greater of 1% of final salary multiplied by the number of years of service (capped at 35 years) or $22 per year of service.	A "non-qualified" post-employment benefits plan including a limited number of designated beneficiaries on the basis of individual agreements. One active employee is currently in the plan; all the other beneficiaries are former employees. The benefits granted under this plan are calculated based on a percentage of final average earnings.	Final salary-based scheme, frozen to new entrants and to the acquisition of new rights.	Amount paid at the time of retirement calculated based on years of service and final salary. This plan corresponds to the legal obligations(national collective agreement of engineers and metallurgy supervisors).	Amount paid at the time of retirement calculated based on years of service and final salary. This plan complies with legal requirements and has been frozen since 2007.
Plan risks	Investment risk, life expectancy risk, and interest rate risk.	Interest rate risk and life expectancy risk.	Investment risk, life expectancy risk, and market risk.	Volatility of the benefit disbursement amounts depending on the effective retirement date.	Volatility of the benefit disbursement amounts depending on the effective departure date of employees hired before 2007.
Investment strategy	A combination of 60% in equities and the remainder in fixed-income instruments. The aim of this strategy is to grow the plan assets faster than its liabilities and to fund the minimum contribution in accordance with US law (ERISA and the Internal Revenue Code).	Although not considered as plan assets, the plan is financed via a Rabbi trust.	A combination of 50% in a diversified fund, 25% in non-indexed government bonds, and the remainder in corporate bonds denominated in GBP. The aim of this strategy is to provide a return sufficient to cover the future liabilities of members while maintaining a certain level of low-risk assets to cover pensions due in the short term.	Insurance contract making the funds invested immediately available. Assets characterized by the low volatility of their yield.	Lack of asset

NOTE 6.3.2 EVOLUTION

KEY ACTUARIAL ASSUMPTIONS USED

	France		United Kingdom		Italy		United States of America		India	
	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021
Salary trends	4.00%	4.00%	n/a	n/a	n/a	n/a	n/a	n/a	6% or 9% depending on the plan	10.00%
Pension increases	n/a	n/a	5.00%	5.00%	n/a	n/a	n/a	n/a	n/a	n/a
Financial discount rate	0.70%	1.10%	1.35%	1.85%	0.70%	1.10%	2.20%	2.70%	6.25%	6.70%

A change of -0.5% in the discount rate would have the following impact on the actuarial debt (DBO) and the cost of an additional year (SC):

in thousands of euros	Europe (inc. France)	United Kingdom	United States of America	India	TOTAL
Impact on the actuarial liability (DBO)	2,589	1,828	2,477	74	6,968
Impact on the cost of an additional year (SC)	278	0	15	12	305

Salary increases are assumed for each country as the sum of inflation assumptions and forecasts of individual increases.

The turnover and mortality rates reflect the specific characteristics of each country and each company. The turnover rate used varies according to the age and status of the individuals concerned. As of December 31, 2021, the use of the RP-2021 mortality table published by the SOA (Society of Actuaries) in October 2021 to calculate commitments in the United States had an impact of +€8,000 on the discounted debt.

The rate used to discount liabilities is determined with reference to a market rate on the reporting date based on top-quality corporate bonds.

The healthcare inflation rate used was 6.00% as of December 31, 2021. A change of 1% in healthcare inflation would have an impact on the actuarial liability (DBO) of +€0.2 million and would have no impact on the cost of an additional year (SC).

The calculation of retirement benefits in France is based on voluntary departure by the employee, which implies that the commitment includes social security charges. The rates used for social security charges in assessing the commitment for 2021 are between 36% and 52%, depending on the entities and the occupational categories concerned.

The retirement age used to calculate retirement benefits and supplementary pension was determined in compliance with the applicable legislation in the countries concerned.

BREAKDOWN OF PLAN ASSETS (AS A %)

The breakdown of plan assets as of December 31, 2021 was as follows:

	12/31/2020			12/31/2021		
	France	United Kingdom	United States	France	United Kingdom	United States
Shares	13.20%		15.72%	13.40%		0.13%
Bonds	79.10%	94.10%	77.58%	77.60%	94.08%	97.20%
Other plan assets	7.70%	5.90%	6.69%	9.00%	5.92%	2.68%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

RECONCILIATION OF BALANCE SHEET LINE ITEMS

The provision is broken down by country as follows:

						12/31/2021
in thousands of euros	France Retirement Indemnities	France Other	United Kingdom	United States of America	Other	Total
Current value of the obligation	28,130	1,540	15,830	50,036	3,689	99,225
Fair value of the financial assets	3,069		21,826	46,306	1,464	72,664
(Provisions) net assets recognized in the balance sheet	-25,061	-1,540	5,995	-3,730	-2,225	-26,561
				Of which:	Provision	-34,430
					Assets	7,869

						12/31/2020
in thousands of euros	France Retirement Indemnities	France Other	United Kingdom	United States of America	Other	Total
Current value of the obligation	32,543	1,525	16,344	51,556	3,225	105,192
Fair value of the financial assets	3,175		21,511	43,909	1,188	69,783
(Provisions) net assets recognized in the balance sheet	-29,368	-1,525	5,167	-7,646	-2,037	-35,409
				Of which:	Provision	-40,586
					Assets	5,177

CHANGE IN COMMITMENTS AND PLAN ASSETS DURING THE YEAR

	France		United Kingdom		United States of America		Other		Total	
in thousands of euros	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021
Commitment										
Beginning of published period	31,457	34,068	15,456	16,344	54,636	51,556	3,296	3,225	104,845	105,192
Effect of applications of new standards		-5,606							0	-5,606
Beginning of restated period	31,457	28,462	15,456	16,344	54,636	51,556	3,296	3,225	104,845	99,586
Service costs	2,660	2,784			121	139	203	235	2,984	3,158
Discounting	337	256	274	228	1,614	1,137	82	57	2,307	1,678
Benefits paid	-407	-594	-876	-596	-4.348	-4.526	-234	-153	-5.865	-5.869
Actuarial differences recognized in income statement									0	0
Liquidation/reduction and other									0	0
Past service costs									0	0
Additions to the scope of consolidation									0	0
Actuarial losses (gains) – experience and demographic assumptions	-1,672	-258			-614	-139	20	279	-2,265	-117
Actuarial losses (gains) – financial assumptions	1,693	-980	2,139	-1,466	4,681	-2,373	94	-14	8,607	-4,832
Other costs			197	215	199	205	-95	-13	300	407
Exchange rate adjustment			-847	1,105	-4,734	4,054	-141	73	-5,722	5,232
End of period	34,068	29,670	16,344	15,830	51,556	50,053	3,225	3,689	105,192	99,242
Plan assets										
Beginning of period	3,517	3,175	19,845	21,511	43,578	43,910	1,055	1,188	67,995	69,783
Employer contributions			562	582	3,788	2,367	96	105	4,446	3,054
Benefits paid	-407	-471	-876	-596	-4,094	-4,120	-19	-21	-5,395	-5,208
Expected return on assets	34	22	357	304	1,338	1,007	11	8	1,740	1,341
Difference - Expected return/actual return on assets	31	343	2,714	-1,451	3,281	-451	27	165	6,053	-1,393
Additions to the scope of consolidation									0	0
Liquidations									0	0
Other							18	19	18	19
Exchange rate adjustment			-1,093	1,476	-3,981	3,611			-5,074	5,087
End of period	3,175	3,069	21,511	21,826	43,910	46,324	1,188	1,464	69,783	72,683
Reconciliation of the provision										
Beginning of published	-27,940	-30,893	4,389	5,167	-11,058	-7,646	-2,241	-2,037	-36,850	-35,408
Effect of applications of new standards		5,606							0	5,606
Beginning of restated period	-27,940	-25,287	4,389	5,167	-11,058	-7,646	-2,241	-2,037	-36,850	-29,802
Expense for the year	-2,963	-3,018	-114	-140	-596	-473	-179	-271	-3,851	-3,902
Employer contributions	0	0	562	582	3,788	2,367	96	105	4,446	3,054
Benefits paid	0	123	0	0	254	406	215	132	469	661
SORIE	10	1,581	575	15	-787	2,061	-87	-100	-289	3,556
Additions to the scope of consolidation									0	0
Other							18	19	18	19
Exchange rate adjustment			-246	371	753	-444	141	-73	648	-146
End of period	-30,893	-26,601	5,167	5,996	-7,646	-3,729	-2,037	-2,225	-35,408	-26,560
							Of which:	Provisions	-40,586	-34,430
								Assets	5,177	7,869

BREAKDOWN OF EXPENSE FOR THE PERIOD

IAS 19 (Revised)	France		United Kingdom		United States of America		Other		Total	
in thousands of euros	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021
Adjustments to methodology										0
Service costs	2,660	2,784	0	0	121	139	203	235	2,984	3,158
Discounting	337	256	274	228	1,614	1,137	82	57	2,307	1,678
Expected return on assets	-34	-22	-357	-304	-1,338	-1,007	-11	-8	-1,740	-1,341
Losses/gains recognized	0	0							0	0
Administrative expenses	0		197	215	199	205	-95	-13	300	407
Net expense	2,963	3,018	114	140	596	473	179	271	3,851	3,902

NOTE 6.4 SHARE-BASED COMPENSATION

In return for services rendered, the group is likely to grant certain members of personnel equity-settled or cash-settled share-based plans. The group then records its commitment as services are rendered by the beneficiaries, from the grant date to the date the rights are acquired.

NOTE 6.4.1 SUBSCRIPTION OPTION PLAN

There is no stock option plan.

NOTE 6.4.2 ALLOCATION OF PHANTOM SHARES

Since January 1, 2018, the President and Chief Executive Officer has benefited from a Phantom Shares plan whereby an annual bonus is paid, the amount of which will be based on the Manitou share value for the periods from 2018 to 2021. This bonus is subject to performance and attendance conditions.

For 2021, 15,500 phantom shares valued at €452,600 (no allocation in 2020) were awarded, subject to the approval of the General Meeting.

NOTE 6.4.3 CHARGE RELATING TO SHARE-BASED COMPENSATION

In the consolidated financial statements, the benefit given to the beneficiaries under the plans explained above is recorded as an operating expense.

The amounts are presented below:

Plan (*in thousands of euros*)	2020 expenses	2021 expenses
Subscription option plan		
Phantom shares	0	453
Other		
Total	0	453

NOTE 6.5 EXECUTIVE COMPENSATION AND OTHER BENEFITS

Total amount of compensation and benefits in kind paid to executives:

	Non-executive corporate officers		Executive corporate officers		Executive Committee members who are not corporate officers	
in thousands of euros	2020	2021	2020	2021	2020	2021
Salaries	158	158			2,744	1,944
Mandates	444	573	1,093	1,239		
Additional benefits					210	
Options granted						
Value of options granted						
Options exercised						
Balance sheet provisions and commitments (provision for premiums or indemnities)			579	860	878	1,505

Information on the compensation policy can be found in chapter 5 of the 2021 URD.

NOTE 7 INTANGIBLE AND TANGIBLE FIXED ASSETS

NOTE 7.1 GOODWILL AND INTANGIBLE ASSETS

NOTE 7.1.1 CHANGE IN NET BOOK VALUE

ACCOUNTING PRINCIPLES

In accordance with IAS 38, an intangible asset is recognized in the assets side of the balance sheet if it is identifiable (separately, meaning that it can be separated from the entity and be sold, transferred, granted under license, leased, or exchanged, either individually or in the context of a contract with a related asset or liability; or it results from contractual rights or other legal rights, whether or not these rights are transferable or separable from the entity, or other rights and obligations):

- it is probable that the future economic benefits attributable to the asset will go to the entity;
- the cost of this asset may be reliably valued.

GOODWILL

The accounting principles regarding goodwill are described in Note 3 “Scope of consolidation.”

INTANGIBLE ASSETS

Development costs are capitalized as an asset when they meet all the following criteria:

- the product or process is clearly determined and the costs attributable to the product or process can be identified separately and reliably assessed;
- the product or process is new or represents a substantial improvement to an existing product or process;
- the technical feasibility of producing the product or process can be demonstrated;
- the company intends to produce and market or use the product or process;
- there is a market for the product or process or, in case of internal use, its usefulness to the company can be demonstrated;
- there are sufficient available resources to complete the development and then use or sell the intangible asset.

These costs primarily include the costs of the personnel assigned to the projects, the portion of overhead costs dedicated to the development activity, the costs of external studies and the costs of prototype creation.

Development costs incurred between the decision to start development, the manufacture of new equipment and the testing, and pre-series production phase for that equipment are recognized as intangible assets. Depreciation of the asset begins when development is complete and the asset is ready to be put into operation.

Costs related to preliminary study, the functional analysis phase, and user training are recognized as expenses for the period.

Software

Costs incurred in connection with the implementation of an integrated information system (ERP) are recognized as assets for the portion relating to the detailed design of the project and to programming, testing and documentation, if it is likely that the future economic benefits attributable to the asset will flow to the entity and if the cost of that asset can be reliably assessed and monitored.

Because software acquired as an operating asset is intended to be retained by the group for the long term, it is capitalized.

Configuration and customization costs related to the implementation of software in SAAS (Software As A Service) are capitalized when they meet the definition of an intangible asset (creation of interfaces, adaptation of the existing information system). Otherwise, they are accounted for as:

- operating expenses, when carried out internally;
- operating expenses or deferred expenses, when carried out by an external service provider, depending on the nature of the services rendered.

Brand names, customer relationships acquired, and other intangible assets are recognized in assets if they meet the criteria of IAS 38.

Subsequent revaluation: IAS 38 provides the option of revaluing all or a portion of the assets after the transition date. The group has decided not to make use of this option.

Depreciation is calculated according to the estimated useful lives of the different categories of assets, using the straight-line method. The amortizable amount is the difference between the cost of the asset and the residual value, which is considered to be zero for all amortizable assets.

The main depreciation periods are as follows:

Nature of fixed assets	Term
Patents	5 years
Software	3 years
Complex information systems – ERP	7 years
Development costs	5 years

in thousands of euros	Goodwill	Development costs	Software	Trademarks	Customer relationships and other intangible fixed assets	Total intangible fixed assets
Gross amount as of December 31, 2020	66,308	98,573	65,089	26,220	35,237	225,118
Purchases	278	14,748	1,110	0	4,189	20,047
Disposals	0	-845	-644	0	-3	-1,493
Change in scope	0	0	0	0	0	0
Other	0	-819	4,483	0	-4,047	-382
Currency translation differences	5,857	2,643	541	2,186	2,273	7,643
Gross amount as of December 31, 2021	72,459	114,300	70,579	28,406	37,648	250,933
Depreciation and impairment as of December 31, 2020	-66,020	-63,570	-47,446	-26,270	-30,951	-168,237
Increases	0	-8,831	-5,416	-15	-584	-14,847
Reversals	0	609	93	0	3	705
Change in scope	0	0	0	0	0	0
Other	0	140	-2,471	186	2,167	22
Currency translation differences	-5,857	-1,701	-435	-2,185	-2,141	-6,463
Depreciation and impairment as of December 31, 2021	-71,894	-73,354	-55,675	-28,286	-31,506	-188,821
Net amount as of December 31, 2020	288	35,002	17,643	-52	4,286	56,879
Net amount as of December 31, 2021	566	40,946	14,904	120	6,142	62,112

The main intangible investments in 2021 concerned development costs, for €14.7 million, information systems for €4.5 million, and other intangible fixed assets for €0.8 million.

NOTE 7.1.2 BREAKDOWN OF NET GOODWILL AT THE END OF THE YEAR

in thousands of euros	December 31, 2020	December 31, 2021
Manitou Portugal SA	71	71
Manitou Italia (formerly OMCI)	174	174
Other	43	321
Total	288	566

NOTE 7.2 TANGIBLE ASSETS

ACCOUNTING PRINCIPLES

Tangible assets correspond to physical assets that the company will continue to use after the current fiscal year.
They concern several types of assets: land, buildings, general facilities, tools, equipment, vehicles, IT equipment, etc. The group groups its tangible assets into five items:

- land;
- buildings;
- plant, machinery, and equipment;
- other tangible assets;
- tangible fixed assets under production.

A tangible fixed asset under production must be recognized in assets when:

- it is probable that the future economic benefits attributable to the asset will go to the entity;
- the cost of this asset may be reliably valued.

INITIAL RECOGNITION
The gross value of tangible assets is the historical cost of acquisition or production.
In regard to the item-based approach, the principles currently applied are as follows:

- with respect to buildings, the “construction” portion (structural work) and the “installations” portion (walls, electricity, compressed air systems, etc.) are depreciated over different periods (20 to 30 years for buildings and 10 years for installations);
- with respect to industrial equipment and other fixed assets with a high unit value (more than €50,000), depending on the nature of the constituent components and their rate of wear and tear, components for which the unit value exceeds 15% of the total value of the asset are also separated out, so that different depreciation periods can be applied.

DEPRECIATION is calculated according to the estimated useful lives of the different categories of assets, using the straight-line method.

The amortizable amount is the difference between the cost of the asset and the residual value, which is considered to be zero for all amortizable assets.

The principal estimated useful lives are as follows:

Nature of fixed assets	Term
Construction	20 to 30 years(1)
Improvements to land and buildings	10 years(2)
Industrial market	3 to 7 years(3)
Industrial tooling and molds	3 years
Transport equipment	
Passenger cars	4 years
Large commercial vehicles	5 years
Office and IT equipment	3 to 5 years(4)
Office furniture	10 years

(1) Depending on the construction quality
(2) Except for improvements to leased properties, which are amortized over the rental period of the property
(3) Depending on the type of material
(4) Depending on the type of equipment

EQUIPMENT RENTED OR PROVIDED FOR RENTAL
Equipment covered by financing leases for the benefit of customers is not capitalized, whether related to previously capitalized equipment, financing leases (back-to-back leasing), or rental (back-to-back rental). These assets are reported as receivables, at an amount equal to the net investment in the leasing contract.
Equipment covered by simple rental contracts to the benefit of customers are capitalized in the appropriate asset categories. It is depreciated over a period of 8 years.

ACCOUNTING TREATMENT FOR GRANTS
Public authority grants are recognized when there is reasonable assurance that they will be received and that the group will be able to comply with the conditions of the grant.
Grants related to depreciable assets are initially recognized as balance sheet liabilities and reported in the income statement at the rate of depreciation of the relevant assets. The research tax credit was recognized as grant income for the period.

in thousands of euros	Land	Buildings	Plant, machinery and equipment	Other tangible assets	Tangible fixed assets under production	Total tangible fixed assets
Gross amount as of December 31, 2020	46,109	199,702	204,600	112,908	4,033	567,353
Purchases	5,560	987	4,673	22,696	16,989	50,905
Disposals	-4,540	-5,247	-6,559	-1,375	0	-17,721
Change in scope	0	0	0	0	0	0
Other	253	1,385	7,109	-11,592	-9,088	-11,933
Currency translation differences	554	3,019	3,893	1,747	121	9,333
Gross amount as of December 31, 2021	47,935	199,846	213,715	124,384	12,054	597,935
Depreciation and impairment as of December 31, 2020	-10,931	-109,615	-171,289	-62,853	0	-354,688
Increases	-1,236	-8,375	-12,078	-12,052	0	-33,741
Reversals	61	2,476	5,589	1,135	0	9,261
Change in scope	0	0	0	0	0	0
Other	0	0	16	6,912	0	6,929
Currency translation differences	-126	-1,530	-3,265	-1,161	0	-6,082
Depreciation and impairment as of December 31, 2021	-12,231	-117,044	-181,028	-68,018	0	-378,321
Net amount as of December 31, 2020	35,178	90,087	33,311	50,055	4,033	212,663
Net amount as of December 31, 2021	35,704	82,802	32,688	56,366	12,054	219,614

Investments made in 2021 amount to €50.9 million, versus €40.8 million in 2020. They include €10.4 million in land and buildings, €19.4 million in rental fleet equipment, and €21.0 million in industrial equipment and other equipment.

NOTE 7.3 IMPAIRMENT OF TANGIBLE AND INTANGIBLE ASSETS

ACCOUNTING PRINCIPLES

Assets for which the expected useful life is not defined, for example, goodwill, are not amortized and are subject to an annual test for impairment. R&D assets are reviewed on each reporting date to identify any indication of impairment.

The indicators of impairment taken into account by the group include:

- investments significantly above the initial budget;
- a market downturn and weaker economic performance;
- changes in laws or standards;
- major technological developments;
- decisions to stop production.

Whenever there is an internal or external indication of impairment, the recoverable value of the asset concerned is appraised with reference to the asset group to which it belongs (cash-generating unit). Cash-generating units are coherent subsets that produce independent cash flows.

At the Manitou Group level, the main cash-generating units (CGUs) identified correspond to the manufacturing and marketing of handling equipment, the manufacturing of masts, the marketing of spare parts and attachments, and the sales financing of handling equipment to end users. The CGUs are part of the operating sectors defined by the group.

The recoverable value of an asset or an asset group is its fair value less disposal costs or its expected useful value, whichever is greater. The expected useful value is the expected discounted cash flow from the use of the cash-generating unit under consideration.

The estimated cash flows are derived from 5-year plans approved by group management. The assumptions underlying the preparation of these plans include developments in the markets in which these cash-generating units operate and the trends in the selling prices of the products and the purchase prices of materials and components. The discount rate is the weighted average cost of capital established by the group.

When the recoverable value is less than the net carrying amount of the CGU under consideration, an impairment loss is recorded against non-recurring operating income to reduce the asset or the asset group concerned.

GOODWILL AND INTANGIBLE ASSETS WITH INDEFINITE USEFUL LIFE

As of December 31, 2021, the group does not have significant goodwill or other assets with a significant indeterminate useful life requiring annual impairment tests.

R&D INTANGIBLE ASSETS

Given the existence of indicators of impairment, specific tests relating to R&D assets were carried out on the basis of sales forecasts and profitability. The discount rate applied is 8.8%. These tests resulted in an impairment of €1 million in recurring operating income on assets held by the Products Division. An additional decrease of 10% of revenue would not result in recognition of impairment.

OTHER ASSETS

The group has not conducted any tests on its tangible assets, which are primarily made up of land, buildings, and industrial equipment.

NOTE 8 RIGHT-OF-USE OF LEASED ASSETS AND RENTAL LIABILITIES

ACCOUNTING PRINCIPLES

The group assesses if a contract is or contains a lease, based on the new definition of a lease agreement. According to IFRS 16, a contract or part of a contract is or contains a lease if it grants the right to control the use of an identified asset for a certain period in exchange for a consideration. When concluding or reassessing a contract with a lease component, the group allocates the remuneration provided in the contract to each lease and non-lease component, on the basis of their different relative price.

The group recognizes a "right-of-use" asset and a lease liability at the start date of the lease. The "right-of-use" asset is initially measured at cost, and subsequently at cost less any accumulated depreciation and impairment. The amount may be adjusted according to certain reassessments of the lease liability.

The leased assets are:

- primarily real estate assets operated by the group;
- vehicle lease agreements;
- and finally industrial equipment lease agreements.

Lease debt is initially measured at the present value of lease payments due but not yet paid at the start date of the contract. The discount rate used corresponds to the rate of interest implicit in the contract or, if this cannot be easily determined, the incremental borrowing rate of each subsidiary. The group generally uses the incremental borrowing rate as the discount rate.

The lease debt is subsequently increased by the interest cost and reduced by the lease payments made. It is re-evaluated in the event of a change in future lease payments following a change in index or rate, a new estimate of the amount due under a residual value guarantee or, where applicable, a reassessment of the exercise of a purchase or extension option, or the non-exercise of a termination option (which then become reasonably certain).

The income statement is also impacted. Lessees recognize a depreciation charge for the right-of-use and an interest expense, instead of operating expenses.

The group has reviewed its leases in order to analyses them in the light of the criteria for operating leases under IFRS 16. In accordance with the exemptions provided by the standard, the group has excluded short-term leases (less than 12 months) and leases with a low asset value (less than €5,000).

The duration of the lease corresponds to the non-cancellable contractual period of use of the asset, taking into account, as applicable, any renewal options that can be reasonably expected to be exercised.

The option to apply IFRS 16 to leases of intangible assets has not been adopted by the group.

NOTE 8.1 RIGHT-OF-USE OF LEASED ASSETS

in thousands of euros	Land and buildings - right-of-use	Vehicles - right-of-use	Industrial equipment - right-of-use	Other tangible fixed assets - right-of-use	Total rights of leased assets
Gross amount as of December 31, 2020	26,095	4,728	408	1,713	32,944
Acquisition	6,467	2,027	857	396	9,749
Disposal	-1,991	-1,622	-174	-340	-4,127
Change in scope					0
Other					0
Currency translation differences	1,455	23	11	121	1,608
Gross amount as of December 31, 2021	32,026	5,156	1,102	1,889	40,174
Depreciation and impairment as of December 31, 2020	-13,534	-2,424	-244	-957	-17,159
Increases	-3,790	-1,662	-304	-525	-6,281
Decreases	2,042	1,607	174	340	4,163
Change in scope					0
Other					0
Currency translation differences	-760	11	-5	-78	-833
Depreciation and impairment as of December 31, 2021	-16,042	-2,469	-379	-1,220	-20,109
Net amount as of December 31, 2020	12,561	2,304	164	756	15,785
Net amount as of December 31, 2021	15,985	2,687	723	670	20,064

NOTE 8.2 RENTAL LIABILITIES

in thousands of euros	2021
Less than 1 year	5,091
1 to 5 years	13,455
Over 5 years	2,978
Total	21,524

NOTE 9 WORKING CAPITAL REQUIREMENT

NOTE 9.1 STOCKS

ACCOUNTING PRINCIPLES

VALUATION AND WRITE-DOWN OF INVENTORIES

The inventories are valued on the following basis:

- merchandise: valued at the weighted average purchase price,
- raw materials: valued at the weighted average purchase price,
- semi-finished products, work in process and finished products: valued at the cost of production (raw materials, equipment and labor at actual cost).

Semi-finished and finished products are valued on the basis of a standard level of activity.

Furthermore, provisions for write-down of inventories are recognized when the net realizable value of goods and merchandise is less than their cost price.

in thousands of euros	Raw materials	Work in progress	Finished products	Merchandise	Total inventories
Gross amount as of December 31, 2020	162,066	36,832	178,759	97,203	474,860
Change in scope					
Reclassification			4,989	457	5,446
Changes	45,492	51,257	-41,540	6,918	62,128
Currency translation differences	4,136	519	4,352	2,344	11,351
Gross amount as of December 31, 2021	211,695	88,609	146,560	106,923	553,786
Provisions as of December 31, 2020	-8,364		-4,881	-10,748	-23,993
Change in scope					
Reclassification	391		-34	-357	0
Changes	2,963		90	190	3,243
Currency translation differences	-213		-112	-425	-751
Provisions as of December 31, 2021	-5,223		-4,937	-11,340	-21,501
Net amount as of December 31, 2020	153,702	36,832	173,878	86,455	450,867
Net amount as of December 31, 2021	206,471	88,609	141,622	95,583	532,285

The reclassifications mainly concern leased-out and capitalized equipment, which is transferred to the inventory at the end of the lease to be sold as used equipment.

NOTE 9.2 TRADE RECEIVABLES

ACCOUNTING PRINCIPLES

Trade receivables are current financial assets that are initially recognized in accordance with the provisions of IFRS 15 and subsequently at amortized cost, less any impairment. The fair value of trade receivables is assimilated into their nominal value, given that the payment terms are generally less than 3 months.

Trade receivables are subject to write-downs for impairment based on expected credit losses (note 13.1.2).

CURRENT RECEIVABLES

in thousands of euros	Gross amount	Impairment	Net amount
December 31, 2020	304,592	-4,559	300,032
Change in scope	0	0	0
Reclassification	0	1	1
Changes	21,647	809	22,455
Currency translation differences	3,947	-126	3,822
Total as of December 31, 2021	330,185	-3,875	326,310

NON-CURRENT RECEIVABLES

There are no non-current receivables for the period.

The group generally uses credit insurance to protect its trade receivables. In certain cases, based on the group's knowledge of the customer, the amount due from a given customer may be higher than the amount covered.

WHOLESALE PROGRAM

The group has a financing program for its distributors' receivables. This program is implemented within a strict framework between several Group companies, their distributors, and a financing body. It is based on the assignment of undiscounted receivables and allows the group to be paid on the due date of the invoice by the bank and the distributor to negotiate financing with the bank. Thus, receivables are retained as operating receivables under "Customers" until payment by the financial institution. The risk is transferred to the financing body without possible recourse, unless the assigned receivables exceed the negotiated lines of credit. This program also includes credit insurance.

Receivables sold that were not deconsolidated and therefore recorded as trade receivables as of December 31, 2021 amounted to €24.9 million versus €17.1 million at December 31, 2020.

The total outstanding amount with the financial institution was €48.9 million compared with €42.8 million as of December 31, 2020.

There is no risk of recourse on receivables due as of December 31, 2021.

The financial cost for 2021 was almost zero.

FLOOR PLAN PROGRAM

On the American market and in accordance with sector practices, Manitou North America has stock financing agreements, known as floor plans, with its distributors for periods of up to 24 months. Under these floor plans, the distributors must make payment for the machines as soon as they are sold to the end-customer and no later than on conclusion of the inventory financing agreement. Due receivables are monitored individually. The impairment criteria are essentially assessed on a customer-by-customer basis according to the age of the receivables. Each entity performs this analysis according to the specific characteristics of its markets.

Amounts recorded in respect of the raising and reversal of impairment provisions on trade receivables are recorded in "Selling, marketing, and service expenses."

Losses on trade receivables amounted to €0.2 million for the 2021 fiscal year and were also recorded in the "Selling, marketing, and service expenses" line item of the income statement.

NOTE 9.3 OTHER RECEIVABLES

in thousands of euros	December 31, 2020	Change in scope	Changes	Currency translation differences	December 31, 2021
Tax and social security receivables	17,899		19,059	361	37,319
Other receivables	8,057		6,122	153	14,331
Advances and payments on account in respect of orders	3,899		1,668	113	5,679
Prepaid expenses	13,373		1,391	419	15,183
Total other current receivables	**43,227**	**0**	**28,240**	**1,046**	**72,513**
Other non-current receivables	429		2,638	89	3,156
Total other non-current receivables	**429**		**2,638**	**89**	**3,156**
Total other receivables	**43,656**	**0**	**30,878**	**1,135**	**75,669**

NOTE 9.4 DEBT RELATED TO OPERATING ACTIVITIES

in thousands of euros	December 31, 2020	Change in scope	Changes	Currency translation differences	December 31, 2021
Supplier accounts payable and related	**215,887**		**94,975**	**1,727**	**312,589**
Tax and social security liabilities	*76,284*		*16,916*	*1,102*	*94,302*
Other operating liabilities	*39,820*		*7,225*	*1,073*	*48,118*
Uninvoiced revenues	*17,954*		*-6,399*	*819*	*12,374*
Other operating liabilities	134,058	0	17,742	2,994	154,793
Fixed asset accounts payable	2,062		503	8	2,574
Other liabilities	**136,120**		**18,245**	**3,002**	**157,367**
Other non-current liabilities	**2,130**		**2,949**	**228**	**5,307**
Total operating liabilities	**354,137**		**116,169**	**4,957**	**475,263**

NOTE 9.5 CHANGE IN WORKING CAPITAL REQUIREMENT

in thousands of euros	December 31, 2020	December 31, 2021
+ Change in inventories	-126,778	65,371
+ Change in receivables	-70,106	51,334
of which Trade receivables	-73,427	22,455
of which Sales financing receivables	423	-2,000
of which Other receivables	2,898	30,879
- Change in other current liabilities	-50,440	115,669
of which Supplier accounts payable and related	-35,444	94,975
of which Other current operating liabilities	-14,638	20,732
of which Other non-current liabilities	-359	-38
Total change in working capital requirement*	-146,444	1,036

**WCR defined in section 8.5 of 2021 URD*

NOTE 10 SHAREHOLDERS' EQUITY AND EARNINGS PER SHARE

NOTE 10.1 SHAREHOLDERS' EQUITY

NOTE 10.1.1 SHARE CAPITAL

The share capital consists of 39,668,399 shares as of December 31, 2021.

NOTE 10.1.2 TREASURY SHARES

ACCOUNTING PRINCIPLES

Treasury shares held by the group are recognized at their purchase price against shareholders' equity, regardless of their future use (IAS 32).

When securities are sold, the sale price is recognized directly in group shareholders' equity and the related cash receipt is recognized in cash and cash equivalents. No gain or loss is therefore recorded in the income statement for the period.

Number of shares	Realization as of December 31, 2020	% of capital	Realization as of December 31, 2021	% of capital
HELD AT OPENING (SHARE PLAN)	1,381,461		1,381,461	
Shares purchased				
Shares sold				
Stock options exercised				
HELD AT CLOSING (SHARE REPURCHASE PROGRAM)	1,381,461	3.48%	1,381,461	3.48%
Stock option coverage				
Liquidity contract	15,562		19,733	
TOTAL TREASURY SHARES HELD	1,397,023	3.52%	1,401,194	3.53%

The acquisition cost of shares purchased, in addition to the proceeds from shares sold, were recorded respectively as a reduction or increase in net position. Treasury shares do not confer dividend rights.

NOTE 10.2 EARNINGS PER SHARE

ACCOUNTING PRINCIPLES

CALCULATION OF EARNINGS PER SHARE

Earnings per share are calculated by dividing the net profit for the period attributable to ordinary shareholders by the weighted average number of ordinary shares outstanding during the period, after deducting the average number of treasury shares. To calculate the diluted earnings per share, the profit attributable to ordinary shareholders of Manitou BF and the weighted average number of shares outstanding are adjusted for the effects of all potentially diluting ordinary shares.

	December 31, 2020	December 31, 2021
Net income for the period attributable to ordinary shareholders (in thousands of euros)	39,581	86,757
Average number of total shares (in thousands of shares)	39,668	39,668
Average number of treasury shares (in thousands of shares)	1,396	1,399
Weighted average number of ordinary shares outstanding during the period (in thousands of shares)	38,272	38,269
GROUP PORTION OF NET INCOME PER SHARE (IN EUROS)	1.03	2.27
Net income for the period attributable to ordinary shareholders (in thousands of euros)	39,581	86,757
Weighted average number of ordinary shares outstanding during the period (in thousands of shares)	38,272	38,269
Average number of dilutive shares (in thousands of shares)	0	0
Weighted average number of ordinary shares adjusted for dilutive shares (in thousands of euros)	38,272	38,269
DILUTED EARNINGS PER SHARE (in euros)	1.03	2.27

NOTE 11 PROVISIONS

NOTE 11.1 PROVISIONS

ACCOUNTING PRINCIPLES

In accordance with IAS 37, "Provisions, Contingent Liabilities and Contingent Assets", a provision is recognized when the group has a current liability to a third party and it is probable or certain that it will require an outflow of resources to said third party.

WARRANTIES

A provision is created to cover the estimated cost of warranties on machinery and spare parts at the time they are sold to the sales networks or to end customers. It covers the contractual warranty, as well as any potential extension on a case-by-case basis. The provision is based on projections from historical statistical data.

A provision may also be recognized in connection with a recall campaign for specific equipment to resolve a major or hazardous malfunction. In this instance, the provision is assessed by applying the unit cost of remedial action to the fleet of machines concerned.

RESTRUCTURING MEASURES/SEVERANCE INDEMNITIES

The estimated cost of restructuring measures and severance indemnities is recognized and recorded as a provision when they have been documented in a detailed plan and have been announced or begun to be implemented.

in thousands of euros	Warranty provisions	Provisions for other risks	Provisions for employee benefits	Total provisions
December 31, 2020	21,017	5,957	35,029	62,003
Of which, less than one year	16,689	3,289	425	20,403
Of which, more than one year	4,328	2,668	34,604	41,600
Increases	11,058	6,940		17,998
Provision reversed (used)	-5,484	-2,226		-7,710
Provision reversed (unused)	-1,675	-1,158		-2,833
Change			627	627
Recycling			-3,569	-3,569
Change in scope				0
Reclassification			1,748	1,748
Currency translation differences	404	304	595	1,302
As of December 31, 2021	25,320	9,816	34,430	69,566
Of which, less than one year	20,069	5,684	469	26,222
Of which, more than one year	5,251	4,133	33,961	43,344

WARRANTIE

Amounts recorded when creating or reversing provisions for warranties are included in "Cost of goods and services sold" within the income statement, as are the actual warranty expenses. This line also includes provisions established to cover equipment recall campaigns following supplier quality incidents.

OTHER RISKS

Other risks mainly concern commercial, employee, or tax litigation. Provisions recorded correspond to the group's and its advisers' best estimates at the closing date of the risks incurred with respect to the litigation in process.

As of December 31, 2021, provisions for risks included a provision of €2.5 million for legal fees in connection with an infringement dispute.

They also include a provision for risk of €3.4 million following the launch of an outsourcing procedure for a pension plan.

NOTE 11.2 MONITORING OF LITIGATION FOR INFRINGEMENT OF INTELLECTUAL PROPERTY RIGHTS

In May 2017, Manitou Group was sued by JC Bamford Excavators Limited (JCB) in France, the United Kingdom and then Italy for alleged infringement of two European patents relating to certain features concerning the overload cut-off control system of certain telescopic forklift trucks manufactured and/or marketed in these three countries.

In May 2017, the plaintiff filed a claim in the French court for a provision of 20 million euros, to be increased to 50 million euros in June 2018. The financial claims before the English court were not quantified and are still not quantified at the date of publication of this report, but the summons indicates that for procedural purposes the commercial value of the claim is estimated to be in excess off 10 million. For Italy, the summons does not specify any quantified claim.

In December 2018, JCB served Manitou Group with a new patent infringement suit in France and the United Kingdom relating to a third European patent, also relating to certain features concerning the overload cut-off control system of certain telescopic forklift trucks. This summons takes up the request for a provision in the amount of 50 million euros, subsequently increased to 100 million euros in its last conclusions communicated in May 2020. The summons for this third patent has been the subject of joint proceedings in the United Kingdom but remains separate in France.

In 2018, JCB had produced an expert opinion estimating its damages of 160 million euros for the first two patents. At the end of 2019, in the first main proceedings, JCB increased its damage assessment to 190 million euros in its final conclusions. This increase is due to an update of the injury in its duration, which according to JCB is until March 2019. This assessment also includes the estimated injury under the third patent.

In France, in the context of a procedural incident in 2018, JCB applied for preliminary injunctions against Manitou BF. A decision was issued by the Pre-Trial Judge on 31 January 2019, which dismissed the applicant's request for preliminary injunction on the first patent on which JCB based its allegations and, regarding the second patent, prohibited Manitou BF from manufacturing, offering for sale, renting and owning an old configuration of certain telescopic forklift trucks. This decision has no impact on Manitou BF's business as it relates to the ordering system for certain models produced and sold before August 2017 which are therefore no longer manufactured by Manitou BF, as underlined in the order. Manitou BF immediately appealed this decision in order to challenge the prohibition order in so far as it related only to a configuration that Manitou had ceased to produce for 18 months. This immediate appeal on the grounds of abuse of authority was held to be inadmissible, reserving the possibility of appeal with judgment on the merits.

On the occasion of the same incident, Manitou BF had proposed in the alternative, if the judge considered the request for prohibition to be wellfounded, the establishment of a bank guarantee of 470,000 euros for the two patents as a replacement for the prohibitions. This proposal became irrelevant for the first patent, for which the judge did not pronounce a prohibition. JCB requested that this guarantee, if ordered, be 30 million euros (also for the two patents) on the basis of the expert opinion it had produced estimating its damages at 160 million euros (for the two patents). This proposal was not accepted by the judge, nor was JCB's request for a penalty payment of 100 000 euros per day of delay, the penalty payment ordered by the judge being 1 000 euros per infringement, the decision having emphasized that the damage alleged by the plaintiff relates to the overload cut-off control system alone and not to the machine as a whole.

In 2020, the legal proceedings on the merits of the dispute relating to the first two patents continued. On February 26, 2021, the Paris Court of Justice (“Tribunal Judiciaire”) ruled, in first instance, on the French part relating to these first two patents.

Under the terms of this decision, the Tribunal invalidated the French part of the second patent in its entirety rendering ineffective the January 31, 2019 preliminary injunction order against Manitou BF.

Then, JCB tried unsuccessfully to limit its 2nd patent to the EPO (European Patent Office), which rejected its limitation claim on October 4th, 2021. JCB didn’t appeal against this decision.

The Court also invalidated most of the claims of the French part of the first patent. The Court found that only two claims of the French part of the first patent were infringed by three models of equipment from an old configuration which is no longer marketed by Manitou BF since May 2017. Manitou challenges this decision while noting that it has no impact on its business as this old configuration is no longer marketed.

Given the very residual character of the infringement uphold, the Court ordered Manitou BF to pay the plaintiff the total sum of 150,000 euros for the loss suffered, rejecting the claim of JCB, which was claiming a loss of 190 million euros. The Court's decision reinforces the position of Manitou, which has always contested the merits of the plaintiff's action and the disproportionate nature of its claims. JCB and Manitou BF appealed against this decision.

An interim pleading date is set for May 11, 2022 but only on the matter relating to the invalidity of the ‘saisie-contrefaçon’. The proceeding on the merits relating to the third patent is still pending, and no pleading date has been yet set.

In the United Kingdom, no progress was made in the course of 2018 as JCB did not carry out any due diligence in this respect. A case management conference was held in January 2019 after JCB finally performed its due diligence. The litigation schedule has been established and the hearing originally scheduled for October 2020 has been postponed due to the increased length of the trial resulting from the addition of the third patent in the proceeding. According to this new schedule, the case has been pleaded before the High Court of Justice in November 2021. No decision has been made at the date of the closing accounts.

In Italy, the proceedings on the merits relating to these first two patents remain in a preliminary phase, the appointment of a court expert was pronounced at the end of 2019 and the court expert measures are still in progress at the closing date.

In Italy, JCB had also requested interim injunctions against Manitou's Italian subsidiary on the second and third patents. This request was rejected by the Italian courts by decision of January 30, 2020. JCB has not appealed this decision.

Following the decision of the Paris Court of Justice on February 26, 2021, which strengthened the group's position, a provision of 0.2 million euros was recorded for the first patent and no provision was recorded for the second patent.

For the third patent, given the progress of the proceedings, the financial risk likely to be incurred is still difficult to measure with reliability. Furthermore, a significant outflow of resources in respect of this claim seems unlikely in respect of the matters put forward by Manitou Group to defend itself. Consequently, no provision for this claim has been recognized in the group's financial statements.

The group will continue to firmly defend itself against infringement allegations of three patents claimed by JCB.

NOTE 12 TAXES

ACCOUNTING PRINCIPLES

The tax expense recognized in the income statement comprises:

INCOME TAXES

The income tax expense corresponds to the amounts of taxes on profits owed to the various tax administrations for the fiscal year, determined using the tax rates and tax rules applicable in the country in question on the closing date, and any adjustment to the tax amount payable for previous periods.

DEFERRED TAXES

In accordance with IAS 12, “Income Taxes,” deferred taxes are recognized on all temporary differences between the book value of assets and liabilities and their fiscal value, using the liability method. Deferred tax assets and liabilities are systematically recorded. They are valued at the tax rates to be applied over the period during which the asset will be realized and the liability will be paid, based on the tax regulations enacted or substantively enacted on the closing date.

For investments in the subsidiaries, a deferred tax is recognized on the difference between the consolidated value of the securities and their tax value, when the temporary difference is likely to reverse itself in the foreseeable future.

Deferred taxes are recognized in expenses or profits in the income statement when they are incurred by elements allocated directly to shareholders’ equity or other elements of the comprehensive income. In this case, deferred taxes are charged against equity or other comprehensive income. During a change in tax rate, the resulting tax is recognized in profit or loss, unless it relates to elements that are originally recognized in shareholders’ equity or other elements of the comprehensive income.

Deferred tax assets are only recognized if it is probable that the group will record future taxable profits to which the corresponding temporary difference can be allocated. Deferred tax assets are examined at each closing date and are written down if there is a risk that they will not be used.

Within the same tax entity, deferred tax assets and liabilities are offset, since it has the right to offset its tax assets and its tax liabilities payable.

In addition, the group considered that the French CVAE (Business Contribution on Value Added) had characteristics similar to certain other foreign taxes such as the Italian IRAP, already assessed by the issuers concerned as falling within the scope of IAS 12. In accordance with IAS 12, the total amount of current and deferred expense related to the CVAE is reported in the “Income taxes” line item of the income statement.

NOTE 12.1 CHANGES IN BALANCE SHEET POSITION

in thousands of euros	December 31, 2020	Scope	Result	Payment	Currency translation differences	Other*	December 31, 2021
Current taxes							
Assets	13,777						13,468
Liabilities	1,139						2,003
TOTAL	12,638	0	-28,640	27,706	110	-349	11,465
Deferred taxes							
Assets	13,393						17,261
Liabilities	2,854						7,605
TOTAL	10,539	0	-537	0	43	-389	9,657

** Other changes in current and deferred taxes can be broken down as follows:*

in thousands of euros	2020	2021
Deferred taxes recorded as reserves – OCI	157	-1,226
Deferred taxes recorded as consolidated reserves – Interest rate hedging instruments	-1,124	479
Other	154	9
TOTAL	-813	-738

The deferred taxes of the entities within the French scope include, for long-term differences, the progressive reduction in the tax rate, or a rate of 27.5% in 2021 and then 25% in 2022.

NOTE 12.2 INCOME TAXES RECORDED IN THE INCOME STATEMENT

in thousands of euros	2020	2021
Current taxes	-22,132	-28,640
Deferred taxes for the period	-1,585	878
Change in deferred tax rate	383	-332
Impairment losses (-) and capitalization of unrecognized losses (+)	-1,517	-1,083
Total deferred taxes	-2,719	-537
TOTAL	-24,851	-29,177

NOTE 12.3 RECONCILIATION OF THE FRENCH STATUTORY TAX RATE AND THE EFFECTIVE TAX RATE APPLIED TO CONSOLIDATED INCOME

in thousands of euros	2020	2021
Income before taxes on fully consolidated companies	63,465	113,471
Statutory tax rate in France	32.02%	28.41%
Theoretical tax expense for the fiscal year	-20,321	-32,237
Other taxes	-2,790	-2,462
Impairment of assets	-819	0
Permanent differences	785	318
Increase/decrease in tax rates (current and deferred)	383	-332
Tax loss carry forwards capitalized (uncapitalized tax loss carry forwards)	-1,517	-1,083
Differences in (local/group) tax rates and others	-572	6,618
Total - Income taxes	-24,851	-29,178
Effective tax rate	39.2%	25.7%

The rate used to calculate the theoretical tax rate is the rate applicable to Manitou BF, i.e. the statutory tax rate in France of 28.41%. This rate includes the standard income tax rate of 27.5% and the social contribution rate of 3.3%.

For fully consolidated companies, the main rate differences (local/group) concern the following countries:

in thousands of euros	2021
Manitou BF	-683
Manitou Italia	556
United States of America	1,335
Manitou UK	659
Manitou Vostok	563
Manitou Benelux	207
Other countries	311
TOTAL	2,948

Over the period, the tax rate comes to 25.7% versus 39.2% as of December 31, 2020. This variation is explained by:

- lower tax rates in France and a lower relative weight of CVAE given the increase in the group's income;
- the recognition of deferred tax income of €2.6 million following a tax revaluation of a real estate complex in Italy;
- a decrease in non-activated losses in 2021 compared to fiscal year 2020. As of December 31, 2021, only tax loss carry forwards in India were not recognized for an estimated tax of €1.1 million compared to €1.6 million as of December 31, 2020 (India and Brazil). These loss carry-forwards were not activated in light of uncertainties regarding their recoverability in the near term.

NOTE 12.4 DEFERRED TAXES

Recognized deferred taxes arise from the following temporary differences:

in thousands of euros – assets/(liabilities)	Temporary differences as of December 31, 2020	Deferred tax assets as of December 31, 2020	Temporary differences as of December 31, 2021	Deferred tax assets as of December 31, 2021
Intangible assets	-1,443	-248	-1,136	-217
Tangible assets	-15,887	-4,075	-14,820	-3,833
Finance leases	473	490	506	482
Employee benefits	30,911	8,009	32,211	7,303
Provisions	23,710	5,582	30,425	7,316
Inventories & receivables	-16,678	-2,325	-12,435	-2,685
Miscellaneous	2,008	95	-1,887	-1,590
Subtotal	23,093	7,529	32,865	6,776
Tax credits		1,269		1,913
Tax loss carry forwards		1,742		968*
Total		10,539		9,657

** Of which €766 thousand (Manitou Americas) and €202 thousand (Marpoll)*

NOTE 13 FINANCING AND FINANCIAL INSTRUMENTS

NOTE 13.1 RECONCILIATION OF BALANCE SHEET LINE ITEMS

NOTE 13.1.1 BALANCE SHEET

ACCOUNTING PRINCIPLES

PRINCIPLES OF VALUATION AT FAIR VALUE

The fair value of all financial assets and liabilities is determined on the reporting date, either for accounting purposes or for disclosure in the Notes to the financial statements. Fair value is determined:

- either based on market prices on an active market (level 1);
- or based on internal valuation methods using standard mathematical calculations which include observable market data (forward rates, yield curves, etc.), with the resulting valuations being adjusted to take account of reasonable change in the group or counterparty risks (level 2);
- or based on internal valuation methods which, in the absence of available data, incorporate parameters estimated by the group (level 3).

ASSETS

in thousands of euros	Financial assets at fair value through other elements of the income statement		Financial assets at amortized cost		Financial assets at fair value through income		Balance sheet total	
in thousands of euros	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021
Non-current financial assets	3,968	4,199	63	0	7,355	10,452	11,386	14,650
Current financial assets			13	10	1,855	2,510	1,868	2,520
Cash and cash equivalents					120,721	194,305	120,721	194,305
Sales financing receivables - non-current portion			6,699	4,469			6,699	4,469
Other non-current assets			429	3,156			429	3,156
Accounts receivable			300,034	326,312			300,034	326,312
Sales financing receivables - current portion			3,163	3,435			3,163	3,435
Other current receivables			43,226	72,511			43,226	72,511
Total	**3,968**	**4,199**	**353,626**	**409,893**	**129,931**	**207,267**	**487,525**	**621,358**

The financial assets are valued using internal valuation techniques (level 2) with the exception of certain cash equivalents (Note 13.1.2) valued according to quoted market prices in an active market (level 1).

LIABILITIES

The various categories of financial liabilities on the reporting date are as follows. They are set out in Note 13.1.3 below.

in thousands of euros	December 31, 2020	December 31, 2021
Non-current financial liabilities	145,089	126,638
Non-current rental liabilities	12,105	16,433
Other non-current liabilities	2,130	5,307
Current financial liabilities	17,375	51,686
Current rental liabilities	4,806	5,091
Suppliers	215,887	312,589
Other current liabilities	136,120	157,367
Total	**533,513**	**675,111**

The financial liabilities are valued using internal valuation techniques (level 2).

NOTE 13.1.2 ASSETS IN DETAIL

ACCOUNTING PRINCIPLES

VALUATION AND RECOGNITION OF FINANCIAL ASSETS

Pursuant to IFRS 9, the financial assets are classified in one of the following categories:

- financial assets valued at fair value through the income statement;
- financial assets valued at amortized cost;
- financial assets valued at fair value by the other elements of the comprehensive income.

SALES FINANCING RECEIVABLES

Receivables on finance contracts are valued at their discounted value using the effective interest rate method. The amount of any loss recognized is recorded in the income statement.

FINANCIAL ASSETS VALUED AT FAIR VALUE THROUGH THE OTHER ELEMENTS OF THE INCOME STATEMENT

The financial assets are valued at their fair value and changes in this fair value are recorded in the other components of comprehensive income. They include, in particular, the assets associated with the American subsidiary's SERP (Supplemental Employment Retirement Plan).

CASH AND CASH EQUIVALENTS

The availabilities and cash equivalents are mainly made up of bank accounts and marketable securities that can be disposed of quickly, are very liquid, can be easily converted into a known cash amount and of which the underlying assets do not present significant fluctuation risks. The marketable securities are revalued at fair value by the income statement.

SHORT-TERM FINANCIAL ASSETS

This item mainly includes derivative financial instruments whose recognition is explained in note 13.2.2.

SALES FINANCING RECEIVABLES

in thousands of euros	Receivables on financing leases	Receivables on financing granted to end customers	Total
Gross amount as of December 31, 2020	9,862	473	10,335
Change in scope			
Other	0	0	0
Changes	-2,000	-13	-2,014
Currency translation differences	43	39	82
Gross amount as of December 31, 2021	7,904	498	8,402
Impairments as of December 31, 2020		-473	-473
Change in scope			
Other	0	0	0
Changes		13	13
Currency translation differences		-39	-39
Impairments as of December 31, 2021		-498	-498
Net amount as of December 31, 2020	9,862	0	9,862
Net amount as of December 31, 2021	7,904	0	7,904
	Of which:	non-current portion	4,469
		current portion	3,435

Impairment is calculated based on historical statistical data for trade receivables not analyzed in unitary terms.

The schedule of non-current sales financing receivables is as follows:

in thousands of euros	December 31, 2021	1 to 3 years	3 to 5 years	Over 5 years
Receivables on financing leases – Net	4,469	3,980	489	
Receivables on financing granted to end customers – Net				
Sales financing receivables - non-current portion	4,469	3,980	489	0

CREDIT RISK

Credit risk is the risk that a counterparty may default on its contractual commitments or the risk inherent in the collection of receivables.

The group is exposed to a credit risk in its operational and financing activities. The maximum credit-risk exposure is represented by the asset totals set out in the balance sheet, details of which are set out below.

in millions of euros	December 31, 2020	December 31, 2021
Sales financing receivables	10	8
Trade accounts and other receivables	300	326
Other receivables	44	76
Cash and cash equivalents	121	194
Total	474	604

CREDIT RISK MANAGEMENT

Client risks are managed by the financial divisions of the various entities. The largest of them have credit-management teams. Each entity establishes management procedures, measuring instruments, and rules on writedowns of outstanding client amounts. The most sensitive cases are monitored and handled in conjunction with the Credit Management Department of the parent company.

In most organizations, credit risk is partly or fully covered by credit insurance. Credit risks may also be offset or limited by collateral or specific guarantees.

In addition, the group's client base is highly fragmented. Consequently, in 2021, no individual client accounted for more than 2% of the consolidated revenue.

The finance department also takes care to spread the bank counterparty risk across leading institutions.

ANALYSIS OF OVERDUE RECEIVABLES AND ASSOCIATED IMPAIRMENT

						December 31, 2021
in thousands of euros	Not due	Due <30 days	Due 31 - 90 days	Due 91 - 120 days	Due +120 days	Total
Trade receivables	231,436	79,690	9,170	1,946	7,945	330,187
Trade receivables impairment	-79	-114	-117	-25	-3,539	-3,875
Trade receivables – Net	**231,357**	**79,576**	**9,053**	**1,921**	**4,405**	**326,312**
Receivables on financing granted to end customers					498	498
Impairment of receivables on financing granted to end customers					-498	-498
Receivables on financing granted to end customers – Net	**0**	**0**	**0**	**0**	**0**	**0**
Receivables on financing leases						0
Impairment on receivables on financing leases						0
Receivables on financing leases – Net	**0**	**0**	**0**	**0**	**0**	**0**
Total	231,357	79,576	9,053	1,921	4,405	326,312

CHANGES IN IMPAIRMENTS ON RECEIVABLES

in thousands of euros	December 31, 2020	Increases	Reversal used	Reversal unused	Reclassifications & others	Currency translation differences	December 31, 2021
Trade receivables impairment	-4,559	-369	679	499	1	-126	-3,875
Impairment of receivables on financing granted to end customers	-473		13			-39	-498
Of which							0
Current	-473		13			-39	-498
Non-current							0
Impairment on receivables on financing leases							0

NON-CURRENT FINANCIAL ASSETS

in thousands of euros	December 31, 2020	Change	Fair value	Recycling	Currency translation differences	Changes in scope	December 31, 2021
Financial assets at fair value through other elements of comprehensive income*	3,968	349	-439		321		4,199
Derivatives	95	206					301
Other non-current financial assets	7,323	2,452		36	335	3	10,150
Total	11,386	3,007	-439	36	656	3	14,650

** Of which €4,121 thousand relating to the SERP of the American subsidiary (Note 6.3.1)*

CURRENT FINANCIAL ASSETS

Marketable securities and derivatives were valued at their fair value on the reporting date.

in thousands of euros	December 31, 2020	Net amount as of December 31, 2021
Financial assets at fair value through other elements of the income statement	2	2
Derivatives	512	837
Financial assets valued at amortized cost	13	10
Other current financial assets	1,341	1,670
Total	1,868	2,520

CASH AND CASH EQUIVALENTS

in thousands of euros	December 31, 2020	Net amount as of December 31, 2021
Cash and cash equivalents	110,039	184,224
Term deposits and others	10,681	10,081
Money-market funds (SICAV) & others	0	0
Total	120,721	194,305

NOTE 13.1.3 LIABILITIES IN DETAIL

ACCOUNTING PRINCIPLES

VALUATION AND RECOGNITION OF FINANCIAL LIABILITIES

BORROWINGS AND OTHER FINANCIAL LIABILITIES

Borrowings are initially recognized at their fair value, net of directly attributable transaction costs. These borrowings are valued at their amortized cost on each reporting date, using the effective interest rate method. Financial expenses therefore include interest and other costs incurred which are spread over the life of the loan.

VALUATION OF SHAREHOLDER AGREEMENTS (MINORITY PUT OPTIONS)

Manitou BF SA has signed shareholder agreements specifying the terms for repurchasing shares held by the minority shareholders of consolidated subsidiaries. In the absence of a specific standard or interpretation, the fair value of the commitment to minority shareholders is recognized as a financial liability by deduction from minority interests and, for the portion exceeding the value of the minority interests, by deduction from the group portion of shareholders' equity. The change in the financial liability related to the change in the fair value of the commitment to minority shareholders from one period to the next is also recognized as a financial liability by deduction from minority interests and, for the portion exceeding the value of the minority interests, by deduction from the group portion of shareholders' equity.

NET DEBT

The group's net debt is as follows:

in thousands of euros	December 31, 2020	December 31, 2021
Total current financial liabilities*	17,375	51,686
Total non-current financial liabilities*	145,089	126,638
TOTAL GROSS DEBT	**162,464**	**178,324**
Cash and cash equivalents	-120,721	-194,305
Current financial assets	-1,868	-2,520
TOTAL NET DEBT	**39,876**	**-18,501**

**Excluding IFRS 16*

in thousands of euros	December 31, 2020 Current	December 31, 2021 Current
Short-term financing and bank overdrafts	790	1,478
Bank loans	3,070	1,952
Financing lease liabilities	1,107	7,417
Liabilities related to receivables securitized with recourse	0	0
Derivative liabilities - currency and interest rates	3,100	5,474
Financial liabilities at fair value through income	109	368
Bond issues	0	25,579
Other borrowings	9,199	9,419
Commitments to buy back minority interests	0	0
CURRENT FINANCIAL LIABILITIES	**17,375**	**51,686**
Current rental liabilities	4,806	5,091
TOTAL CURRENT FINANCIAL LIABILITIES	**22,182**	**56,776**

in thousands of euros	December 31, 2020 Non-current	December 31, 2021 Non-current	1 to 5 years	over 5 years
Bank loans	10,260	18,243	9,543	8,700
Financing lease liabilities	124	142	142	0
Liabilities related to receivables securitized with recourse	0	0	0	0
Derivative liabilities - currency and interest rates	6	638	638	0
Financial liabilities at fair value through income	776	227	227	0
Bond issues	128,946	104,170	35,406	68,764
Other borrowings	4,976	3,218	2,918	300
Commitment to buy back minority interests	0	0	0	0
NON-CURRENT FINANCIAL LIABILITIES	**145,089**	**126,638**	**48,874**	**77,764**
Non-current rental liabilities	12,105	16,433	13,455	2,978
TOTAL NON-CURRENT FINANCIAL LIABILITIES	**157,194**	**143,071**	**62,329**	**80,742**

The group funds most of its needs through bank financing (medium-term loans or bank overdrafts) and bond issues (of the Euro PP type). The parent company's bank financing agreement had been renegotiated and extended in December 2016 for a period of five years, plus two possible one-year extensions, which were activated, taking the expiry date of the financing to December 2023.

CHARACTERISTICS OF THE MAIN BANK LOANS

in thousands of euros	December 31, 2020		December 31, 2021				
	Current	Non-current	Current	Non-current	Currency	Due date	Effective rate
Revolving					EUR	Variable	
BPI 1	599				EUR	Q4/2021	2.82%
BPI 2	581	1,184	390	856	EUR	Q4/2024	4.41%
BPI 3	650	4,397	960	3,449	EUR	Q2/2026	2.01%
BPI 4	463	4,583	585	4,010	EUR	Q2/2029	2.20%
BPI 5				4,930	EUR	Q3/2031	1.66%
BPI 6				4,930	EUR	Q3/2031	1.05%
Australia	757	70			AUD	Q2/2022	2.71%
Other	19	25	18	69			
Total	3,070	10,260	1,952	18,243			

In December 2016, Manitou renegotiated and extended its financing put in place in 2013. The multicurrency RCF (Revolving Credit Facility) stands at €180 million with a maturity of five years, plus a possible two-year extension, which was activated, and takes the expiry date of the financing to December 2023.

This contract includes ratio clauses (covenants) and “material adverse change*” and “cross default*” clauses that could restrict the possibilities for drawdown or affect the term of the credit facilities. It includes “negative pledge” clauses accompanied by thresholds and exemptions.

Facility	Signatories	Main contractual clauses 2nd half of 2016 to second half of 2023
Revolving Facility	Manitou BF	Gearing < 1 Leverage < 3.5 except in certain cases Cap on investments Cap on acquisitions and disposals of assets Limits on additional debt Clause on changes in control Dividends are limited to 100% of net income

**Definition in paragraph 8.5 of the 2021 URD*

CHARACTERISTICS OF BOND ISSUES

in thousands of euros	December 31, 2020		December 31, 2021				
	Current	Non-current	Current	Non-current	Currency	Due date	Effective rate
Bond issue 2015-2022		24,824	25,579		EUR	Q3/2022	4.24%
Bond issue 2019-2025		9,924		9,943	EUR	Q2/2025	2.58%
Bond issue 2019-2026		24,763		24,842	EUR	Q2/2026	2.79%
Bond issue 2019-2027		69,435		69,385	EUR	Q2/2027	3.12%
Total		128,946	25,579	104,170			

OUTSTANDING LIABILITY TO FINANCIAL INSTITUTIONS

The portion of outstanding liability to financial institutions is broken down as follows:

in thousands of euros	December 31, 2020		December 31, 2021	
	Outstandings authorized	Outstandings used	Outstandings authorized	Outstandings used
Short-term financing and bank overdrafts	69,000		71,000	
Financing lease liabilities	1,231	1,231	7,559	7,559
Other bank loans				
- Amortizable term loans	12,192	12,192	20,470	20,470
- Revolving loan facilities	180,000		180,000	

CASH/NON-CASH CHANGES IN FINANCIAL ITEMS

in thousands of euros		December 31, 2020	Cash flow	"Non-cash" flow				December 31, 2021
				Changes in scope	Currency translation differences	Fair value	Others & reclass.	
Bank loans - current	A	3,070	-2,426	0	8	0	1,300	1,952
Bank loans - non-current	B	10,260	9,886	0	2	0	-1,905	18,243
Financing lease liabilities - current	A	1,107	6,310	0	0	0	0	7,417
Financing lease liabilities - non-current	B	124	0	0	8	0	10	142
Bond issues - current	A	0	46	0	0	0	25,533	25,579
Bond issues - non-current	B	128,946	151	0	0	0	-24,928	104,170
Change in financial liabilities		**143,508**	**13,967**	**0**	**18**	**0**	**10**	**157,503**
Other loans - current	A	9,199	225	0	-3,344	0	3,339	9,419
Other loans - non-current	B	4,975	-2,045	0	347	0	-61	3,216
Derivative liabilities - currency and interest rates - current	A	3,100	191	0	0	1,993	191	5,474
Derivative liabilities - currency and interest rates - non-current	B	6	0	0	0	0	631	638
Financial liabilities at fair value through income - current	A	109	0	0	0	0	259	368
Financial liabilities at fair value through income - non-current	B	776	0	0	0	0	-549	227
Derivative assets - currency and interest rates - current		-512	0	0	0	0	-325	-837
Financial liabilities related to receivables securitized with recourse		0	0	0	0	0	0	0
Buyback commitments for minority interests - current	A	0	0	0	0	0	0	0
Buyback commitments for minority interests - non current	B	0	0	0	0	0	0	0
Change in other items		**17,654**	**-1,630**	**0**	**-2,997**	**1,993**	**3,484**	**18,504**
Reconciliation with current and non-current financial liabilities (note 13.1.1)								
Short-term financing and bank overdrafts	A	790	621	0	66	0	0	1,478
Total current financial liabilities	**A**	**17,375**	**4,967**	**0**	**-3,270**	**1,993**	**30,621**	**51,686**
Total non-current financial liabilities	**B**	**145,089**	**7,992**	**0**	**357**	**0**	**-26,804**	**126,636**

FINANCING AND LIQUIDITY RISKS

The group's financing and liquidity risks correspond to the risks of not being able to:

- fully or partially renew existing financing or put new financing in place,
- meet a payment obligation on its maturity date.

Financing risks could affect the ability of the group to meet its payment commitments, its financing costs, or the restrictive constraints associated with its financing.

The Finance division is responsible for managing these risks.

MANAGING FINANCING AND LIQUIDITY RISKS

The Finance division has the task of ensuring that the group has financing and liquidity at the most advantageous cost and under the best terms and conditions.

Management of the group's cash is centralized with the parent company insofar as permitted by local legislation and operational constraints. Cash surpluses are therefore placed by the subsidiaries with the parent company, from where the group's financing needs are funded. The group's financing needs are met, firstly, through bank financing arrangements (bank credit or overdraft agreements) and, secondly, through bond issues, with the aim of diversification. Long-term financial resources are mainly concentrated with the parent company.

As of December 31, 2021, the authorized bank credit lines amount to €180 million, plus ordinary authorized overdrafts for €71 million. Cash was higher than debt* for €19 million at December 31, 2021.

CREDIT AGREEMENT OF DECEMBER 2016

In 2016, Manitou BF rearranged and extended its main financing contract for a 5-year term, with two options for one-year extensions, which have been exercised. This contract includes ratio clauses (covenants) and "material adverse change*" and "cross default*" clauses that could restrict the possibilities for drawdown or affect the term of the credit facilities. It includes "negative pledge" clauses accompanied by thresholds and exemptions.

As of December 31, 2021, the covenants applying to all the financing facilities had been complied with and the existing facilities will cover all the financing requirements for the next 12 months.

ORDINARY BANK OVERDRAFTS

The group has bank overdraft facilities that ensure liquidity in line with its needs.

The company has specifically reviewed its liquidity risk and, on the date of on which this document is filed, believes that it will be able to meet its future payment deadlines.

CORPORATE BOND ISSUES

The group has also set up bond issues. In June 2019, Manitou BF completed a new €105 million corporate bond issue. The bonds are divided into three tranches with 6, 7, and mainly 8 year maturities. This private placement, concluded on favorable terms for Manitou Group, allows it to extend the maturity of its debt and pursue its strategy of diversifying its financing sources.

** Terms defined in paragraph 8.5 of the 2021 URD*

NOTE 13.2 FINANCIAL MANAGEMENT

NOTE 13.2.1 FINANCIAL RESULT

ACCOUNTING PRINCIPLES

The financial result corresponds to the difference between the financial income and the financial expenses. Interest accrued and bank account income constitute financial income. As for financial expenses, they may include interest on loans, discounts granted to customers, or even exchange losses.

in thousands of euros	December 31, 2020	December 31, 2021
Income from investments	2,566	1,549
Interest rate swaps	0	0
Fair value adjustment		
Exchange gains	34,403	21,063
Other financial income	449	1,161
Total financial income	**37,418**	**23,773**
Interest expenses on bank loans and lines of credit	-6,918	-5,904
Interest rate swaps		
Exchange losses	-38,764	-21,055
Financial expenses IFRS 16	-972	-1,084
Other financial expenses	-2,080	-1,605
Total financial expenses	**-48,733**	**-29,648**
Financial result	**-11,315**	**-5,875**

The financial result for the period is improving mainly due to changes in exchange gains and losses.

NOTE 13.2.2 DERIVATIVES AND HEDGING TRANSACTIONS

ACCOUNTING PRINCIPLES

The group uses various derivative financial instruments in order to reduce its exposure to interest rate and exchange rate risks.

These derivative instruments are recognized on the balance sheet and valued at their fair value on the date the contract is signed. Changes to the fair value of these derivative instruments are recorded on the income statement, except in the case of cash flow hedging.

The derivative instruments designated as hedging instruments are classified by hedging category depending on the nature of the risks covered. Hedge accounting applies if, and only if, the following conditions are met: the hedged item and the hedging instrument are eligible, a hedging relationship is clearly identified, formalized, and documented from the date it is established and there is an economic relationship between the hedged item and the hedging instrument.

The accounting treatment of financial instruments qualified as hedging instruments, and their impact on the income statement and the balance sheet, depends on the type of hedging relationship:

- cash flow hedges: the effective portion of the change in fair value of the hedging instrument is directly recognized in the other components of the comprehensive income. For foreign exchange derivatives, the variation in the time value of options and the variation in the swap points are also recorded in the other components of the comprehensive income. These amounts are reclassified in the income statement symmetrically to the method of recognition of the hedged items, that is to say mainly as gross margin for the effective portion of the commercial transaction hedges, and as financial profit (loss) for financial transaction hedges as well as the time value of the commercial transaction hedges;
- fair value hedges: the hedged component of these elements is valued on the balance sheet at its fair value for the risk covered. The change in this fair value is recorded on the income statement and is compensated, to the extent effective, by recognition in the result of the symmetrical variations in fair value of the financial instruments used in hedging.

INTEREST RATE RISK

Gross debt mainly corresponds to long-term funding, initially agreed partly at a fixed rate and partly at a variable rate. The risk arises from the impact interest-rate changes would have on the group's financial expenditure.

The group has financial liabilities incurred for the general financing of its operations. These commitments are partially based on a variable interest rate. The change in interest rates could have a negative effect on the group's net income and financial position.

INTEREST-RATE RISK MANAGEMENT

The interest-rate management policy is coordinated and supervised by the Finance Division of the parent company with the aim of protecting future cash flows and optimizing and reducing volatility and finance costs. The group uses the various instruments available on the market to hedge the risk of interest rate fluctuations, including interest rate swaps (variable interest rate swaps at a fixed rate, exchange of variable interest rates for variable rates, etc.).

In order to secure a maximum level of financial costs, the group has set up interest rate caps and floors in line with the new financing agreement.

These derivatives are described as future cash flow hedging instruments. As of December 31, 2021, they were not effective in terms of hedge accounting, as there is no drawdown on the revolving credit line or a bank overdraft to date.

The characteristics of the caps and floors as of December 31, 2021 are as follows:

CAP

in millions of euros		Average rate of caps	Notional	Fair value as of December 31, 2021
Less than one year	Q4 2022	1.00%	13	0
1 to 2 years				0
2 to 5 years				

COLLAR

in millions of euros		Average rate of collars	Notional	Fair value as of December 31, 2021
Less than one year	Q4 2022	0.79%	38	0
1 to 2 years	Q4 2023	1.00%	25	0
2 to 5 years				

INTEREST-RATE HEDGING AND DEBT SENSITIVITY

Sensitivity to rates and the hedge rate are shown in the following table. The sensitivity tests show the impact before tax on the income statement. No impact has been identified in terms of shareholder's equity.

Hedging of the confirmed bank debt at a variable interest rate	Hedge rate				Impact of a +0.5% interest-rate change**
	Fixed-rate hedge	Tunnel	Cap	Total*	
December 31, 2022	0.00%			0.00%	
December 31, 2023	0.00%	0.00%	0.00%	0.00%	
December 31, 2024	0.00%			0.00%	
December 31, 2025	0.00%			0.00%	

** On the basis of the variable-rate bank debt as of December 31, 2021*

*** On the basis of the 3-month Euribor rate of -0.5720% applied on December 31, 2021 (or a rate that remains negative after implementing the sensitivity test): impact on income before tax, without taking into account the impact on hedging options*

EXCHANGE RATE RISK

Foreign exchange risk: corresponds to the impact of fluctuations in foreign exchange rates on the income statement, balance sheet, and/or cash generation. Exchange rate risk arises either when executing transactions or through conversion exposure. All major contractors, as defined by the OECD guideline, bear the exchange-rate risk arising from the sale of their products. In view of the respective size of the organizations and the geographical spread of product distribution, Manitou BF is the most sensitive company in the group and was most impacted by foreign exchange losses in 2021.

Foreign exchange risk on transactions: arises when purchases or sales take place in a currency other than the operating currency of the entity in which the transaction takes place. The group strives to minimize the exchange-rate risk of each entity in relation to its operating currency. The Finance division of the parent company or, more rarely, of the subsidiaries, hedges the most significant flows against exchange-rate risks for the net amount of their currency exposure after allowing for purchases made in foreign currency.

In 2021, the group billed about 36% of its sales in foreign currencies, mainly in US dollars (16%), pounds sterling (10%), Australian dollars (4%) and Russian rubles (3%), the other currencies being the South African rand, the Singapore dollar, the Indian rupee, the Brazilian real, and the Chinese yuan. In 2021, exchange-rate hedges mainly consisted of forward sales of pounds sterling, Australian dollars, Russian rubles and South African rands, or forward put options on these currencies.

A significant exchange-rate change could affect Manitou Group's profits due to the impact on currency conversion that it would generate and the pressure it might exert on sales prices in certain geographical regions.

The sensitivity analysis was performed based on receivables, liabilities, net cash position, and financial assets available for sale as of December 31, 2021 for the main currencies used by the group as part of its operating activities. Sensitivity corresponds to a change of more than 5% of the currencies concerned compared to their closing rate.

The table below shows the impact by operating currency of a change of more than 5% of the exchange rate of the currencies compared to the closing rate on the receivables and liabilities denominated in foreign currencies.

December 31, 2021								
Receivables and liabilities denominated in foreign currency Breakdown by operational currency	AUD/EUR +5%	GBP/EUR +5%	USD/EUR +5%	ZAR/EUR +5%	SGD/EUR +5%	RUB/EUR +5%	BRL/EUR +5%	INR/EUR +5%
EUR								
Receivables (AUD, GBP, USD, ZAR, RUB, BRL)	800	1,344	1,599	106	0	61	76	0
Debts (AUD, GBP, USD)	-2	-409	-601	-5	0	0	0	0
Net cash and cash equivalents (AUD, GBP, USD, SGD, RUB)	-23	-33	-912	6	44	1	0	0
Sub-total	775	902	86	107	44	62	76	0
AUD								
Receivables (EUR)	-144							
Debts (EUR)	56							
Cash and cash equivalents (EUR)	-25							
Sub-total	-113							
GBP								
Receivables (EUR)		-37						
Debts (EUR)		0						
Cash and cash equivalents (EUR)		-76						
Sub-total		-113						
USD								
Receivables (EUR)			-352					
Debts (EUR)			159					
Cash and cash equivalents (EUR)			-59					
Sub-total			-252					
ZAR								
Receivables (EUR)				0				
Debts (EUR)				0				
Cash and cash equivalents (EUR)				0				
Sub-total				0				
SGD								
Receivables (EUR)					-301			
Debts (EUR)					371			
Cash and cash equivalents (EUR)					-6			
Sub-total					63			
RUB								
Receivables (EUR)						-6		
Debts (EUR)						21		
Net cash and cash equivalents (EUR)						-52		
Sub-total						-37		
BRL								
Receivables (EUR)							0	
Debts (EUR)							87	
Cash and cash equivalents (EUR)							473	
Sub-total							561	
INR								
Receivables (EUR)								-13
Debts (EUR)								148
Cash and cash equivalents (EUR)								0
Sub-total								135
TOTAL	662	789	-166	107	107	24	637	135

HEDGING OF FOREIGN-EXCHANGE RISK

As of December 31, 2021, the group also holds forward sale contracts for currencies designed to cover future GBP, AUD, RUB, INR, and ZAR cash flows in euro for an amount of €252.5 million. The group also holds forward purchase contracts for currencies designed to cover future PLN cash flows into euros for an amount of €0.87 million.

These hedges are considered effective under the IFRS. The change in fair value of these instruments is recorded accordingly on the balance sheet for -€3.4 million for cash-flow hedges and on the operating income statement for -€1.4 million for fair value hedges.

THE NET POSITION OF OPERATIONAL ACTIVITIES IN THE MAIN FOREIGN CURRENCIES IN RELATION TO THE EURO IS AS FOLLOWS:

Vs EUR

in thousands of euros	Assets	Liabilities	Net currency position before hedging	Financial hedging instruments*	Net currency position after hedging
AUD	19,911	-3,635	16,276	-62,337	-46,061
GBP	47,744	-28,802	18,942	-151,206	-132,264
RUB	1,294	0	1,294	-14,071	-12,777
USD	105,476	-103,662	1,814	-23,495	-21,681
ZAR	2,352	-112	2,240	-1,423	817
Other currencies	3,776	-2,162	1,614	877	2,491
Total	180,554	-138,374	42,180	-251,655	-209,476

Vs USD

in thousands of euros	Assets	Liabilities	Net currency position before hedging	Financial hedging instruments*	Net currency position after hedging
EUR	7,808	-3,018	4,789		4,789
Other currencies	107	-61	45		45
Total	7,914	-3,080	4,834	0	4,834

Vs GBP

in thousands of euros	Assets	Liabilities	Net currency position before hedging	Financial hedging instruments*	Net currency position after hedging
EUR	2,140	0	2,140		2,140
Other currencies	0	0			
Total	2,140	0	2,140	0	2,140

Vs SGD

in thousands of euros	Assets	Liabilities	Net currency position before hedging	Financial hedging instruments*	Net currency position after hedging
EUR	5,846	-8,028	-2,182		-2,182
Other currencies	3,744	-3,274	470		470
Total	9,590	-11,302	-1,712	0	-1,712

Vs INR

in thousands of euros	Assets	Liabilities	Net currency position before hedging	Financial hedging instruments*	Net currency position after hedging
EUR	249	-6,139	-5,890		-5,890
Other currencies	5,592	-834	4,758		4,758
Total	5,841	-6,973	-1,133	0	-1,133

* *In addition to the positions open as of December 31, 2021, the group hedges a portion of its future operational transactions in foreign currencies. These hedges are considered effective under the IFRS 9. For more information, see note 13.2.2 in the notes to the consolidated financial statements.*

CONVERSION RISKS FOR THE PROFIT AND LOSS ACCOUNT

Exchange-rate fluctuations have an impact on the consolidated results as a result of conversion into euro of the foreign currency profit and loss accounts of subsidiaries.

The group does not hedge this type of risk. The table below sets out the breakdown of net sales, operating income and net income by operating currency.

Currency exposure	December 31, 2021		
Currencies (in millions of euros)	Net sales	Operating income	Net income
USD	307	12	11
GBP	203	10	8
AUD	80	6	4
RUB	64	6	5
ZAR	26	4	3
SGD	14	1	1
OTHER	37	-2	-3
Total	731	38	30

CONVERSION RISKS FOR THE BALANCE SHEET

Sensitivity corresponds to a change of more than 5% of the currencies concerned compared to their closing rate.

Sensitivity analysis		December 31, 2021	
Currency (in millions of euros)	Net investment	Hedge as %	Impact on equity capital of a 5% euro fluctuation
USD	414	0%	-20
GBP	29	0%	-1
ZAR	18	0%	-1
AUD	16	0%	-1
SGD	9	0%	0
Other	32	0%	-2
Total	518	0%	-25

NOTE 14 IMPACT OF CLIMATE CHANGE ON THE FINANCIAL STATEMENTS

The group integrates climate change and sustainable development issues with the implementation of its low-carbon strategy and trajectory*. They are also taken into account in the communication of information on the EU taxonomy for sustainable activities**.

The effects of climate change do not have a significant impact on judgments and estimates in terms of financial information, particularly in the valuation of the group's long-term assets through impairment tests.

Investments and expenses are specifically committed to meet environmental challenges and achieve the group's objectives.

In 2021, 14% of capitalized research and development costs were allocated for the development of electrical or hydrogen machines eligible for the EU taxonomy for sustainable activities**.

Investments in buildings and materials were also made for the start of production of electrical machinery, particularly at the Candé site**.

** See Chapter 3, section 2, of the 2021 URD*
*** See Chapter 3, section 1.2, of the 2021 URD*

NOTE 15 OFF-BALANCE SHEET COMMITMENTS

NOTE 15.1 COMMITMENTS GIVEN

in thousands of euros	December 31, 2020	December 31, 2021
Sureties, deposits, and collateral	5,607	3,514
Financial commitments (including currency and interest rate hedges)	243,559	327,533
Equipment repurchase commitments*	627	574
Other commitments given	1,351	812
	251,144	332,434

**Equipment repurchase commitments valued at contractually defined repurchase amounts. It should be noted that the market value of this equipment generally exceeds the repurchase value.*

NOTE 15.2 COMMITMENTS RECEIVED

in thousands of euros	December 31, 2020	December 31, 2021
Financial commitments (including forward purchases)	7,682	877
	7,682	877

NOTE 16 RELATED COMPANIES AND RELATIONS WITH RELATED PARTIES

ACCOUNTING PRINCIPLES

OPERATING INCOME INCLUDING NET INCOME FROM EQUITY ASSOCIATES

The "Operating income including net income from equity associates" aggregate line item includes the proportionate share of income from associate companies in operating income.

NOTE 16.1 CHANGE IN INVESTMENTS IN ASSOCIATES

in thousands of euros	Manitou Group Finance	Manitou Finance Ltd	Total
December 31, 2020	10,368	7,909	18,277
Share of net income	1,586	1,288	2,875
Dividends			
Change			
Change of method			
Reclassification			
Inc. monetary		517	517
December 31, 2021	11,953	9,715	21,667

The Manitou Group holds interests in two financing subsidiaries of the BNP Paribas Group. Through a cooperation agreement, these subsidiaries offer financing solutions for end customers, as well as the group's dealerships in order to maximize sales of machinery, attachments, and associated services.

The group has representatives on the management bodies of these two companies under a shareholder agreement. Given the specific characteristics of financing activities and the percentage of ownership, this agreement confers control over these entities.

NOTE 16.2 SHARE OF EARNINGS AND EQUITY OF ASSOCIATES

	Manitou Group Finance		Manitou Finance Ltd		Total	
in thousands of euros	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021
Share of net income	452	1,586	1,231	1,288	1,683	2,875
Share of shareholders' equity*	-2,203	-616	3,036	1,990	833	1,374

** Contribution of associates in the shareholders' equity of the group (share of shareholders' equity of the company accounted for using the equity method, net of the value of securities)*

NOTE 16.3 BREAKDOWN BY COMPANY OF THE SIGNIFICANT ITEMS

	Manitou Group Finance		Manitou Finance Ltd	
in thousands of euros	12/31/2020	12/31/2021	12/31/2020	12/31/2021
Activity	Financing	Financing	Financing	Financing
Net sales	3,654	7,967	4,504	4,614
Net income	922	3,238	2,510	2,629
Balance sheet total	168,323	256,158	128,598	158,766
Net assets	21,160	16,797	16,140	14,007
Share held	49%	49%	49%	49%

NOTE 16.4 TRANSACTIONS WITH GROUP COMPANIES CONSOLIDATED USING THE EQUITY METHOD

	Manitou Group Finance		Manitou Finance Ltd	
in thousands of euros	12/31/2020	12/31/2021	12/31/2020	12/31/2021
Expenses	2,100	2,145	802	1,105
Income	836	1,674	75,947	109,065

Machines that are the subject of a financing program with Manitou Group Finance are generally sold directly to dealerships by the group.

In the UK, on the other hand, the products correspond to the sale of machinery to the financing body, which then sets up a financing program with the dealerships.

NOTE 16.5 TRANSACTIONS WITH INDIVIDUALS

in thousands of euros	2020			2021		
	Interest for 2020	Balance as of December 31, 2020	Purchase price 2020	Interest for 2021	Balance as of December 31, 2021	Purchase price 2021
Current accounts with shareholders:						
Mr. Marcel Braud	71	6,050		70	6,049	
Ms Jacqueline Himsworth	3	280		3	282	
Purchases of equity interests						
Not applicable						

NOTE 17 STATUTORY AUDITORS' FEES

in thousands of euros	KPMG				RSM Ouest & members of the RSM International network				Other				TOTAL			
	Amount		%		Amount		%		Amount		%		Amount		%	
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
Statutory audits, certification of individual and consolidated financial statements																
Issuer	162	170	34%	32%	162	170	47%	45%					324	340	38%	37%
Fully consolidated subsidiaries	306	352	64%	67%	182	204	53%	55%	23	28	78%	100%	511	585	60%	63%
Services other than certification of financial statements																
Issuer																
Fully consolidated subsidiaries	8	3	2%	1%		1		0%	7		22%		14	4	2%	0%
SUBTOTAL	476	525	100%	100%	344	375	100%	100%	30	28	100%	100%	850	929	100%	100%
Other services rendered by the networks for fully consolidated subsidiaries																
TOTAL	476	525	100%	100%	344	375	100%	100%	30	28	100%	100%	850	929	100%	100%

NOTE 18 POST-CLOSING EVENTS

WAR IN UKRAINE

In 2021, the group's revenue in Russia, Ukraine, and Belarus was around 4% of its consolidated revenue. The order book in this same zone was around 6% of the order book at December 31, 2021.

Given the war in Ukraine, the group suspended its machinery shipments to Russia and Belarus at the start of the 2022 conflict. These machines could be reassigned to other areas as the conflict evolves.

The group does not supply directly to Ukraine, Belarus, or Russia. To date, despite increasing pressure on the provision of raw materials and components, the group has not had any difficulties in obtaining components from its suppliers, which could be affected by the war in Ukraine.

The evolution of the conflict has been contributing to the rise in commodities prices seen over the past several months.

The group has a distribution subsidiary in Russia. At the date of publication of this report, the group has no client risks to its activities in these countries, and the financial situation of the subsidiary is expected to meet its liquidity requirements for the whole of 2022.

NOTE 19 LIST OF SUBSIDIARIES AND AFFILIATES

	Parent company			
Manitou BF	Ancenis, France			
	Consolidated companies	Consolidation method	% control	% interest
Production companies				
LMH Solutions	Beaupréau-en-Mauges, France	FC	100%	100%
Manitou Equipment America LLC	West Bend, Wisconsin, United-States	FC	100%	100%
Manitou Equipment India	Greater Noïda, India	FC	100%	100%
Manitou Italia S.R.L	Castelfranco Emilia, Italia	FC	100%	100%
Distribution companies				
Compagnie Francaise de Manutention Ile-de-France	Jouy le Moutier, France	FC	100%	100%
Manitou Asia Pte Ltd.	Singapore	FC	100%	100%
Manitou Australia Pty Ltd.	Lidcombe, Australia	FC	100%	100%
Manitou Brasil Ltda	São Paulo, Brazil	FC	100%	100%
Manitou Benelux SA	Perwez, Belgium	FC	100%	100%
Manitou Centres SA Pty Ltd.	Johannesbourg, South Africa	FC	100%	100%
Manitou Chile	Las Condes, Chile	FC	100%	100%
Manitou China Co Ltd.	Shanghai, China	FC	100%	100%
Manitou Deutschland GmbH	Ober-Mörlen, Germany	FC	100%	100%
Manitou Global Services	Ancenis, France	FC	100%	100%
Manitou Interface and Logistics Europe	Perwez, Belgium	FC	100%	100%
Manitou Japan Co Ltd	Tokyo, Japan	FC	100%	100%
Manitou Malaysia MH	Kuala Lumpur, Malaisia	FC	100%	100%
Manitou Manutencion Espana SL	Madrid, Spain	FC	100%	100%
Manitou Mexico	Mexico DF, Mexico	FC	100%	100%
Manitou Middle East Fze	Jebel Ali, United Arab Emirates	FC	100%	100%
Manitou Nordics Sia	Riga, Latvia	FC	100%	100%
Manitou North America LLC	West Bend, Wisconsin, United-States	FC	100%	100%
Manitou Polska Sp Z.o.o.	Raszyn, Poland	FC	100%	100%
Manitou Portugal SA	Villa Franca, Portugal	FC	100%	100%
Manitou South Asia Pte Ltd.	Gurgaon, India	FC	100%	100%
Manitou Southern Africa Pty Ltd.	Johannesbourg, South Africa	FC	100%	100%
Manitou UK Ltd.	Verwood, United-Kingdom	FC	99,4%	99,4%
Manitou Vostok Llc	Moscou, Russia Federation	FC	100%	100%
Marpoll Pty Ltd (LiftRite Hire & Sales)	Perth, Australia	FC	95,5%	95,5%
Mawsley Machinery Ltd.	Northampton, United-Kingdom	FC	85%	85%
Associates companies				
Manitou Group Finance	Nanterre, France	EM	49%	49%
Manitou Finance Ltd.	Basingstoke, United-Kingdom	EM	49%	49%
Other companies*				
Cobra MS*	Ancenis, France	FC	100%	100%
Manitou America Holding Inc.	West Bend, Wisconsin, United States	FC	100%	100%
Manitou Développement	Ancenis, France	FC	100%	100%
Manitou Holding Southern Africa Pty Ltd.	Johannesbourg, South Africa	FC	100%	100%
Manitou PS	Verwood, United-Kingdom	FC	85%	85%

FC: Full Consolidation
EM: Equity Method
** Holdings and companies without activity*

The adress of Manitou BF's headquarters is 430, rue de l'Aubinière, 44158 Ancenis, France.

Manitou PS Ltd and Mawsley Machinery Ltd are exempt from the requirements of the 2006 Companies Act relating to the audit of accounts under Section 479A of the 2006 Companies Act.

7.2. STATUTORY AUDITORS' REPORT ON THE 2021 CONSOLIDATED FINANCIAL STATEMENTS

To the annual General Meeting of Manitou BF,

Opinion

In compliance with the engagement entrusted to us by your annual general meeting, we have audited the accompanying consolidated financial statements of Manitou BF S.A. for the year ended December 31, 2021.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the group as at 31 December 2018 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The opinion expressed above is consistent with the content of our report to the audit committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements" section of our report.

Independence

We conducted our audit assignment in accordance with the rules of independence imposed by the French Commercial Code and the Code of Ethics for Statutory Auditors over the period from January 1, 2021 to the issue date of our report. We did not provide the services prohibited by Article 5, paragraph 1, of Regulation (EU) no. 537/2014.

Comment

Without calling into question the opinion expressed above, we draw your attention to the following point set out in note 4 to the consolidated financial statements regarding the change in method relating to pension obligations following the decision of the IFRS Interpretation Committee (IFRS IC).

Justification of Assessments - Key Audit Matters

The global crisis caused by the Covid-19 pandemic created special conditions for the preparation and audit of the financial statements of this fiscal year. This crisis and the exceptional measures taken in the context of the state of health emergency have resulted in multiple consequences for companies, particularly for their business and financing, as well as increased uncertainties about their future prospects. Some of these measures, such as travel restrictions and remote work, have also had an impact on the internal organization of companies and on the implementation of the audits.

In this complex and evolving context, in accordance with the provisions of Articles L.823-9 and R.823-7 of the French Commercial Code relating to the justification of our assessments, we draw to your attention the key audit matters relating to the risks of material misstatement which, in our professional judgment, were the most significant for the audit of the financial year's annual financial statements, and the responses we have given to address these risks.

The assessments thus given are based on our audit of the consolidated financial statements taken as a whole and the formation of our opinion expressed above. We express no opinion on aspects of these consolidated financial statements taken separately.

Warranty provisions

Identified risk

As specified in note 11.1 "Provisions" of the notes to the consolidated financial statements, the group records provisions intended to cover, on the one hand, the estimated costs of machine and spare part warranties, and, on the other hand, the costs of restoring equipment sold and the fleet of machines concerned in the case of significant or hazardous malfunctions. These provisions, for a total amount of €25.3 million as of December 31, 2021, are funded when the machines are sold to the network or the end customer, for warranties, and when the significant or hazardous malfunction is identified, for recall campaigns. It covers the contractual warranty, as well as any potential extension on a case-by-case basis. This amount is calculated based on projections using historical statistical data. The warranty provision amount covers the contractual provision and its possible extension and is determined using historical statistical data projections. The campaign provision amount is determined using the unit cost of repair applied to the fleet of machines concerned.

We considered the valuation of these provisions to be a key audit matter because it entails a major risk of significant anomalies in the consolidated financial statements due to the number of elements involved in their calculation (average of warranty costs over the last five years, commissioning dates of machines, rate of outsourcing to suppliers, margin rate on spare parts) and their sensitivity to the assumptions adopted by management.

Our response

As part of our audit of the consolidated financial statements, our work primarily consisted in:

- Familiarizing ourselves with the process of identifying the population subject to warranties or subject to a recall campaign and evaluating these provisions;
- We tested the key controls set up by management that we consider as most relevant to determine the costs underlying this valuation, as well as those relating to the various rates used in the estimates.
- Assessing the relevance of the group's methodology;
- Assessing the validity of the assumptions used to determine the warranty provisions, checking all of the data and calculations underlying these assumptions;
- Reviewing the calculations on a test basis;
- Comparing the accounting estimates of prior periods with the corresponding actual data;
- Checking the adequacy of the information set out in Note 11.1 to the consolidated financial statements.

Valuation of provisions for disputes - Infringement litigation

Identified risk

Manitou Group was summoned in May 2017 by J.C. Bamford Excavators Limited (JCB) in France, the United Kingdom, and then in Italy for infringement of two European patents, as mentioned in Note 11.2 “Monitoring of litigation for infringement” to the consolidated financial statements. The claims amounted preliminary to €20 million (subject to further evaluation) before the French court and an amount in excess of £10 million before the UK court. The financial claims for Italy were not specified. In December 2018, JCB sued Manitou BF in France and in the United Kingdom for infringement of a third patent, then in Italy in 2019.

Legal proceedings continued in 2020 and 2021, and JCB increased its assessment of the loss to €190 million in 2019. On 26 February 2021, the Paris Court of Justice ordered Manitou to pay JCB the sum of €150,000 in respect of the summons relating to the first two patents. This amount was recognized at December 31, 2020, in addition to the procedural costs relating to this dispute that were already recognized.

Concerning the lawsuit regarding the third patent in France and the other lawsuits still pending in other countries, Manitou Group feels, on the one hand, that a financial estimate of the risk actually incurred cannot be determined given the evidence at its disposal and the progress of the proceedings, and, on the other hand, that a significant outflow of resources in respect of these claims seems unlikely given the arguments put forward for its defense. In light of this, no provision was set aside in the consolidated financial statements for these claims. The group only recorded the estimated future legal costs relating to this litigation in its 2021 financial statements, as indicated in Note 11.2 “Monitoring of litigation for infringement” to the consolidated financial statements.

We considered this issue to be a key audit matter given its potential weight on the group’s consolidated financial statements and insofar as significant judgment is required at the year-end regarding the uncertain outcome of this litigation in order to estimate the actual risk incurred.

Our response

As part of our audit of the consolidated financial statements, our work primarily consisted in:

- Examining the procedures implemented by the group to estimate the risk surrounding this litigation;
- Familiarizing ourselves with the group’s risk analysis;
- Assessing the merits and reasonable nature of the hypotheses adopted by management to estimate the provisions (excluding procedural costs) in light of the documentation provided by the company, the documents filed, and the written consultations obtained from external advisors;
- Analyzing the documentation elements of the claims of the opposing parties and the company's defense elements;
- Assessing, where appropriate, the substance of the judgments rendered by the Courts;
- Assessing the adequacy of the information relating to this litigation set out in Note 11.2 “Monitoring of litigation for infringement” to the consolidated financial statements.

Specific Verifications

As required by law we have also verified in accordance with professional standards applicable in France the information pertaining to the group presented in the management report of the Board of Directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement required by Article L.225-102-1 of the French Commercial Code is found in the group's management report, it being specified that, in accordance with the provisions of Article L.823-10 of this code, we have not verified the fair presentation and the consistency with the consolidated financial statements of the information contained therein, which should be the subject of a report by an independent verifier.

Other verifications or information required by legal and regulatory texts

Format for the presentation of the consolidated financial statements included in the annual financial report

In accordance with the professional standards on the due diligence exercised by statutory auditors in relation to the annual and consolidated financial statements presented in accordance with the single European electronic reporting format, we also verified compliance with this format as defined by Delegated European Regulation 2019/815 of December 17, 2018 in the presentation of the consolidated financial statements included in the annual financial report referred to in I of Article L.451-1-2 of the French Monetary and Financial Code, prepared under the responsibility of the Chief Executive Officer. With regard to the consolidated financial statements, our procedures include a verification of the compliance of the marking of these accounts in the format defined by the aforementioned regulation.

On the basis of our work, we conclude that the presentation of the annual accounts included in the consolidated financial report complies, in all material respects, with the single European electronic information format.

Appointment of the Statutory Auditors

We were appointed Statutory Auditors of Manitou BF S.A. by the General Meeting of June 13, 2019, for KPMG, and June 28, 1989 for RSM.

As of December 31, 2021, KPMG was in the 3rd consecutive year of its assignment, and RSM in its 32nd consecutive year of its assignment.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors’ Responsibilities for the Audit of the Consolidated Financial Statements

Audit objective and approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 823-10-1 of the French Commercial Code, our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

In the context of an audit performed in accordance with professional standards applicable in France, the statutory auditor uses professional judgment throughout this audit. In addition:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements;
- assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the audit committee, which sets out, in particular, the scope of the audit work and the schedule of work implemented, in addition to the conclusions arising out of our work. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code and in the French Code of Ethics for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

The Statutory Auditors

Nantes, April 14, 2022	Saint-Herblain, April 14, 2022	
KPMG S.A.	RSM Ouest	
Gwenaël Chedaleux	Jean-Michel Picaud	Céline Braud
Associate	Associate	Associate

7.3. CORPORATE FINANCIAL STATEMENTS

7.3.1. INCOME STATEMENT

in thousands of euros	Notes	2020	2021
Operating income (1):			
Sales of merchandise		355,966	316,263
Production sold (goods)		727,221	915,234
Production sold (services)		15,149	21,159
Net sales	Note 18	1,098,336	1,252,656
Inventoried and capitalized production		-9,636	26,955
Reversals of provisions and amortization, expense transfers	Note 19	19,168	21,377
Other income (1)		6,623	12,454
TOTAL OPERATING INCOME		1,114,491	1,313,442
Operating expenses (2):			
Purchases and changes in inventories		766,249	890,744
Other purchases and external expenses		111,825	145,499
Taxes and related		12,364	10,167
Salaries and social security charges		140,355	164,876
Amortization and impairment		25,407	28,014
Net increase in provisions		10,867	11,868
Other expenses (2)		8,747	10,901
TOTAL OPERATING EXPENSES		1,075,814	1,262,069
OPERATING PROFIT		38,677	51,373
Financial income (3)		57,504	41,537
Financial expenses (4)		40,199	34,195
Financial result	Note 20	17,305	7,342
RECURRING INCOME BEFORE TAXES		55,982	58,715
Non-recurring income		755	972
Non-recurring expenses		2,014	1,785
Non-recurring income/expenses	Note 21	-1,259	-813
Employee profit-sharing		-10	176
Income taxes	Note 22	10,012	12,073
NET INCOME		44,721	45,653
(1) Of which income related to exchange gains on commercial operations		5,921	10,865
(2) Of which expenses related to exchange losses on commercial operations		7,774	9,655
(3) Of which income related to associates.		19,907	19,672
(4) Of which expenses related to associates.		1,665	2,279

7.3.2. CASH FLOW STATEMENT

in thousands of euros	2020	2021
NET INCOME	44,721	45,653
Elimination of income and expenses with no effect on operating cash flow and not linked to operating activities		
Amortization, depreciation, and provisions*	22,942	23,919
Reversals of amortization and provisions*	-414	-278
- Proceeds from disposals of assets	-20	-58
+ Net book value of asset disposals	497	1,411
- Investment subsidies included in income	-9	-22
+/- Other income and expenses with no effect on operating cash flow		
EARNINGS BEFORE DEPRECIATION AND AMORTIZATION	67,717	70,625
Change in working capital requirement		
+/- Change in inventories	75,958	-37,855
+/- Change in trade receivables	16,559	-12,510
+/- Change in other operating receivables	43,576	-16,326
+/- Change in trade accounts payable	-36,853	46,131
+/- Change in other operating liabilities	25,105	76,722
CASH FLOW FROM OPERATING ACTIVITIES	192,062	126,787
Changes in cash flows from investing activities		
+ Disposals of intangible and tangible assets	20	58
+ Disposals of financial assets	0	0
- Acquisitions of intangible and tangible assets	-29,604	-25,887
- Purchases of financial assets	-7,588	-11,655
- Equipment subsidies		595
+/- Changes in supplier payables on assets	-3,510	620
+/- Cash flow related to mergers		
CASH FLOW FROM INVESTING ACTIVITIES	-40,682	-36,269
Changes in cash flow from financing activities		
+ Capital increase		
- Capital reduction		
+ Carryback receivable transferred		
- Dividends paid	-19,135	-22,962
+ Increases in borrowings	128,598	10,621
- Repayments of borrowings	-147,458	-2,463
+/- Changes in subscribed capital called but not paid		
CASH FLOW FROM FINANCING ACTIVITIES	-37,995	-14,804
Cash and cash equivalents – opening balance	7,313	120,698
Cash and cash equivalents – closing balance	120,698	196,412
CHANGE IN CASH AND CASH EQUIVALENTS	113,385	75,714

** Excluding current assets*

7.3.3. BALANCE SHEET

ASSETS

in thousands of euros	Notes	December 31, 2020 Net amount	December 31, 2021 Gross amount	Depreciation and impairment	Net amount
Fixed assets					
Intangible assets (1)	Note 2	32,092	119,144	86,456	32,688
Tangible assets	Note 3	86,826	316,808	229,847	86,961
Financial assets (2)	Note 4	425,789	497,288	9	497,279
		544,707	933,240	316,312	616,928
Current assets					
Inventories & work in progress	Note 6	196,492	244,677	10,330	234,347
Prepayments and advances to suppliers		79	158		158
Receivables from operations (3)	Note 7	364,784	390,221	270	389,951
Cash and marketable securities	Note 9	121,519	198,150	0	198,150
Accruals	Note 15	4,136	7,566		7,566
		687,010	840,772	10,600	830,172
Currency translation differences on assets	Note 16	11,105	16,567		16,567
TOTAL PROVISIONS		1,242,822	1,790,579	326,912	1,463,667
(1) Of which leasehold rights					
(2) Of which less than one year		3,166			2,729
(3) Of which more than one year					

LIABILITIES

in thousands of euros	Notes	December 31, 2020 Net amount	December 31, 2021 Net amount
Shareholders' equity	Note 10		
Share capital	Note 10	39,668	39,668
Issue, merger, and acquisition premiums, etc.		45,119	45,119
Revaluation differences (4)	Note 17	14,486	74,330
Retained earnings and reserves		526,209	553,346
Income for the period		44,721	45,653
Investment subsidies	Note 6	47	621
Regulated provisions		7,240	7,127
		677,490	765,864
Provisions for risks and contingencies	**Note 11**	**52,523**	**57,151**
Liabilities (1)			
Financial liabilities (2) (3)	Note 12	259,139	318,678
Operating liabilities	Note 12		
Supplier accounts payable and related		165,070	211,201
Tax and social security liabilities		49,181	62,114
Other operating liabilities		19,940	21,148
Other liabilities	Note 12	2,611	3,247
Accruals	Note 15	12,799	17,012
		508,740	633,400
Currency translation differences on liabilities	Note 16	4,069	7,252
TOTAL PROVISIONS		1,242,822	1,463,667
(1) Of which more than one year		147,747	132,625
Of which less than one year		360,993	500,775
(2) Of which outstanding bank overdrafts and credit balances		821	1,738
(3) Of which equity loans			
(4) Of which equity method valuation difference		13,578	73,422

7.3.4. NOTES TO MANITOU BF'S FINANCIAL STATEMENTS

GENERAL INFORMATION

COMPANY IDENTITY

Manitou BF is a French Public Limited Company (*société anonyme*) with a Board of Directors with capital of €39,668,399 consisting of 39 668 399 shares with a par value of €1 per share.

The company's head office, which is also the main production site, is:

430, rue de l'Aubinière - BP 10 249 - 44158 Ancenis Cedex France

The company is registered in the Nantes Trade and Companies Register under number: 857 802 508 RCS Nantes - SIRET (business registration) No.: 857 802 508 00047 - APE (principal activity code): 292 D - NAF (business sub-sector ID) No.: 2822Z.

FINANCIAL INFORMATION RELATED TO THE APPROVAL OF THE FINANCIAL STATEMENTS

Manitou BF's corporate financial statements were approved by the Board of Directors on March 3, 2022.

COMMENTS ON THE NOTES TO THE BALANCE SHEET

The Notes to the balance sheet before distribution of dividends show the following:

The balance sheet for the period shows a total of €1,463,667 thousand.

The income statement reports:

- total income of €1,355,952 thousand;
- total expenses of €1,310,299 thousand;
- net income of +€45,653 thousand.

The period began on January 1, 2020 and ended on December 31, 2021, spanning 12 months.

The Notes (or tables) below are an integral part of the annual financial statements.

HIGHLIGHTS OF THE PERIOD

MONITORING OF LITIGATION FOR INFRINGEMENT OF INTELLECTUAL PROPERTY RIGHTS

In May 2017, Manitou BF was summoned by J.C. Bamford Excavators Limited (JCB) for allegedly infringing two European patents regarding certain features related to the control system of the overload cut-off of certain telehandlers manufactured and/or marketed.

Financially, in May 2017, the claimant was seeking preliminary damages (subject to further evaluation) of €20 million before the French court, which was increased in June 2018 to €50 million.

In December 2018, JCB served a new summons on Manitou BF for infringement of intellectual property rights relating to a third European patent, also relating to certain features concerning the overload cut-off control system for certain telehandlers. This summons repeats the application for a provision of €50 million submitted in the first proceedings brought in France.

In 2018, JCB produced an appraisal valuing its loss at €160 million for the first two patents. At the end of 2019, in the context of the first proceedings on the merits, JCB increased its valuation of the loss in its last submission to €190 million. This increase is the result of an update to the loss in terms of duration, or according to JCB, until March 2019. This valuation also includes the estimated loss arising from the third patent.

In the context of a procedural issue in 2018, JCB applied for interim injunctive relief against Manitou BF. The pretrial judge decided on January 31, 2019 to dismiss the plaintiff's application for the first patent on which JCB was basing its allegations and, with regard to the second patent, temporarily prohibited Manitou BF from manufacturing, offering for sale, leasing, and holding a former configuration of certain telehandlers. This decision has no impact on Manitou BF's business insofar as it relates to the control system incorporated in certain models produced and sold before August 2017 that were therefore no longer manufactured by Manitou BF on the date of that decision, a fact that was acknowledged by the decision. Manitou BF immediately appealed this decision in order to contest the prohibition measure ordered since it only concerned a configuration that Manitou had stopped producing 18 months prior. This immediate appeal for abuse of power was found inadmissible, reserving the possibility of appeal with the judgment on the merits.

For this same incident, Manitou BF had alternatively proposed, if the judge considered the interim injunctive relief well founded, the establishment of a bank guarantee of €470,000 for the two patents as a replacement for the bans. This proposal became irrelevant for the first patent, for which the judge did not declare a preliminary injunction. As for JCB, it requested that this guarantee, if it should be ordered, be equal to €30 million (also for the two patents) based on an appraisal that it had produced, which valued its loss at €160 million (for the two patents). This proposal was not accepted by the judge, nor was JCB's application for penalties of €100,000 per day of delay, with the penalties declared by the judge at €1,000 per offense, the decision emphasizing that the loss alleged by the plaintiff concerns only the overload cut-off control system and not the machine as a whole.

The legal proceedings for the dispute regarding the first two patents continued in 2020. On February 26, 2021, the Court of Justice of Paris ruled, at first instance, on the French part relating to these first two patents.

According to this decision, the court completely annulled the French part of the second patent, depriving the provisional prohibition order of January 31, 2019 that had been imposed against Manitou BF of any effect.

Then, JCB tried without success to limit its second patent with the EPO, which rejected its limitation request on October 4, 2021. JCB did not appeal this decision.

The court also annulled the French part of the first patent in most of its claims. The court found infringement of only two claims of the French part of this first patent by three models of equipment of an old configuration that has not been marketed by Manitou BF since May 2017. Manitou contests this decision, while noting that it has no impact on its activity due to the fact that this old configuration is no longer marketed. JCB and Manitou BF appealed this decision. An interim pleading is set for May 11, 2022 but only on the issue of the nullity of the infringement seizure (*saisie-contrefaçon*). The parallel proceedings relating to the third patent are still pending, and no date of pleading has been set to date.

In view of the very residual nature of the infringement, the court ordered Manitou BF to pay to the applicant the total amount of €150,000 for the loss suffered, dismissing JCB's claims, which claimed a loss of €190 million. The court's decision reinforces Manitou BF's position, which has always challenged the merits of the plaintiff's action and the disproportionate nature of its claims.

Following the decision of the Paris Court of February 26, 2021, which reinforces the group's positions, an expense of €0.2 million was recorded in respect of the first patent in 2020 and no provision was recorded in respect of the second patent.

For the third patent, in terms of the progress of the proceedings, the financial risk liable to be incurred is difficult to reliably estimate. Moreover, significant payouts in respect of these claims seem to be unlikely in view of the evidence put forward by Manitou BF to defend itself. As a result, no provision in respect of these claims has been recognized in the company's financial statements.

Manitou BF will continue to vigorously defend itself in the infringement disputes over these three patents.

NOTE 1 ACCOUNTING PRINCIPLES

NOTE 1.1 GENERAL PRINCIPLES

The balance sheet and the income statement are prepared in accordance with French legislation and generally accepted accounting methods in France.

The base method used for financial statement items is the historical cost method.

A number of points that could have a material impact are described in detail below.

NOTE 1.2 CHANGES IN ACCOUNTING METHODS AND RULES

Manitou BF has changed its approach to measuring pension obligations following the IFRS Interpretations Committee (IFRS IC) position and the ANC recommendation.

Under IFRS IC, for plans that provide for:

- the payment of benefits to the employee,
- if they are present on the date of their retirement,
- the amount of which depends on seniority,
- and is capped at a certain number of years of service,

the commitment must only be made up of years of service prior to retirement for which the employee generates a right to the benefit.

The impact for the company is a €5,377 thousand reduction in the provision for employee benefits. This decrease is recorded net of tax with a contra entry for retained earnings at January 1, 2021, see Notes 10.1 and 11.

NOTE 1.3 FIXED ASSETS

NOTE 1.3.1 DEVELOPMENT COSTS

In compliance with Article 212-3-2 of ANC Regulation No. 2014-03, the development costs incurred by the company relating to clearly defined projects likely to be completed and marketed profitably were capitalized, as the capitalization requirements specified by the French accounting regulations had been fulfilled. As it is a recommended method, the company made the decision in 2005 to apply this accounting treatment.

All research expenses and the costs of studies and development other than those described above are expensed in the period in which they are incurred.

NOTE 1.3.2 SOFTWARE

These mainly include the costs incurred in the implementation of various projects, for the portion related to the detailed design of these projects, and to programming, testing, and documentation.

Costs recorded during the preliminary study phase, the functional analysis phase and for user training are recognized as expenses.

When software configuration and SAAS mode customization costs do not meet the definition of an intangible asset, they are accounted for as:

- expenses, when carried out internally;
- expenses or deferred expenses to (over the term of the contract), when carried out by an external service provider, depending on the nature of the services rendered.

NOTE 1.3.3 DEPRECIATION OF FIXED ASSETS

In accordance with ANC Regulation No. 2014-03, the accounting methods relating to tangible and intangible assets (excluding development costs) are as follows:

- the depreciable amount is the difference between the cost of the asset and its residual value, considered to be zero for all depreciable assets;
- the depreciation periods have been adjusted to the estimated useful lives of the various asset categories and calculated using the straight-line method;
- the main depreciation periods are as follows:
  - goodwill: 5 years,
  - patents: 5 years,
  - software: 3 years and 7 years for the integrated information system (ERP),
  - development costs: 5 years,
  - buildings: between 20 and 30 years depending on the construction quality,
  - improvements to land and buildings: 10 years,
  - technical facilities: 10 years,
  - industrial equipment: between 3 years and 7 years depending on the type of equipment,
  - industrial tooling and molds: 3 years,
  - transport equipment: 4 years for passenger cars, 5 years for large commercial vehicles,
  - office and IT equipment: between 3 years and 5 years depending on the type of equipment,
  - office furniture: 10 years.

The difference between tax depreciation calculated using the declining balance method and straight-line depreciation based on the estimated useful life is recorded in regulated provisions (special depreciation allowances). For development costs, special amortization allowances are recognized as of the date the asset is capitalized, as provided by law.

NOTE 1.3.4 IMPAIRMENT OF ASSETS

Tangible and intangible assets must be tested for impairment whenever there is an indication of impairment.

When an indication of impairment exists, an impairment test is conducted. The net book value is assessed as a function of the market and the useful life of the asset for the company. It is the result of the comparison between the market value and the value in use.

NOTE 1.4 SHARE INVESTMENTS

In order to report its shareholders' equity on a comparable basis for both the corporate and the consolidated financial statements, the company chose, as of year-end 1990, to value shares in wholly controlled companies using the portion of shareholders' equity owned, as determined using the rules of consolidation, in accordance with Article 3 of the French Law of January 3, 1985 and Article 11 of the Decree of February 17, 1986.

In accordance with Article 221-4 of ANC regulation No. 2014-03, if, at year-end, the aggregate value of securities valued using the equity method is less than their purchase price, the aggregate value of the portfolio is reduced accordingly. A provision for overall portfolio risk is also created if the aggregate value using the equity value is negative.

Acquisition costs are capitalized. In accordance with the applicable tax laws, such acquisition costs are amortized over 5 years on a straight-line basis.

NOTE 1.5 TREASURY SHARES

Treasury shares are recorded in “Marketable securities” when such securities are intended to cover stock option plans and share awards and in “Other financial assets” in other cases.

For plans deemed to be exercisable (where the the market value of the share is greater than the exercise price of the option) for which an outflow of resources is probable, the corresponding shares are classified in a specific “Marketable securities” account.

When the market value of Manitou shares falls below their purchase price, an impairment loss is recorded for the difference. No impairment loss is recorded for shares classified as marketable securities to be canceled, nor for shares classified in the specific marketable securities sub-account (plans deemed to be exercisable). Such shares are relevant to the calculation of liabilities, determined as described below.

In accordance with Articles 624-2 to 624-18 of ANC Regulation No. 2014-03, expenses relating to option plans and performance share awards pertaining to Manitou BF shares are spread over the employees’ vesting period, on a straight-line basis. They are recognized in the income statement under “Salaries and social security charges” against a balance sheet expense provision.

For purchase option plans, these expenses correspond to the difference between the portfolio value, net of impairment, of the shares allocated to such plans, and the corresponding exercise price, if lower. For performance share plans, they amount to the portfolio value of the shares granted.

NOTE 1.6 STOCKS

NOTE 1.6.1 VALUATION

- Merchandise: valued at the weighted average purchase price.
- Raw materials: valued at the weighted average purchase price.
- Semi-finished products, work in process and finished products: valued at the cost of production (raw materials, equipment and labor at actual cost).

NOTE 1.6.2 DEPRECIATION

- Merchandise: as in previous years, merchandise was subject to write-downs for impairment calculated statistically based on inventory turnover and probable losses from impairment.
- Raw materials: the same method as for merchandise is used, i.e. low-turnover items are subject to a write-down for impairment.
- Finished products: equipment is subject to a component-by-component analysis, the equipment in question being used or demonstration equipment in storage or with a low turnover. The rate of write-downs for impairment is determined by product group.

NOTE 1.7 RECEIVABLES AND PAYABLES

Receivables and payables are recorded at their nominal value. An impairment loss is recognized when their recoverable value, appraised on a case-by-case basis, is estimated to be less than their accounting value.

NOTE 1.8 PROVISIONS FOR RISKS AND CONTINGENCIES

Provisions are created for risks and contingencies when the company has a liability to a third party and it is probable or certain that it will face an outflow of resources to the said third party, without consideration.

Such provisions are estimated taking into account the best-estimate assumptions as of the reporting date.

NOTE 1.9 RETIREMENT BENEFIT COMMITMENTS

The liability is calculated in accordance with IAS 19 (Revised) as authorized by ANC Recommendation 2013-02 of November 7, 2013. This calculation also takes into account the new ANC recommendation published in 2021. The method used is the projected unit credit method, sometimes known as the “project benefits method prorated on years of service.”

Retirement benefit commitments are assessed taking demographic and economic assumptions into account. They are discounted to their present value using a discount rate based on the interest rates for the highest-quality bonds. The various categories of defined benefit plans in place within Manitou BF and the main assumptions used are set out in Note 11 to the financial statements.

NOTE 1.10 LONG-SERVICE AWARDS

The liability was calculated in the same way as for the previous period, in accordance with CNC (French accounting authority) Recommendation 2003-R-01 of April 1, 2003, which reproduces the terms of IAS 19.

NOTE 1.11 FOREIGN CURRENCY TRANSLATIONS

Foreign currency transactions are valued at the exchange rate on the date of the transaction. Receivables and payables are translated at the exchange rate on the reporting date. The difference resulting from the translation of foreign currency payables and receivables at the rate on the reporting date is recorded in the balance sheet as currency translation differences. Unrealized exchange losses that are not hedged are subject to a provision for risk.

NOTE 1.12 FORWARD FINANCIAL INSTRUMENTS AND HEDGING TRANSACTIONS

In accordance with ANC Regulation No. 2015-05 on financial instruments, the exchange losses and gains related to commercial operations were recognized in operating income and the hedging instruments at year-end were revalued.

The effects of hedging instruments are recognized in the income statement symmetrically with those of the hedged item. The impairment or provision for contingencies relating to a hedged item takes the effect of the hedge into account. Changes in the fair value of the instruments are not recognized on the balance sheet, unless this would make the accounting treatment symmetrical with the hedged risk and for the non-currency derivatives (receivables, liabilities, etc.) converted at closing.

The company documents the relationship between the hedging instrument and the hedged instrument, in addition to is hedging policy.

The company endeavors to minimize the exchange risk by performing exchange hedges on the largest cash flows for the net amount of their exposure to currencies, after recognition of purchases in foreign currency.

NOTE 2 INTANGIBLE ASSETS

in thousands of euros	12/31/2020	Purchases	Transfers between line items	Outflows	Net amounts as of 12/31/2021
Research and development costs	42,758		9,186	0	51,944
Concessions, patents and licenses	52,641	766	1,132		54,539
Goodwill	1,708				1,708
Other intangible fixed assets	0				0
Intangible assets in process	13,352	9,232	-10,318	1,313	10,953
Prepayments and advances					
TOTAL	110,459	9,998	0	1,313	119,144

in thousands of euros	12/31/2020	Increases	Other decreases	Amortization and depreciation as of 12/31/2021
Research and development costs	35,010	4,356		39,366
Concessions, patents and licenses	41,793	3,733		45,526
Goodwill	1,564			1,564
Other intangible fixed assets	0			0
Intangible assets in process	0			0
Prepayments and advances	0			0
TOTAL	78,367	8,089	0	86,456

in thousands of euros	12/31/2020	Net amounts 12/31/2021
Research and development costs	7,748	12,578
Concessions, patents and licenses	10,848	9,013
Goodwill	144	144
Other intangible fixed assets	0	0
Intangible assets in process	13,352	10,953
Prepayments and advances	0	0
TOTAL	32,092	32,688

NOTE 2.1 RESEARCH AND DEVELOPMENT COSTS

Development costs, incurred directly by the company and activated in 2021, amounted to €7,012 thousand. Development projects were also abandoned for €769 thousand.

As such, the total amount of fees activated as of December 31, 2021 amounted to €60,988 thousand (versus €54,745 thousand in 2020). This amount was split between projects in process for €9,044 thousand (€11,987 thousand in 2020) and completed projects for €51,944 thousand (€42,758 thousand in 2020). All research costs and the costs of studies and development other than those described above were expensed in 2021 for an amount of €11,781 thousand, as compared to €7,781 thousand in 2020.

NOTE 3 TANGIBLE ASSETS

in thousands of euros	12/31/2020	Purchases	Transfers between line items	Disposals	Net amounts as of 12/31/2021
Land	21,802	184	128	0	22,114
Buildings	65,320	0	30	0	65,350
Installations, improvements and fixtures	52,806	310	1,323	22	54,417
Technical installations and industrial equipment	138,562	3,107	5,514	871	146,312
Other tangible assets	20,825	1,089	575	152	22,337
Tangible fixed assets under production	2,655	11,199	-7,570	6	6,278
TOTAL	301,970	15,889	0	1,051	316,808

in thousands of euros	12/31/2020	Increases	Outflows	Amortization and depreciation as of 12/31/2021
Land	8,757	982		9,739
Buildings	35,229	2,597		37,826
Installations, improvements and fixtures	35,167	2,889	22	38,034
Technical installations and industrial equipment	118,380	7,647	798	125,229
Other tangible assets	17,611	1,542	134	19,019
Tangible fixed assets under production				
TOTAL	215,144	15,657	954	229,847

in thousands of euros	12/31/2020	Net amounts 12/31/2021
Land	13,045	12,375
Buildings	30,091	27,524
Installations, improvements and fixtures	17,639	16,383
Technical installations and industrial equipment	20,182	21,083
Other tangible assets	3,214	3,318
Tangible fixed assets under production	2,655	6,278
TOTAL	86,826	86,961

2021 investments include various work on industrial buildings at the various production sites for €2,357 thousand, production equipment for €12,154 thousand, of which €3,009 thousand for the new Candé platform production unit, €2,758 thousand for the spare parts logistics center, and €2,638 thousand for the Ancenis production site, as well as IT and office equipment for €1,325 thousand.

NOTE 4 FINANCIAL ASSETS

in thousands of euros	12/31/2020	Revaluation	Purchases	Transfers between line items	Decreases	Net amounts as of 12/31/2021
Share investments	17,513		0		0	17,513
Receivables from holdings*	10,484		3,368		2,234	11,618
Investments valued using the equity method**	396,237	59,844	9,993		0	466,074
Loans	0				0	0
Other financial assets	1,555		528			2,083
TOTAL	425,789	59,844	13,889	0	2,234	497,288

** On July 27, 2021, the company granted a loan to its subsidiary, Manitou Equipment India, for an amount of €3,300 thousand.*

.

*** This item includes equity interests held at proportions of above 50% and valued using the equity method in accordance with the accounting principles defined in paragraph 1.4. The recognition of securities using the equity method during fiscal year 2021 resulted in an increase of €59,844 in the equity valuation difference, which went from €13,578 to €73,422. See note 5 for more details.*

Details and change in share investments at their purchase price:

in thousands of euros Companies	12/31/2020	Acquisitions in 2021	Transfers between line items	Disposals	12/31/2021
Manitou Global Services	1,716				1,716
Manitou UK	598				598
Manitou Italia	34,460				34,460
Manitou Benelux	712				712
Manitou Asia	1,309				1,309
Manitou Portugal	2,963				2,963
Manitou Deutschland	8,712				8,712
Manitou Southern Africa	1,642		-1,642		0
Manitou Australia	1,326				1,326
Manitou China	5,705				5,705
Manitou Manutencion Espana	200				200
Manitou Vostok	5,010				5,010
Manitou Polska	53				53
Manitou America Inc.	278,973				278,973
Manitou Interface and Logistics Europe	1,995				1,995
Manitou South Asia	636				636
Manitou Brazil	6,570				6,570
Manitou Nordics	244				244
Manitou Middle East	212				212
Manitou Malaysia	1,364				1,364
Manitou Chile	20				20
LMH Solutions	3,000				3,000
Manitou Développement	25				25
Manitou Equipment India	21,560	7,000			28,560
Manitou Pty Ltd (LiftRite Hire & Sales)	2,372	2,993			5,365
Manitou Mexico	221				221
Manitou Japan	103				103
Manitou PS UK	958				958
Manitou Holding Southern Africa			1,642		1,642
TOTAL	382,659	9,993	0	0	392,652

Manitou BF subscribed to the capital increase of its subsidiary, Manitou Equipment India, in the amount of €7,000 thousand.

Manitou BF acquired 45% of the capital of its Australian subsidiary Marpoll, bringing its stake from 50.50% to 95.5%.

In November 2021, in order to consolidate all of its activities in South Africa into a single entity, Manitou BF created a 100%-owned holding company, Manitou Holding Southern Africa Limited.

On December 16, 2021, after buying 26% of minority interests, Manitou BF contributed to Manitou Holding Southern Africa Limited all of the shares that it held in its subsidiary, Manitou Southern Africa, for €1,642 thousand.

NOTE 5 INVESTMENTS VALUED USING THE EQUITY METHOD (IN THOUSANDS OF EUROS)

				12/31/2020				12/31/2021
Companies	% held	Accounting value (acq. cost or restated 1976)	Equity method value (IFRS)	Valuation difference (IFRS)	% held	Accounting value (acq. cost or restated 1976)	Equity method value (IFRS)	Valuation difference (IFRS)
Manitou Global Services	100.00%	1,716	19,605	17,889	100.00%	1,716	20,897	19,181
Manitou UK	99.42%	598	11,621	11,023	99.42%	598	16,479	15,881
Manitou Italia	100.00%	34,460	105,327	70,867	100.00%	34,460	115,745	81,285
Manitou Benelux	99.99%	713	4,775	4,062	99.99%	713	7,026	6,313
Manitou Asia	100.00%	1,310	7,773	6,463	100.00%	1,310	9,423	8,113
Manitou Portugal	100.00%	2,963	7,577	4,614	100.00%	2,963	6,535	3,572
Manitou Deutschland	100.00%	8,712	3,514	-5,198	100.00%	8,712	5,601	-3,111
Manitou Southern Africa	74.00%	1,642	10,250	8,608	0.00%	0	0	0
Manitou Holding Southern Africa					100.00%	1,642	16,887	15,245
Manitou Australia	100.00%	1,325	7,679	6,354	100.00%	1,325	9,115	7,790
Manitou China	100.00%	5,705	2,744	-2,961	100.00%	5,705	3,328	-2,377
Manitou Manutencion Espana	100.00%	200	3,224	3,024	100.00%	200	3,792	3,592
Manitou Vostok	100.00%	5,010	8,841	3,831	100.00%	5,010	9,798	4,788
Manitou Polska	100.00%	53	405	352	100.00%	53	436	383
Manitou America Inc.	100.00%	278,973	179,807	-99,166	100.00%	278,973	207,961	-71,012
Manitou Interface and Logistics Europe	99.00%	1,995	4,026	2,031	99.00%	1,995	4,142	2,147
Manitou South Asia	100.00%	637	1,699	1,062	100.00%	637	1,995	1,358
Manitou Brazil	99.83%	6,570	-4,863	-11,433	99.83%	6,570	-4,122	-10,692
Manitou Nordics	100.00%	244	475	231	100.00%	244	288	44
Manitou Middle East	100.00%	211	392	181	100.00%	211	462	251
Manitou Malaysia	100.00%	1,364	1,278	-86	100.00%	1,364	1,242	-122
Manitou Chile	100.00%	20	43	23	100.00%	20	32	12
LMH Solutions	100.00%	3,000	1,904	-1,096	100.00%	3,000	1,947	-1,053
Manitou Développement	100.00%	25	25	0	100.00%	25	25	
Manitou Equipment India	100.00%	21,560	14,057	-7,503	100.00%	28,560	18,288	-10,272
Manitou Pty Ltd (LiftRite Hire & Sales)	50.50%	2,372	2,814	442	95.50%	5,365	6,369	1,004
Manitou Mexico	100.00%	221	208	-13	100.00%	221	256	35
Manitou Japan	100.00%	103	113	10	100.00%	103	106	3
Manitou PS UK	85.00%	958	924	-34	85.00%	958	2,021	1,063
TOTAL		382,659	396,237	13,578		392,652	466,074	73,422

NOTE 6 STOCKS

			12/31/2020			12/31/2021
in thousands of euros	Gross value	Impairment	Net	Gross value	Impairment	Net
Raw materials	75,216	2,766	72,450	89,058	2,438	86,620
Work in process	23,811		23,811	41,425		41,425
Finished products	60,865	1,338	59,527	61,635	1,656	59,979
Merchandise	46,624	5,920	40,704	52,559	6,236	46,323
TOTAL	206,516	10,024	196,492	244,677	10,330	234,347

NOTE 7 RECEIVABLES FROM OPERATIONS

	Gross amounts			Provisions		
in thousands of euros	12/31/2020	Changes in 2021	12/31/2021	12/31/2020	Changes in 2021	12/31/2021
Trade accounts and other receivables	241,582	12,450	254,032	330	-60	270
Other receivables	11,589	3,453	15,042	0		0
Misc. receivables	111,943	9,204	121,147	0		0
Subscribed capital called but not paid	0	0	0	0		0
TOTAL	365,114	25,107	390,221	330	-60	270

		Net amounts
in thousands of euros	12/31/2020	12/31/2021
Trade accounts and other receivables*	241,252	253,762
Other receivables	11,589	15,042
Misc. receivables	111,943	121,147
Subscribed capital called but not paid	0	0
TOTAL	364,784	389,951
*Including bills of exchange	6	9

NOTE 8 BREAKDOWN OF RECEIVABLES

in thousands of euros	Gross value	Less than 1 year	1 to 5 years	Over 5 years
On fixed assets				
Receivables from holdings*	11,618	1,649	7,569	2,400
Loans	0	0		
Other financial assets	2,083	1,083	250	750
On current assets				
Doubtful or disputed accounts receivable	216	216		
Other accounts receivable	253,816	253,816		
Employee and related accounts	12	12		
Social Security and other social organizations	84	84		
Income tax	6,175	6,175		
Value-added tax	12,960	12,960		
Miscellaneous	122	122		
Group and associates	110,110	110,110		
Misc. debtors	6,726	6,726		
Prepaid expenses	7,566	7,566		
TOTAL	411,488	400,519	7,819	3,150
*Loans granted to subsidiaries during the period.	3,300			
*Loans repaid by subsidiaries during the period.	2,167			

NOTE 9 CASH AND MARKETABLE SECURITIES

Marketable securities were valued at their market price on December 31, 2021.

Money market funds (SICAV) were subject to a “bought-sold” on that date, and the interest accrued on other investments was recorded at the end of the financial year.

in thousands of euros	2020	2021
Money-market funds (SICAV)		
Shares of listed company		
Provision for impairment of shares		
Treasury shares	23,445	23,445
Provision for impairment of treasury shares	0	0
TOTAL MARKETABLE SECURITIES	23,445	23,445
Cash and cash equivalents	98,074	174,705
TOTAL MARKETABLE SECURITIES & CASH AT BANK	121,519	198,150

As of December 31, 2021, the treasury shares held by the company to cover stock options (1,381,461 shares) were reported as marketable securities at the purchase price value of €23,445 thousand, i.e. an average price per share of €16.97.

NOTE 10 SHAREHOLDERS’ EQUITY

NOTE 10.1 CHANGES IN SHAREHOLDERS’ EQUITY

in thousands of euros	Share Capital	Share premiums	Valuation differences	Statutory reserve	Other reserves	Retained earnings	Income for the period	Grants and regulated provisions	Total equity
12/31/2020	39,668	45,119	14,486	3,967	295,504	226,738	44,721	7,287	677,490
Capital increase									0
2020 income						44,721	-44,721		0
Dividends						-22,961			-22,961
2021 income							45,653		45,653
Impact of changes in the value of associates (equity method)			59,844						59,844
Change in investment subsidies								574	574
Change in special depreciation allowances for the year								-113	-113
Change in valuation method for pension obligation						5,377			5,377
12/31/2021	39,668	45,119	74,330	3,967	295,504	253,875	45,653	7,748	765,864

** The change in accounting policy for the valuation of the provision for pension obligations resulted in an increase in equity (see Note 1.2)*

NOTE 10.2 BREAKDOWN OF SHARE CAPITAL

	Nominal value	Number	Amount
Composition of capital at the start of the year	€1.00	39,668,399	€39,668,399
Capital increase	€1.00		
Share subscription options	€1.00		
CAPITAL AS OF 12/31/2021	€1.00	39,668,399	€39,668,399

NOTE 11 PROVISIONS

in thousands of euros	12/31/2020	Increases	Reversals		Change of method	12/31/2021
			Used	Unused		
REGULATED PROVISIONS						
Provision for price increases	0		0			0
Special depreciation allowances	7,241	165	278			7,128
Other regulated provisions	0		0			0
TOTAL	7,241	165	278	0		7,128
PROVISIONS FOR RISKS AND CONTINGENCIES						
Litigation (1)	1,972	3,012	1,421	137		3,426
Customer warranties (2)	10,090	6,944	4,397	500		12,137
Exchange losses	10,519	15,821	10,519			15,821
Pensions and related liabilities (3)	1,471	116	105			1,482
Other provisions for risks & contingencies						
Provisions for retirement benefit plan commitments (5)	28,471	1,191	0		-5,377	24,285
TOTAL	52,523	27,084	16,442	637	-5,377	57,151
PROVISIONS FOR IMPAIRMENT						
Intangible assets	0					0
Tangible assets	1	0				1
Share investments	0	0	0			0
Inventories and work in process	10,024	4,236	3,877	53		10,330
Accounts receivable	330	32	43	49		270
Other (4)	0	0	0	0		0
TOTAL	10,355	4,268	3,920	102		10,601
TOTAL PROVISIONS	70,119	31,517	20,640	739	-5,377	74,880
Of which increases and reversals:		Increases		Reversals		
- operating		16,135		11,737		
- financial		15,217		9,364		
- extraordinary		165		278		

(1) DISPUTES: the allocation for the fiscal year includes a provision to cover procedural costs in the context of patent disputes.

(2) WARRANTIES: a provision is created to cover the estimated cost of warranties on machinery and spare parts when they are put into use by the sales networks or end customers. It covers the contractual warranty, as well as any potential extension on a case-by-case basis or in relation to campaigns. The provision is calculated on a statistical basis.

(3) PENSIONS AND RELATED LIABILITIES: this line item corresponds to the amount of the provision for long-service awards.

(4) OTHER: impairment of treasury shares (see Note 9).

(5) PROVISIONS FOR RETIREMENT BENEFIT PLAN COMMITMENTS: provisions for retirement benefits were valued according to the principles described in Note 1.9. Also noteworthy is the application of a change in method in the valuation of the provision (see Note 1.2). The actuarial assumptions used to measure these obligations are as follows:

		12/31/2020	12/31/2021
Retirement age	managers	62/67 years	62/67 years
	non-managers	62/67 years	62/67 years
		Progressive increase in the number of contribution years to 43 years	Progressive increase in the number of contribution years to 43 years
Annual employee growth rate		4.00%	4.00%
Discount rate		0.70%	1.10%
Rate of return on plan assets		0.70%	1.10%
Mortality rate		TGH05/TGF05	TGH05/TGF05
Staff turnover rate	managers	2.50%	2.50%
	non-managers	1.00%	1.00%

Actuarial gains and losses are recognized in full in income.

Provisions for retirement indemnities changed as follows:

in thousands of euros	12/31/2020	12/31/2021
Commitment at end of period	-31,469	-27,176
Plan assets at end of period	2,998	2,891
Financial situation	-28,471	-24,285
Past service costs	0	0
(Provision)/amount prepaid	-28,471	-24,285

The impact on income recorded in the financial statements in 2020 and 2021 can be broken down as follows:

in thousands of euros	12/31/2020	12/31/2021
Past service costs	2,420	2,533
Cost of discounting	314	238
Expected return on plan assets	-32	-21
Reduction		
Past service costs	0	0
SUBTOTAL	2,702	2,750
Acquisition transfer	0	0
Actuarial gain/loss calculated	26	-1,559
TOTAL	2,728	1,191

NOTE 12 BREAKDOWN OF DEBT

in thousands of euros	Gross amount at 12/31/2021	Less than 1 year	1 to 5 years	Over 5 years
Bank loans and debt*	152,832	29,413	46,857	76,562
Loans and other financial liabilities	6,331	6,331		
Supplier accounts payable and related	211,201	211,201		
Employee and related accounts	36,596	36,596		
Social Security and other social organizations	22,612	22,612		
Income tax	0	0		
Value-added tax	138	138		
Other taxes	3,322	3,322		
Debts on fixed assets and related accounts	2,332	2,332		
Group and associates	159,514	159,514		
Other liabilities	21,510	21,510		
Deferred revenues	17,012	7,807	9,087	118
TOTAL	633,400	500,776	55,944	76,680
*Loans taken out during the period.	10,621			
*Loans repaid during the period.	2,463			

NOTE 13 ITEMS RELATED TO AFFILIATES

in thousands of euros	12/31/2020	12/31/2021
Investments valued using the equity method*	396,237	466,074
Receivables from affiliates	10,484	11,618
Other investments	17,513	17,513
Accounts receivable and related	137,576	149,344
Other receivables	104,226	110,112
Supplier accounts payable and related	28,375	23,730
Debt on fixed assets	0	0
Other liabilities	116,984	168,883
Financial expenses	1,665	2,279
Income from equity investments	14,716	16,541
Other financial income	5,191	3,131
*Of which change in equity method valuation:	13,578	73,422

No transactions were made outside of normal market conditions.

NOTE 14 ACCRUED INCOME AND EXPENSES

NOTE 14.1 ACCRUED INCOME

in thousands of euros	12/31/2020	12/31/2021
Receivables from affiliates	67	68
Other financial assets	0	0
Accounts receivable and related	40,741	59,073
Other receivables	2,361	3,387
Cash and cash equivalents	0	0

NOTE 14.2 ACCRUED EXPENSES

in thousands of euros	12/31/2020	12/31/2021
Bank loans and debt	623	621
Other loans and financial liabilities		
Supplier accounts payable and related	43,426	46,884
Tax and social security liabilities	41,084	53,510
Debts on fixed assets and related accounts	1,651	2,294
Other liabilities	15,754	18,064

NOTE 15 PREPAID INCOME AND EXPENSES

		12/31/2021
in thousands of euros	Expenses	Income
Operating expenses/income	7,566	17,012
Financial expenses/income		
Non-recurring expenses/income		
TOTAL	7,566	17,012

NOTE 16 TRANSLATION DIFFERENCES ON FOREIGN CURRENCY PAYABLES AND RECEIVABLES

		12/31/2021
in thousands of euros	Asset differences*	Liability differences
Loans and financial liabilities	15,284	6,413
Financial Instruments	679	67
Accounts receivable	528	762
Suppliers	76	10
TOTAL	16,567	7 252

**Offset by a risk provision of €15,821 thousand.*

NOTE 17 REVALUATION DIFFERENCES

in thousands of euros	12/31/2020	12/31/2021
ASSETS		
Land	354	354
Share investments	554	554
TOTAL	908	908
LIABILITIES		
Revaluation reserve (1976)	908	908
Other differences (equity method, see note 5)	13,578	73,422
TOTAL	14,486	74,330

NOTE 18 BREAKDOWN OF SALES

in thousands of euros	2020	2021
A - BREAKDOWN BY BUSINESS ACTIVITY		
Production (Manitou BF)	739,772	932,636
Spare parts trading	157,670	179,089
Equipment trading	200,894	140,931
TOTAL	1,098,336	1,252,656
B - BREAKDOWN BY MARKET REGION		
France	338,334	342,463
Export	760,002	910,193
TOTAL	1,098,336	1,252,656

NOTE 19 REVERSALS OF PROVISIONS AND TRANSFERS OF EXPENSES

	2020	2021
in thousands of euros	Income	Income
Reversal of provision for risks	7,661	7,715
Reversal of impairment on tangible assets	0	0
Reversal of provision for impairment of current assets	3,251	4,022
Transfer of operating expenses*	8,256	9,640
TOTAL	19,168	21,377

**The expense transfer item mainly includes reinvoicing of central services to the subsidiaries Manitou Italia and Manitou Americas for €2,870k and €1,262k respectively, reinvoicing of the group's ERP roll-out costs in certain European subsidiaries for €2,269k, as well as the reinvoicing of various fees.*

NOTE 20 FINANCIAL RESULT

NOTE 20.1 FINANCIAL INCOME

	2020	2021
in thousands of euros	Income	Income
Income from securities	14,716	16,541
Exchange gains	37,577	21,428
Reversal of impairment provision on securities		
Other income	5,211	3,569
TOTAL	57,504	41,538

NOTE 20.2 FINANCIAL EXPENSES

	2020	2021
in thousands of euros	Expenses	Expenses
Loan interest	4,861	4,253
Exchange losses	33,027	26,762
Increases in impairment on securities	0	0
Other expenses	2,311	3,180
TOTAL	40,199	34,195

NOTE 21 NON-RECURRING INCOME/EXPENSES

NOTE 21.1 NON-RECURRING INCOME

in thousands of euros	2020 Income	2021 Income
Income from the disposal of tangible assets	20	58
Income from the disposal of financial assets	0	0
Reversals of special depreciation allowances	279	278
Reversal of provision for risks	135	0
Miscellaneous	321	636
TOTAL	755	972

NOTE 21.2 NON-RECURRING EXPENSES

in thousands of euros	2020 Expenses	2021 Expenses
Net expenses on disposals of intangible assets	0	1,313
Net expenses on disposals of tangible assets	497	98
Net expenses on disposals of financial assets	0	0
Special depreciation allowances and extraordinary depreciation**	1,244	174
Miscellaneous	273	200
TOTAL	2,014	1,785

** This item includes outflows of assets relating to the abandonment of a development project (New Lift) for €609k and the restatement of software costs in SAAS mode for €544k.*

*** As a reminder, in fiscal year 2020, an exceptional amortization of €944k was recorded on the development costs of the telehandler M21 manufactured by the Indian subsidiary.*

NOTE 22 TAX

NOTE 22.1 BREAKDOWN OF INCOME TAX

in thousands of euros	Income before tax	Taxes	Income after tax
Recurring income	58,715	13,972	44,743
Non-recurring income/expenses	-813	-231	-582
Share investment	-176		-176
Tax credits*		-1,952	1,952
Income from taxes from tax consolidation**		-523	523
Overseas tax expenses***		807	-807
Net income	57,726	12,073	45,653

**Tax credits for research, sponsorships, and family.*
*** Tax income from the Manitou Global Services subsidiary.*
**** This is the withholding tax on dividends paid by the Russian subsidiary to Manitou.*

NOTE 22.2 RESEARCH TAX CREDIT

The research tax credit amount recognized for 2021 was €1,871 thousand.

NOTE 22.3 INCREASES AND REDUCTIONS IN FUTURE TAX LIABILITIES

		2021
in thousands of euros	Basis	Amount
NATURE OF TEMPORARY DIFFERENCES		
INCREASES		
Regulated provisions at 12/31/2021	7,127	
Other tax differences		
TOTAL	7,127	
INCREASES IN FUTURE TAX LIABILITIES		1,841
REDUCTIONS		
Provisions non-deductible in the year of recognition	10,133	
TOTAL	10,133	
REDUCTIONS IN FUTURE TAX LIABILITIES		2,617

NOTE 22.4 IMPACT OF TAX DIFFERENCES

in thousands of euros	12/31/2021
Income for the period	45,653
Share investment	176
Income tax	12,073
Income before tax	57,902
Change in regulated provisions	-113
Other tax differences	
Income before tax excluding the impact of tax differences	57,789

NOTE 23 LEASES

There were no real estate leases outstanding as of December 31, 2021.

NOTE 24 OFF-BALANCE SHEET COMMITMENTS

NOTE 24.1 COMMITMENTS GIVEN

in thousands of euros	12/31/2021
Discounted notes outstanding	
Sureties, deposits, and collateral	3,375
Mortgages	
Shareholder agreements	
Forward sales of foreign currency and currency options	252,533
Rate cap	12,500
Rate tunnel	62,500
Equipment repurchase commitments	

It should be noted that the market value of this equipment generally exceeds the repurchase value.

NOTE 24.2 COMMITMENTS RECEIVED

in thousands of euros	12/31/2021
Forward purchases of foreign currency	877

NOTE 25 AVERAGE HEADCOUNT

Salaried staff	2020	2021
Managers	551	557
Supervisors and technicians	62	62
Employees	552	551
Manual workers	1,124	1,130
TOTAL	2,289	2,300

NOTE 26 INFORMATION ON EXECUTIVE COMPENSATION

Total amount of compensation and benefits in kind paid to corporate officers during 2021:

In thousands of euros or number of shares	Salaries	Other compensation	Stock options granted	Stock options granted	Stock options exercised	Other provisions and commitments
Non-executive corporate officers	158	573				
Executive corporate officers		1,239				860

NOTE 27 INFORMATION ON STATUTORY AUDITORS' FEES

The company believes that the nature of the information required under Article 222-8 of the General Regulations and Instruction No. 2006-10 of the AMF (*Autorité des marchés financiers*, the French financial markets authority) and given in the Notes to the consolidated financial statements, complies with the provisions introduced by Decree No. 2008-1487 of December 30, 2008.

NOTE 28 LIST OF SUBSIDIARIES AND AFFILIATES AS OF DECEMBER 31, 2021

As for the valuation of investments in associates, the consolidated financial statements for 2021 were prepared in accordance with IFRS. The values shown in this table were calculated on the basis of those standards.

COMPANIES *in thousands of euros or foreign currency*	Share Capital	Reserves and retained earnings before appropriation of income	% of share capital held	BOOK VALUE OF SECURITIES HELD Gross	Net	Consolidated using the equity method	Loans and advances granted and outstanding	Amount of guarantees provided by the company	Sales excluding taxes	Profit or Loss (-)	Dividends received
I - Detailed information											
A - SUBSIDIARIES (at least 50% of the capital held by the company)											
	In local currency	In local currency		EUR	EUR	EUR	EUR	EUR	In local currency	In local currency	EUR
Manitou Global Services	1,320	17,398	100.00%	1,716	1,716	20,897	11,782		13,732	1,506	
LMH Solutions	3,000	-1,053	100.00%	3,000	3,000	1,947	2,090		9,732	-33	
Manitou Italia	5,000	115,653	100.00%	34,460	34,460	115,745	44,363		289,344	10,426	
Manitou Benelux	500	6,531	100.00%	713	713	7,026			132,739	3,947	1,683
Manitou Portugal	600	5,864	100.00%	2,963	2,963	6,535			22,982	958	2,000
Manitou Deutschland	800	4,801	100.00%	8,712	8,712	5,601			110,859	3,587	1,500
Manitou Manutencion Espana	200	3,592	100.00%	200	200	3,792	4,828		15,666	571	
Manitou Interface & Logistics Europe	2,000	2,146	99.75%	1,995	1,995	4,142			37,325	115	
Manitou Nordics	242	47	100.00%	244	244	289			963	24	210
Manitou UK	GBP 230	GBP 14,575	99.42%	598	598	16,479			GBP 165,980	GBP 5,301	1,507
Manitou Americas Inc.	USD 361,165	USD -112,714	100.00%	278,973	278,973	207,961			USD 0	USD 8,805	
Manitou Asia	SGD 400	SGD 13,997	100.00%	1,310	1,310	9,423	1,601		SGD 34,776	SGD 1,792	
Manitou Holding Southern Africa	ZAR 27,769	ZAR -1	100.00%	1,642	1,642	16,887			ZAR 0	ZAR 0	
Manitou Middle East	AED 1,000	AED 922	100.00%	212	212	462			AED 3,022	AED 141	
Manitou Australia	AUD 400	AUD 13,833	100.00%	1,325	1,325	9,115			AUD 103,950	AUD 4,167	1,359
Marpoll Pty Ltd (LifteRite Hire & Sales)	AUD 100	AUD 10,315	95.50%	5,365	5,365	6,370	1,983		AUD 32,658	AUD 1,556	
Manitou China	CNY 59,938	CNY -35,991	100.00%	5,705	5,705	3,328			CNY 33,988	CNY 1,931	
Manitou Vostok	RUB 338	RUB 835,448	100.00%	5,010	5,010	9,798			RUB 5,548,453	RUB 457,112	5,459
Manitou Polska	PLN 200	PLN 1,804	100.00%	53	53	436			PLN 6,526	PLN 159	
Manitou South Asia	INR 45,000	INR 123,061	100.00%	637	637	1,995			INR 279,021	INR 18,341	
Manitou Equipment India	INR 3,395,399	INR -1,824,515	100.00%	28,560	28,560	18,287			INR 2,417,870	INR -314,567	
Manitou Brazil	BRL 23,123	BRL -49,136	99.96%	6,570	6,570	-4,122	8,991		BRL 63,093	BRL 4,978	
Manitou Malaysia	MYR 6,465	MYR -604	100.00%	1,364	1,364	1,242	283		MYR 8,749	MYR -446	
Manitou Chile	CLP 15,000	CLP 15,983	100.00%	20	20	32	113		CLP 226,703	CLP -6,335	
Manitou Mexico	MXN 5,150	MXN 770	99.00%	221	221	256			MXN 6,620	MXN 834	
Manitou Japan CO LTD	JPY 12,000	JPY 1,812	100.00%	103	103	106			JPY 30,854	JPY -552	
Manitou PS UK	GBP 1,000	GBP 804	85.00%	958	958	2,021	874		GBP 0	GBP 711	

COMPANIES *in thousands of euros or foreign currency*	Share Capital	Reserves and retained earnings before appropriation of income	% of share capital held	BOOK VALUE OF SHARES HELD Gross	 Net	 Consolidated using the equity method	Loans and advances granted and outstanding	Amounts of guarantees provided by the company	Sales excluding taxes	Profit or Loss (-)	Dividends received
B - INVESTMENTS IN AFFILIATES (10% to 50%)											
Manitou Finance France	4,682	18,935	49.00%	12,571	12,571				7,967	3,238	
Manitou Finance Ltd	7,270	4,500	49.00%	4,875	4,875				3,966	2,260	2,822
C - INVESTMENTS IN AFFILIATES (non-trading companies)											
Cobra MS	40	-19	100.00%	40	40	0			0	-2	
Manitou Développement	25	-11	100.00%	25	25	25			0	-2	
I I - General information											
A - SUBSIDIARIES not included in paragraph I	None										
B - SUBSIDIARIES not included in paragraph I	None										
C - INVESTMENTS IN AFFILIATES not included in paragraph I	None										

NOTE 29 INVENTORY OF SECURITIES HELD

COMPANIES *in number of units or shares or thousands of euros*	Type and par value	Currency	Number of units or shares	Original book value	Equity consolidation method value
MANITOU GLOBAL SERVICES	Shares at 20	EUR	66,000	1,716	20,897
MANITOU FINANCE FRANCE SAS	Shares at 1000	EUR	12,571	12,571	12,571
MANITOU UK Ltd.	Shares at 1	GBP	228,670	598	16,479
MANITOU ITALIA	Shares at 1	EUR	5,000,000	34,460	115,745
MANITOU BENELUX SA	Units at 500	EUR	999	713	7,026
MANITOU ASIA PTE Ltd.	Shares at 1	SGD	400,000	1,310	9,423
MANITOU Portugal	Shares at 5	EUR	120,000	2,963	6,535
MANITOU DEUTSCHLAND GmbH	Share of 800,000	EUR	1	8,712	5,601
MANITOU HOLDING SOUTHERN AFRICA PTY Ltd.	Units at 1	ZAR	27,769	1,642	16,887
MANITOU FINANCE Ltd.	Units at 1	GBP	3,562,000	4,875	4,875
MANITOU AMERICAS	Shares at 361,101	USD	1	278,973	207,961
MANITOU AUSTRALIA PTY Ltd.	Shares at 1	AUD	400,000	1,325	9,115
MANITOU CHINA				5,705	3,328
MANITOU MANUTENCION ESPANA S.L.	Shares at 1	EUR	200,000	200	3,792
MANITOU VOSTOK	Shares at 1	RUB		5,010	9,798
MANITOU POLSKA	Units at 1	PLN	400	53	436
MANITOU INTERFACE LOGISTIC EUROPE	Shares at 500	EUR	3,990	1,995	4,142
MANITOU SOUTH ASIA PRIVATE LTD	Shares at 10	INR	4,499,999	637	1,995
MANITOU BRASIL MANIPULACAO DE CARGAS	Shares at 1	BRL	14,174,270	6,570	-4,122
MANITOU NORDICS SIA	Shares at 1	EUR	170,000	244	289
MANITOU MIDDLE EAST	Shares at 1	AED	1,000,000	212	462
MANITOU MALAYSIA	Shares at 1	MYR	6,465,100	1,364	1,242
MANITOU CHILE	Shares at 1	CLP	15,000,000	20	32
LMH SOLUTIONS	Shares at 10	EUR	300,000	3,000	1,947
MANITOU INDIA EQUIPMENT	Shares at 10	INR	339,539,875	28,560	18,287
MARPOL LIFTRITE	Shares at 1	AUD	95,500	5,365	6,369
MANITOU MEXICO	Shares at 200	MXN	25,493	221	256
MANITOU JAPAN CO LTD	Shares at 100	JPY	120,000	103	106
MANITOU UK PS	Shares at 1	GBP	850,000	958	2,021
COBRA MS	Shares at 400	EUR	100	40	
MANITOU DEVELOPPEMENT	Shares at 1	EUR	10,000	25	25
TOTAL				410,140	483,520

NOTE 30 POST-CLOSING EVENTS

WAR IN UKRAINE

In 2021, the company's turnover in Russia, Ukraine, and Belarus was around 4% of its revenue. The order book in this same zone was around 7% of the order book at December 31, 2021.

Given the war in Ukraine, the company suspended its machinery shipments to Russia and Belarus at the start of the 2022 conflict. These machines could be reassigned to other areas as the conflict evolves.

The company does not supply directly to Ukraine, Belarus, or Russia. To date, despite increasing pressure on the provision of raw materials and components, the company has not had any difficulties in obtaining components from its suppliers, which could be affected by the war in Ukraine.

The evolution of the conflict has been contributing to the rise in commodities prices seen over the past several months.

The company has a distribution subsidiary in Russia. At the date of publication of this report, the company has no client risks to its activities in these countries, and the financial situation of the subsidiary is expected to meet its liquidity requirements for the whole of 2022.

7.4. 2021 STATUTORY AUDITORS' REPORTS

7.4.1. STATUTORY AUDITORS' REPORT ON THE ANNUAL FINANCIAL STATEMENTS

To the annual General Meeting of Manitou BF,

OPINION

In accordance with our appointment as Statutory Auditors by your shareholders' meeting, we have audited the annual financial statements of Manitou BF S.A. for the fiscal year ended December 31, 2021, as they are attached to this report.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the company at the end of this fiscal year and of the results of its operations for the fiscal year ended in accordance with French accounting principles.

The opinion expressed above is consistent with the content of our report to the audit committee.

BASIS FOR OPINION

AUDIT FRAMEWORK

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Financial Statements" section of our report.

INDEPENDENCE

We conducted our audit assignment in accordance with the rules of independence imposed by the French Commercial Code and the Code of Ethics for Statutory Auditors over the period from January 1, 2021 to the issue date of our report. We did not provide the services prohibited by Article 5, paragraph 1, of Regulation (EU) no. 537/2014.

COMMENT

Without calling into question the opinion expressed above, we draw your attention to the following point set out in Note 1.2 "Accounting principles - Changes in accounting methods and rules" regarding the change in method relating to pension obligations following the IFRS (IFRIC IC) interpretation decision leading the ANC to amend its recommendation on the valuation rules for these commitments.

JUSTIFICATION OF ASSESSMENTS - KEY AUDIT MATTERS

The global crisis caused by the Covid-19 pandemic created special conditions for the preparation and audit of the financial statements of this fiscal year. This crisis and the exceptional measures taken in the context of the state of health emergency have resulted in multiple consequences for companies, particularly for their business and financing, as well as increased uncertainties about their future prospects. Some of these measures, such as travel restrictions and remote work, have also had an impact on the internal organization of companies and on the implementation of the audits.

In this complex and evolving context, in accordance with the provisions of Articles L.823-9 and R.823-7 of the French Commercial Code relating to the justification of our assessments, we draw to your attention the key audit matters relating to the risks of material misstatement which, in our professional judgment, were the most significant for the audit of the financial year's annual financial statements, and the responses we have given to address these risks.

The assessments thus given are based on our audit of the annual financial statements taken as a whole and the formation of our opinion expressed above. We express no opinion on aspects of these annual financial statements taken separately.

WARRANTY PROVISIONS

IDENTIFIED RISK

The company records provisions for warranties and product recall campaigns to cover both the estimated cost of the warranty on machines and spare parts, and the costs of retrofitting the equipment sold and the fleet of machines concerned in the event of significant or hazardous malfunctions. These provisions, for a total of €12.1 million as of December 31, 2021 (Note 11 "Provisions") are funded when the machines are sold to the networks or end customers to cover warranties as well as when malfunctions are identified for the purpose of recall campaigns. The amount of the provision for warranties covers the contractual warranty and any extended warranty. This amount is calculated based on projections using historical statistical data. The warranty provision amount covers the contractual provision and its possible extension and is determined using historical statistical data projections. The campaign provision amount is determined using the unit cost of repair applied to the fleet of machines concerned.

We considered the valuation of these provisions to be a key audit matter in the annual financial statements due to their importance in understanding the financial statements, the complexity of their calculation components (average on warranty costs over the last five years, machine commissioning dates, rate of outsourcing to suppliers, margin rate on spare parts) and their sensitivity to the assumptions adopted by management.

OUR RESPONSE

As part of our audit of the consolidated financial statements, our work primarily consisted in:

- Familiarize ourselves with the process of identifying and assessing these provisions;
- Testing the key controls set up by management that we consider as most relevant to determine the costs underlying this valuation, and particularly those relating to the various rates used in the estimates;
- Assessing the relevance of the Company's methodology;
- Assessing the validity of the assumptions used to determine the warranty provisions, checking all of the data and calculations underlying these assumptions;
- Reviewing the calculations on a test basis;
- Assessing the judgments made by management and the appropriateness of the disclosures in Notes 11 to the financial statements;
- Comparing the accounting estimates of prior periods with the corresponding actual data.

JCB LITIGATION

IDENTIFIED RISK

Manitou was summoned in May 2017 by J.C. Bamford Excavators Limited (JCB) for infringement of two patents, as indicated in the note "Highlights of the period" to the notes to the annual financial statements. The claim before the French court initially amounted to €20 million, subject to change.

In December 2018, JCB sued Manitou BF for infringement of a third patent.

Legal proceedings continued in 2020 and 2021, and JCB increased its assessment of the loss to €190 million in 2019. On 26 February 2021, the Paris Court of Justice ordered Manitou to pay JCB the sum of €150,000 in respect of the summons relating to the first two patents. This amount was recognized at December 31, 2020, in addition to the procedural costs relating to this dispute that were already recognized.

Concerning the lawsuit regarding the third patent in France, Manitou BF feels, on the one hand, that a financial estimate of the risk actually incurred cannot be determined given the evidence at its disposal and the progress of the proceedings, and, on the other hand, that a significant outflow of resources in respect of these claims seems unlikely given the arguments put forward by Manitou BF in its defense. In light of this, no provision was set aside in the financial statements for these claims. The company only recorded the procedural costs of this dispute in its 2021 financial statements, as indicated in Note 7.3.4 "Highlights of the period – Monitoring the infringement litigation" to the annual financial statements.

We considered this subject a key audit matter in view of its potential impact on the company's financial statements and insofar as the estimate of the risk incurred requires, at year-end, a significant amount of judgment related to the uncertainty as regards the outcome of this litigation.

Our response

As part of our audit of the consolidated financial statements, our work primarily consisted in:

- examining the procedures implemented by the Company to estimate the risk surrounding this litigation;
- familiarizing ourselves with the Company's risk analysis;
- Assessing the merits and reasonable nature of the hypotheses adopted by management to estimate the provisions (excluding procedural costs) in light of the documentation provided by the company, the documents filed, and the written consultations obtained from external advisors;
- Analyzing the documentation elements of the claims of the opposing parties and the company's defense elements;
- Analyzing, where appropriate, the substance of the judgments rendered by the Courts;
- verifying the appropriateness of the disclosures relating to this litigation in the notes to the annual financial statements.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by the legal and regulatory texts.

Information given in the management report and in the other documents provided to the Shareholders with respect to the financial position and the financial statements

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in the other documents provided to the Shareholders with respect to the financial position and the financial statements.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D.441-6 of the French Commercial Code.

Information relating to corporate governance

We confirm the existence, in the Board of Directors' report on corporate governance, of information required by Articles L.225-37-4, L.22-10-10, and L.22-10-9 of the French Commercial Code.

As regards the information provided pursuant to Article L. 22-10-9 of the French Commercial Code on the remuneration and benefits paid to corporate officers and on the commitments paid or granted in their favor, we have checked their consistency with the financial statements or with the data used to prepare such financial statements and, where applicable, with the evidence collected by your company from companies controlled by your company and included in the scope of consolidation. Based on this work, we attest to the accuracy and fair presentation of this information.

Other information

In application of the law, we have verified that the information relating to the acquisition of participating and controlling interests and the identity of the shareholders has been communicated to you in the management report.

Other verifications or information required by legal and regulatory texts

Format for the presentation of the annual financial statements included in the annual financial report

In accordance with the professional standards on the due diligence exercised by statutory auditors in relation to the annual and consolidated financial statements presented in accordance with the single European electronic reporting format, we also verified compliance with this format as defined by Delegated European Regulation 2019/815 of December 17, 2018 in the presentation of the annual financial statements included in the annual financial report referred to in I of Article L.451-1-2 of the French Monetary and Financial Code, prepared under the responsibility of the Chief Executive Officer.

On the basis of our work, we conclude that the presentation of the annual accounts included in the annual financial report complies, in all material respects, with the single European electronic information format.

Appointment of the Statutory Auditors

We were appointed Statutory Auditors of Manitou BF S.A. by the General Meeting of June 13, 2019, for KPMG, and June 28, 1989 for RSM.

As of December 31, 2021, KPMG was in the 3rd consecutive year of its assignment, and RSM in its 32nd consecutive year of its assignment.

Responsibilities of Management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Annual Financial Statements

Audit objective and approach

Our role is to issue a report on the annual financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 823-10-1 of the French Commercial Code, our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

In the context of an audit performed in accordance with professional standards applicable in France, the statutory auditor uses professional judgment throughout this audit. In addition:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.
- assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- it assesses the overall presentation of the annual financial statements and assesses whether the annual financial statements reflect the underlying operations and events so as to give a true and accurate picture of them.

Report to the Audit Committee

We submit a report to the audit committee, which sets out, in particular, the scope of the audit work and the schedule of work implemented, in addition to the conclusions arising out of our work. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the annual financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537-2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code and in the French Code of Ethics for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

The Statutory Auditors

Nantes, April 14, 2022	Saint-Herblain, April 14, 2022	
KPMG S.A.	RSM Ouest	
Gwenaël Chedaleux	Jean-Michel Picaud	Céline Braud
Associate	Associate	Associate

7.4.2. STATUTORY AUDITORS' SPECIAL REPORT ON REGULATED AGREEMENTS

At the shareholders' meeting of MANITOU BF S.A.,

In our capacity as Statutory Auditors of your company, we hereby report to you on the regulated agreements.

The terms of our engagement require us to communicate to you, based on information provided to us, the principal terms and conditions of those agreements and commitments brought to our attention or which we may have discovered during the course of our audit, and the reasons justifying that these agreements are in the Company's interest, without expressing an opinion on their usefulness and appropriateness or identifying other agreements.

It is your responsibility, pursuant to Article R. 225-31 of the French Commercial Code, to assess the interest involved in respect of the conclusion of these agreements for the purpose of approving them.

Our role is also to provide you with the information provided for in Article R. 225-31 of the French Commercial Code in respect of the performance of the agreements already approved by the Shareholders' Meeting and having continuing effect during the year, if any.

We conducted the procedures we deemed necessary in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

These procedures consisted in agreeing the information provided to us with the relevant source documents.

AGREEMENTS SUBMITTED TO THE APPROVAL OF THE GENERAL MEETING

We hereby inform you that we have not been notified of any authorized agreement entered into during the past fiscal year that must be submitted for approval by the General Meeting pursuant to Article L. 225-38 of the French Commercial Code.

AGREEMENTS ALREADY APPROVED BY THE GENERAL MEETING

Pursuant to Article R. 225-30 of the French Commercial Code, we have been informed that the performance of the following agreements, approved by General Meeting in previous fiscal years, continued during the past fiscal year.

AGREEMENTS WITH MR. MARCEL BRAUD, HONORARY PRESIDENT AND FOUNDER OF MANITOU

As a reminder, Mr. Marcel Braud began his career at BRAUD & FAUCHEUX in 1952.

It currently owns about 30% of MANITOU BF with his family group.

Since the General Shareholders' Meeting called to approve the 2016 financial statements, Marcel Braud is no longer a director or chairman of MANITOU BF and therefore no longer sits on the Board of Directors and the committees. His title is Honorary President and Founder of MANITOU. As a result, Mr. Marcel Braud has access to the preparatory documents of the boards and committees as well as the minutes. He meets on an ad hoc basis with the Executive Committee and General Management and remains in contact with the General Management, Sales & Marketing, customers, and the network. He travels unrestrictedly within the group's factories as well as to trade fairs and exhibitions where MANITOU is present or represented.

Mr. Marcel Braud's status is for an undefined duration. He may change his status for health reasons.

Mr. Marcel BRAUD does not request any compensation for his position.

Payment of travel and entertainment expenses

The Board of Directors meeting of April 26, 2017 authorized the conclusion of an agreement governing the payment of representation costs and resources needed by Mr. Marcel Braud to carry out his role. The costs in question are his travel expenses and those related to the retention of his professional vehicle with driver, telephone, business bank card, and ADSL line with his personal e-mail address (he also keeps his professional e-mail address at MANITOU).

As of December 31, 2021, your company paid €46,141 in these types of expenses.

Current account

The amount of Mr. and Mrs. Braud's current account balance as of December 31, 2021 stands at €6,049,144 (including interest net of deductions). This account bore interest at 1.17%. The amount of interest assumed by your Company in this respect totaled €70,206 in 2021.

AGREEMENT ENTERED INTO WITH MR. MICHEL DENIS, CHIEF EXECUTIVE OFFICER, ON JANUARY 13, 2014, RENEWED IN ADVANCE ON DECEMBER 5, 2017

Authorization to extend the contract for the supply of two vehicles

On December 5, 2017, your Board of Directors authorized the signing of an amendment to the contract for the supply by GLGM Conseil, of which Mr. Michel Denis is manager, to MANITOU BF, of which Mr. Michel Denis is Chief Executive Officer, of two vehicles, one for strictly professional use and one for professional and private use by Mr. Michel Denis, stipulating that the lease amount will be revised annually according to the SYNTEC index prevailing on January 1st of each year.

This agreement was signed on March 10, 2015 for an initial term of one year and has been automatically extended for the entire term of office of Mr. Michel DENIS, subject to its termination by either of the parties or the termination of Mr. Michel Denis' duties as manager of GLGM Conseil and/or Chief Executive Officer of MANITOU BF.

The total budget allocated to the management of two vehicles is €2,150 (incl. taxes) per month, a price that is reviewed every year.

As of December 31, 2021, your company paid corresponding expenses of €20,891.

AGREEMENT WITH MRS. JACQUELINE HIMSWORTH, CHAIRMAN OF THE BOARD OF DIRECTORS

Current account

The amount of Ms. Jacqueline Himsworth's current account balance as of December 31, 2021 stands at €282,276 (including interest net of deductions). This account bore interest at 1.17%. The amount of interest assumed by your company in this respect totaled €3,276 in 2021.

The Statutory Auditors

Nantes, April 14, 2022	Saint-Herblain, April 14, 2022	
KPMG S.A.	RSM Ouest	
Gwenaël Chedaleux	Jean-Michel Picaud	Céline Braud
Associate	Associate	Associate

7.5. MANAGEMENT REPORT WITH THE ANNUAL FINANCIAL STATEMENTS OF THE MBF COMPANY

HIGHLIGHTS OF THE PERIOD

INDUSTRIAL INVESTMENT PLAN

In April 2021, an €80 million, five-year industrial investment plan was allocated for the development and expansion of Manitou BF's production sites in France.

Driven by sustainable growth prospects and the need to industrialize future electric and hybrid models, the decision was made to invest in innovative equipment in line with the company's desire to accelerate its energy transition. These facilities will better absorb peak activity, increase productive capacity in France, and improve employee safety. These new developments will be designed in line with the company's CSR commitments for an eco-friendly industry.

These projects began in 2021. They will support the company's long-term goal to meet its customers' expectations.

MANITOU BF REVENUE

Manitou BF's revenue rebounded 14.1% to €1,253 million compared to €1,098 million in 2020, due to the impact of the Covid-19 crisis.

The company saw its revenue increase across all markets (construction, agriculture, and industry) and geographical regions.

MANITOU BF RESULTS

In 2021, the operating profit was €51.4 million, an increase of €12.7 million (+32.8%) as compared with the previous year. It stands at 4.1% of the revenue compared to 3.5% in 2020, which was heavily impacted by the Covid-19 crisis.

Manitou BF from the rebound in activity and the improvement in the margin rate, which was impacted in 2020 by the production shutdown and implementation of health measures during resumption of operations.

In 2021, the margin benefited from higher rates and controlled fixed costs. However, commodity price inflation, which rose in the second half of the year, had a negative impact.

In 2020, the company received €6.5 million in Covid-19 aid for partial operations.

Financial income was down by €10.0 million to +€7.3 million, with an increase in dividends received of €1.8 million (€16.5 million in 2020 vs. €14.7 million in 2020) and an increase in foreign exchange losses.

The tax expense increased by €2.1 million (+20.6%) to €12.1 million in light of the financial performance of the fiscal year.

The net profit was €45.7 million, as compared with €44.7 million in 2020.

POST-CLOSING EVENTS

WAR IN UKRAINE

In 2021, the company's turnover in Russia, Ukraine, and Belarus was around 4% of its revenue. The order book in this same zone was around 7% of the order book at December 31, 2021.

Given the war in Ukraine, the company suspended its machinery shipments to Russia and Belarus at the start of the 2022 conflict. These machines could be reassigned to other areas as the conflict evolves.

The company does not supply directly to Ukraine, Belarus, or Russia. To date, despite increasing pressure on the provision of raw materials and components, the company has not had any difficulties in obtaining components from its suppliers, which could be affected by the war in Ukraine.

The evolution of the conflict has been contributing to the rise in commodities prices seen over the past several months.

The company has a distribution subsidiary in Russia. At the date of publication of this report, the company has no client risks to its activities in these countries, and the financial situation of the subsidiary is expected to meet its liquidity requirements for the whole of 2022.

OTHER INFORMATION

NON-DEDUCTIBLE ITEMS PROVIDED FOR UNDER ARTICLES 39-4 AND 39-5 OF THE FRENCH GENERAL TAX CODE

In accordance with the provisions of Article 223 *quater* of the French General Tax Code, the accounts for the financial year just ended included a sum of €625,382, corresponding to rental charges and the non-tax-deductible portion of attendance allowances.

INFORMATION ON PAYMENT PERIODS FOR SUPPLIERS OF MANITOU BF

In accordance with Articles L.441-6-1 and D.441-6 of the French Commercial Code, we hereby indicate that at the end of the financial year, the balance of debts to suppliers, broken down by payment due date, is as follows:

Payment period	0 days	1-30 days	31-60 days	61-90 days	91 days or more	TOTAL 1 day or more
Number of bills concerned						2,513
Total amount of the bills concerned before tax (EUR mln)		3.4	0.9	0.4	1.6	6.3
Percentage of total purchases before tax for the fiscal year		0.3%	0.1%	0.0%	0.1%	0.5%
BILLS EXCLUDED FROM (A) RELATING TO DISPUTED DEBT AND CLAIMS NOT RECOGNIZED						
Number of bills excluded						**494**
Total amount of bills excluded (EUR mln)						1.9

It is based on the statutory periods, although they may be shorter for certain suppliers (45 days from the end of the month for goods not imported, 30 days for carriers and certain service providers, and less than 30 days for certain other service providers).

INFORMATION ON PAYMENT PERIODS FOR CLIENTS OF MANITOU BF

In accordance with Articles L.441-6-1 and D.441-6 of the French Commercial Code, we hereby indicate that at the end of the financial year, the balance of bills issued but not settled by our clients, broken down by payment due date, is as follows:

Payment period (a)	0 days	1-30 days	31-60 days	61-90 days	91 days or more	TOTAL 1 day or more
Number of bills concerned						3,801
Total amount of the bills concerned before tax (EUR mln)		3.4	1.2	0.5	2.2	7.2
Percentage of total revenue before tax for the fiscal year		0.3%	0.1%	0.0%	0.2%	0.6%
BILLS EXCLUDED FROM (A) RELATING TO DISPUTED DEBT AND CLAIMS NOT RECOGNIZED						
Number of bills excluded						0
Total amount of bills excluded						0

For France, the payment periods used for these calculations are the minimum statutory periods, if not shorter for certain clients (45 days from the end of the month). For exports, the periods vary depending on the geographical region concerned.

COMPANY FINANCIAL RESULTS FOR THE LAST FIVE FISCAL YEARS

in euros	2017	2018	2019	2020	2021
I - FINANCIAL POSITION AT YEAR END					
a) Share capital	39,621,598	39,668,399	39,668,399	39,668,399	39,668,399
b) Number of shares issued	39,621,598	39,668,399	39,668,399	39,668,399	39,668,399
c) Number of convertible bonds					
II - COMPREHENSIVE INCOME FROM ACTUAL OPERATIONS					
a) Sales excluding taxes	1,164,794,691	1,371,296,011	1,526,988,385	1,098,335,824	1,252,655,759
b) Income before taxes, depreciation, amortization, provisions and employee profit-sharing	77,809,954	99,752,816	122,741,938	81,003,965	91,794,206
c) Income tax	13,167,140	15,808,625	20,944,489	10,011,969	12,073,238
d) Income after taxes, depreciation, amortization, provisions and employee profit-sharing	38,039,778	69,359,358	70,700,087	44,720,818	45,652,522
e) Total dividends paid	17,035,707	24,563,144	30,941,351	19,834,200	23,801,039
III - INCOME PER SHARE FROM OPERATIONS					
a) Income after taxes but before depreciation, amortization, provisions, and employee profit-sharing	1.63	2.12	2.57	1.79	2.01
b) Income after taxes, depreciation, amortization, provisions, and employee profit-sharing	0.96	1.75	1.78	1.13	1.15
c) Dividend paid per share	0.62	0.78	0.50	0.60	0.00
IV - PERSONNEL					
a) Number of employees	1,898	2,085	2,286	2,289	2,300
b) Total payroll expense	81,367,375	91,504,420	101,509,115	94,100,173	107,323,946
c) Amounts paid for employee benefits	43,272,286	46,745,235	51,578,464	46,254,584	57,552,047

8. ADDITIONAL INFORMATION

8.1. MAIN PROVISIONS OF THE ARTICLES OF ASSOCIATION AND INTERNAL REGULATION OF THE BOARD OF DIRECTORS

NAME

Manitou BF

REGISTERED OFFICE

430, rue de l'Aubinière BP 10249

44 158 Ancenis Cedex – France

Telephone +33 (0)2 40 09 10 11

LEGAL FORM - LEGAL IDENTIFIER

A French public limited liability company (*société anonyme*) with a Board of Directors, governed by the provisions of the French Commercial Code.

The legal entity identifier (LEI) of the issuer is FR0000038606.

LAWS GOVERNING ITS ACTIVITIES

The group designs, assembles, and distributes high technology products that meet the standards set by the administrative authorities as well as national and supranational organizations.

DURATION OF THE COMPANY

The company's incorporation was published on February 5, 1954, and the company was registered in the Nantes Trade Register on September 23, 1957. The company's duration was set at ninety-nine years (99) as of June 3, 1980.

BUSINESS PURPOSE

(ART. 3 OF THE COMPANY'S ARTICLES OF ASSOCIATION)

The company's purpose in France and in all countries consists of all industrial and commercial operations relating to:

- the operation of all industrial and commercial establishments aimed at the representation, concession, manufacture, purchase, sale, rental, import, and export of all construction and lifting equipment, and all agricultural and industrial equipment and the directly or indirectly associated spare parts;
- the creation, acquisition, rental, leasing, installation, and operation of any establishments or factories;
- the purchase, acquisition, operation, or disposal of any processes and patents related to these activities;
- the direct or indirect participation of the company in any commercial, industrial, or financing transactions that may be related to the company purpose, including the creation of new companies, investments in partnerships, mergers, alliances, joint ventures, or other transactions;
- and generally, all financial, commercial, industrial, civil, movable, or real property transactions, including insurance intermediation and bank transaction and services intermediation activities that are directly or indirectly related to any of the specified purposes or any other similar or related purpose.

COMPANY REGISTRATION DETAILS

Trade and Companies Register number and APE (principal activity code):

857 802 508 RCS Nantes – APE (principal activity code) 292 D – NAF (business sub-sector ID) number 2822Z

ORIAS number (single register of insurance, banking and finance intermediaries):

20006652 [as non-exclusive agent for banking transactions and payment services (MOBSP)]

FINANCIAL PERIOD

The financial period covers twelve months starting on 1 January and ending on 31 December of each year.

STATUTORY DISTRIBUTION OF EARNINGS

Net earnings are composed of the net gains for the financial period recognized in the annual financial statements, after deduction of general expenses and other personnel expenses, any asset amortization or depreciation charges and any provisions for commercial or industrial risks.

Distributable earnings are composed of the net profit for the year less prior year losses and the amounts retained in reserves in accordance with the law or the articles of association, plus retained earnings.

The Shareholders' Meeting may decide to distribute amounts deducted from the reserves at its disposal, in which case the decision will expressly indicate the reserve items from which the payments are to be deducted.

Except in the case of a capital reduction, no distribution can be made to shareholders if the net assets are, or would become as a result of such a distribution, less than the amount of the paid-in-capital plus reserves whose distribution is prohibited by the law or the articles of association.

VOTING RIGHTS

Excerpt from Article 9 of the Articles of Association, "Rights and obligations associated with shares":

"Each share grants the right to one vote at Shareholders' Meetings. In accordance with the option provided by subparagraph 3 of Article L.225-123 of the French Commercial Code, fully paid-up shares that have been registered in a shareholder's name for at least two years shall not benefit from double voting rights."

8.2. PERSON RESPONSIBLE FOR THE 2021 REGISTRATION DOCUMENT

PERSON RESPONSIBLE FOR THE 2021 REGISTRATION DOCUMENT

Michel Denis, President and Chief Executive Officer of Manitou BF.

STATEMENT OF THE PERSON RESPONSIBLE FOR THE 2021 REGISTRATION DOCUMENT

I declare that the information contained in this Universal Registration Document is, to the best of my knowledge, in accordance with the facts and omits no information likely to affect the scope.

I certify, to my knowledge, that the financial statements have been prepared in accordance with the accounting standards applicable and give a true and fair view of the assets, liabilities, financial situation, and income of the company and all the companies included in the consolidation and that the management report contained in this document, as specified in the correspondence table in section 8.6, presents an accurate picture of the development of the business, income, and financial situation of the company and all the companies included in the consolidation and that it describes the main risks and uncertainties that they face.

Ancenis, April 14, 2022

Michel Denis, President and Chief Executive Officer

PERSONS RESPONSIBLE FOR FINANCIAL INFORMATION

Michel Denis, President and Chief Executive Officer

Hervé Rochet, Corporate Secretary

MANITOU BF

430, rue de l'Aubinière - BP 10 249

44158 Ancenis Cedex France

Telephone: +33 (0)2 40 09 10 11

8.3. DOCUMENTS ACCESSIBLE TO THE PUBLIC

The Registration Document is available at the company's head office, 430, rue de l'Aubinière - BP 10 249 - 44 158 Ancenis Cedex – France

Telephone +33 (0)2 40 09 10 11

For the validity period of the universal registration document, the following documents can be consulted at Manitou's head office and at the website (www.manitou-group.com/investisseurs):

- the company's memorandum and the latest version of the articles of association;
- all reports, letters, and other documents.

Pursuant to Article 19 of Regulation (EU) 2017/1129, the following information is included by reference in this universal registration document:

- the 2018 Registration Document registered with the AMF on April 12, 2019, under reference number D. 19-0320 (https://www.manitou-group.com/fr/investisseurs/informations-reglementees/);
- the 2019 Registration Document filed with the AMF on April 21, 2020, under reference number D.20-0329, (https://www.manitou-group.com/fr/investisseurs/informations-reglementees/);
- the 2020 Registration Document filed with the AMF on April 16, 2021, under reference number D.21-0318, (https://www.manitou-group.com/fr/investisseurs/informations-reglementees/);
- the parts of this document that are not included are either not applicable to the investor or are covered in said document.

The information found at the website links www.reduce-program.com, www.manitou-group.com, www.cofrac.fr, and www.middlenext.com in this universal registration document, with the exception of the information included as a reference, is not a part of this universal registration document. As a result, this information was not reviewed or approved by the AMF.

8.4. PERSONS RESPONSIBLE FOR THE CONTROL OF THE FINANCIAL STATEMENTS

STATUTORY AUDITORS

KPMG Audit, registered member of the Regional Association of Statutory Auditors of Ouest-Atlantique, represented by Gwénaël Chedaleux, partner,

7, boulevard Albert Einstein BP 41125 - 44311 Nantes Cedex 3

appointed on June 13, 2019 (to replace the firm Deloitte et Associés).

Mandate expires: Shareholders' Meeting called to approve the financial statements for the period ended December 31, 2024.

RSM OUEST, registered member of the Regional Association of Statutory Auditors of Ouest-Atlantique, represented by Céline Braud and Jean Michel Picaud, partners,

18, avenue Jacques Cartier – BP 30266 – 44818 Saint-Herblain Cedex

appointed June 13, 2019 (renewal).

Mandate expires: Shareholders' Meeting called to approve the financial statements for the period ended December 31, 2024.

STATUTORY AUDITORS' FEES

The fees recorded in 2021 by Manitou BF and its fully consolidated subsidiaries for the assignments entrusted to the college of Statutory Auditors, their respective network, and their colleagues are detailed in Note 17 of the annex.

8.5. GLOSSARY

EXPLANATION OF THE REPORTING LINES

REVENUE

Revenue mainly consists of the sales of new handling equipment assembled within the group or acquired from third parties, spare parts and attachments, equipment rentals, equipment fleet management services and other miscellaneous services.

COST OF SALES

The cost of sales is made up of the cost of goods and services sold, which comprises the cost of raw materials and components, labor directly attributable to the goods or services, and all related production and logistics operating costs. It also includes the amortization of intangible assets, equipment, and materials allocated to production, contractual warranty costs, provisions for inventory impairment, and exchange gains and losses on operating income in foreign currency resulting from the difference between the valuation at the exchange rate on the day of the transaction and the rate on the day of settlement.

GROSS MARGIN

The gross margin on the cost of sales is the difference between revenue and the cost of sales.

RESEARCH AND DEVELOPMENT COSTS

Research and development costs consist of personnel costs for staff assigned to innovation, development, design, prototyping, and product improvements. The businesses frequently use external services as well as dedicated equipment and materials for which depreciation will affect the function. Research and development expenses that meet the criteria of feasibility and innovation may be capitalized as intangible assets and subsequently amortized in cost of sales. Expenses that do not meet the capitalization criteria are recognized directly as expenses.

SALES AND MARKETING COSTS

Sales costs consist primarily of personnel and associated costs allocated to business development assignments, coordination of dealer networks, and marketing and technical expenses. This line item also includes sales commissions, advertising costs, trade shows, credit insurance expenses, the cost of sales warranties, travel expenses and the depreciation of associated infrastructure.

ADMINISTRATIVE EXPENSES

Administrative expenses consist primarily of personnel expenses and costs associated with the support functions (human resources, finance, general secretariat, etc.). They also include depreciation of the infrastructure associated with these functions.

CURRENT (OR RECURRING) OPERATING INCOME

The recurring operating income (ROI) includes all of the recurring items described below, before taking into account the non-recurring elements of the financial result, income tax, and the group's share of the net income from equity associates. It includes:

- revenue;
- cost of goods and services sold;
- research and development costs;
- sales, marketing, and services costs and administrative expenses;
- other operating income and expenses.

NON-CURRENT (OR NON-RECURRING) INCOME AND EXPENSES

Non-current expenses and income include the following items:

- the recognition of impairment;
- income from significant or unusual disposals of tangible and intangible assets;
- acquisition and consolidation expenses;
- income relating to “Badwill”;
- income from disposals of consolidated securities;
- restructuring costs;
- unusual items corresponding to other income and expenses that are not usual in terms of their frequency, nature, and amount.

OPERATING INCOME OR OPERATING MARGIN

Operating income, also referred to as operating margin in this document, includes all the recurring and non-recurring items described above.

OPERATING INCOME INCLUDING NET INCOME FROM EQUITY ASSOCIATES

The “Operating income including net income from equity associates” aggregate line item includes the proportionate share of income from associate companies in the operating income.

FINANCIAL INDICATORS AND OTHER DEFINITIONS

AT CONSTANT EXCHANGE RATE

The foreign exchange effect is calculated by applying the exchange rate for the previous period to the revenue for the current period, or for 2021, the 2020 exchange rate.

AT CONSTANT SCOPE

The scope effect is calculated by:

- excluding the revenue, for the current period, of the companies acquired during the period;
- excluding the revenue, from January 1st of the current period to the anniversary month of their acquisition, of the companies acquired during the previous period;
- excluding the revenue, for the current period and the comparable period, of the companies sold during the current period or the comparable period.

For 2021:

- acquisitions and exits in 2020 and 2021: none.

NET DEBT

Net debt corresponds to the difference between current and non-current financial liabilities on the one hand and, on the other hand, current financial assets and cash and cash equivalents.

EBITDA

Operating income +/- provisions - reversals of amortization and impairment losses.

RECURRING EBITDA

Operating income - income and expenditure on non-recurring items +/- provisions - reversals of amortization and impairment losses.

GEARING

Ratio of net debt divided by the amount of shareholders' equity.

LEVERAGE

Ratio determined by dividing the amount of net debt at the end of the period by rolling 12-month EBITDA. This measures the amount of the debt in number of years of EBITDA.

OPERATING WORKING CAPITAL REQUIREMENT

Inventory and work in progress + trade receivables + other debtors - trade accounts payable - other current liabilities.

Operating working capital requirement excludes sales financing receivables, which do not change in proportion to the operating activity.

RETURN ON CAPITAL EMPLOYED (ROCE OR ROACE)

Indicator calculated from the ratio between the recurring operating income and the capital employed.

ORDER BOOK

The order book corresponds to machine orders received and not yet delivered, for which the group:

- has not yet provided the promised machines to the customer;
- has not yet received consideration and is not yet been entitled to consideration.

These orders are delivered within less than one year and may be canceled. The order book represents the revenue not yet recognized on orders already received.

The order book at the end of a fiscal year is calculated as follows:

- order book at the start of the fiscal year;
- plus new orders received during the fiscal year;
- less cancellations of orders recorded during the year;
- less recognized revenue over the fiscal year.

The order book may vary due to changes in consolidation scope, adjustments, and foreign currency translation effects.

EVENT OF DEFAULT

Actual occurrence of credit risk such as, for example, the bankruptcy of the reference entity, payment default, or restructuring.

MATERIAL ADVERSE CHANGE

Any action, omission, or event that, taken in isolation or with others, has a significantly unfavorable effect on the assets, liabilities, financial situation or operating result of the borrowing company and its subsidiaries taken as a whole or the borrower taken individually.

NEGATIVE PLEDGE

Provision that forbids a party to a contract from creating sureties on certain specific goods.

CROSS DEFAULT

Safeguard clause, which provides that if the company defaults on a loan, all the facilities included in the cross default clause are considered as being in default. A trip threshold is generally established.

8.6. CORRESPONDENCE TABLES

CORRESPONDENCE TABLE WITH THE INFORMATION REQUIRED IN THE UNIVERSAL REGISTRATION DOCUMENT (URD)

In order to facilitate reading of this universal registration document, the correspondence table presented below makes it possible to identify the main information required by appendixes 1 and 2 of Regulation (EU) 2019/980 of March 14, 2019.

CORRESPONDENCE TABLE WITH THE INFORMATION REQUIRED IN THE MANAGEMENT REPORT

Headings	Information for	Paragraphs	Pages
STATEMENT BY THE PERSON RESPONSIBLE	AFR	8.2	213
CORPORATE FINANCIAL STATEMENTS	AFR	7.3	182
CONSOLIDATED FINANCIAL STATEMENTS	AFR	7.1	134
STATUTORY AUDITORS' REPORT ON THE PARENT COMPANY FINANCIAL STATEMENTS	AFR	7.4	204
STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS	AFR	7.2	179
MANAGEMENT REPORT			
INFORMATION ON THE BUSINESS OF THE COMPANY AND THE GROUP			
Situation of the company and the group during the past fiscal year, foreseeable trends, and important events since year-end L.232-1 II + V; L. 233-26 French Commercial Code		2 7.5	24 to 33 208
Business and results of the company and the group by business line L.233-6 French Commercial Code		2.5	30
Objective and comprehensive analysis of the business trends, results, and financial situation (in particular, the debt situation) of the company and the group L.225-100-1 French Commercial Code	AFR	2.3 2.4 2.6 7.5	27 to 28 29 31 to 32 208
Key financial and, where applicable, non-financial, performance indicators of the company and the group L.225-100-1 French Commercial Code	AFR	1.1 1.5.2 2.1	8 to 9 20 to 21 26
Main risks and uncertainties of the company and the group L.225-100-1 French Commercial Code	AFR	4.4	80 to 88
Internal control and risk management procedures relating to the preparation and processing of the accounting and financial information of the company and the group L.225-100-1 French Commercial Code	AFR	4.6	90 to 91
Objective and hedging policy of the company and the group for transactions for which hedge accounting is used Exposure to price, credit, liquidity, and cash risks of the company and the group Use of financial instruments of the company and the group L.225-100-1 French Commercial Code	AFR	4.4 7.1 Note 13.1.3 7.1 Note 13.2	83 168 169 to 175
The company and group's financial risks associated with the effects of climate change and presentation of measures taken to reduce them (low carbon strategy) L.225-100-1 French Commercial Code	AFR	4.4 4.4	85 80
Research and development activity of the company and the group L.232-1 II + V; L.233-26 French Commercial Code	AFR	2.6.4	32

Headings	Information for	Paragraphs	Pages
Branches L.232-1 II + V French Commercial Code	AFR	N/A	
LEGAL, FINANCIAL, AND TAX INFORMATION OF THE COMPANY			
Breakdown and changes in share ownership structure L.233-13 French Commercial Code		6.2	128
Name of controlled companies and portion of the company's share capital they hold L.233-13 French Commercial Code		7.1 Note 19	178
Significant stakes acquired during the period in companies having their head office in French territory L.233-6 French Commercial Code		N/A	
Cross-shareholdings R.233-19 French Commercial Code		N/A	
Employee share ownership situation L.225-102 French Commercial Code		6.2	128
Acquisition and disposal by the company of its own shares (share buyback) L.225-211 French Commercial Code	AFR	6.2 7.1 Note 10.1.2 7.3 Note 9	128 159 193
Adjustments to shares giving access to capital in the event of financial operations R.228-91 French Commercial Code		N/A	
Adjustments to shares giving access to capital and stock options in the event of share buybacks R.228-90 and R. 225-138 French Commercial Code		N/A	
Dividend distributions over the last three years 243 bis CGI (French General Tax Code)		6.4	131
Expenses and costs that are not tax deductible 223 quater CGI (French General Tax Code)		7.5	208
Injunctions or financial penalties for anti-competitive practices L.464-2 I, paragraph 5, French Commercial Code		N/A	
Payment deadlines and breakdown of the balance of trade payables L.441-6-1; D.441-4; A 441-2 French Commercial Code		7.5	208 to 209
Amount of inter-company loans L.511-6 3 bis Comofi (French Monetary and Financial Code)		7.3 Note 4	189
INFORMATION ON CORPORATE OFFICERS			
Summary of securities transactions of persons discharging managerial responsibilities and closely associated persons. L.621-18-2 Comofi (French Monetary and Financial Code); 223-26 RG AMF (AMF General Regulations)		5.2	113 to 124
CSR INFORMATION			
Non-Financial Performance Declaration L.225-102-1 ; R.225-105 ; R.225-105-1 French Commercial Code		3	36 to 74
DOCUMENTS ATTACHED TO THE MANAGEMENT REPORT			
Table of the company's results for each of the last five years R. 225-102 French Commercial Code		7.5	209
Report on corporate governance L.225-37-2 to L.225-37-5; L.225-68; L.226-10-1 French Commercial Code		5 6	94 to 124 128 to 131

AFR: Annual Financial Report

TCFD (TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES) CORRESPONDENCE TABLE

This voluntary reporting framework, which is structured around 4 pillars and 11 recommendations, aims to integrate the effects of climate change into companies' strategic decisions.

PILLARS	RECOMMENDATIONS	In this document, refer to...
GOVERNANCE	a. Description of the Board of Directors' control over climate-related risks and opportunities	3.1.3 Responsibility at the heart of strategy and governance
	b. Description of the Management's role in assessing and managing climate-related risks and opportunities	3.1.3 Responsibility at the heart of strategy and governance
STRATEGY	a. Description of climate-related risks and opportunities in the short, medium, and long term	4.4. Risk factors
	b. Description of the impact of climate-related risks and opportunities on the investment strategy	3.1.2 EU taxonomy for sustainable activities
	c. Description of the resilience of the investment strategy, considering different climate scenarios, including a 2°C or lower scenario	-
RISK MANAGEMENT	a. Description of management processes to identify and assess climate-related risks	4.4. Risk factors
	b. Description of climate risk management processes	4.4. Risk factors
	c. Description of how climate-related risks are integrated into risk management processes	4.4. Risk factors
INDICATORS AND TARGETS	a. Presentation of information on the metrics used to assess climate-related risks and opportunities in the context of the investment strategy and the risk management process	3.1.2 EU taxonomy for sustainable activities
	b. Presentation of information on greenhouse gas (GHG) emissions and related risks within scopes 1 and 2, and, where applicable, scope 3	3.2. Committing to a low-carbon trajectory to contribute to the global effort 4.4. Risk factors
	c. Presentation of information on targets set to manage climate-related risks and opportunities, as well as the results achieved in the pursuit of the targets	3.2. Committing to a low-carbon trajectory to contribute to the global effort

CORRESPONDENCE TABLE WITH THE INFORMATION REQUIRED IN THE NON-FINANCIAL PERFORMANCE DECLARATION (DPEF)

NON-FINANCIAL PERFORMANCE DECLARATION (DPEF) CORRESPONDENCE TABLE	IN THIS DOCUMENT, REFER TO...
Business model	1.5.2. The business model (pages 20-21)
Mapping of non-financial risks	4.4. Risk factors (page 80)
Policies and procedures	3.6. Group's non-financial risks (pages 67-69) 4.4. Risk factors (pages 81 to 86)
Management indicators	

Societal commitments in favor of combating food waste, combating food insecurity, respect for animal well-being, and a responsible, fair, and sustainable diet do not concern Manitou Group in relation to its business.

Manitou Group operates in compliance with the tax laws of the countries in which it is present and fulfills its tax reporting and payment obligations within the deadlines.

Manitou Group has not put structures in place for the purpose of tax evasion and applies the tax laws and regulations with honesty and integrity.

CORRESPONDENCE TABLE	GRENELLE 2 Article 225 and the Decree of 08/19/2016	GRI version 4	ISO 26000	Global Compact	In this document, refer to...
SOCIAL INFORMATION					
EMPLOYMENT					
Total headcount and distribution of employees (by gender, age and geographical area)	I.a) 1.1 to 1.4	G4-9 G4-10 LA 1 LA 12			p.66
Changes in headcount (recruitments and departures)	I.a) 2.1 and 2.2	EC6 LA1	6.4.4	-	p.66
Compensation	I.a) 3.1	G4-51* G452* G4-53* G4-54* EC1 EC5			p.62 - 63
Change in compensation	I.a) 3.2	G4-55*			
WORK ORGANIZATION					
Organization of working time	I.b) 1	-	6.4.4	-	p.55 - 57
Absenteeism	I.b) 2				p.56
SOCIAL RELATIONS					
Organization of social dialog	I.c) 1	LA4	6.4.3 & 6.4.5	# 3 - 8	p.58
Outcome of collective agreements reached within the company	I.c) 2				
HEALTH AND SAFETY					
Health and safety in the workplace	I.d) 1	LA5			p.57 - 58
Agreements signed with trade unions or employee representative bodies as regards health and safety at work	I.d) 2	LA8	6.4.6	# 4 - 5	p.58
Frequency and severity of workplace accidents	I.d) 3	LA6 LA7			p.56
Occupational illnesses	I.d) 4	LA6			
TRAINING					
Training policies implemented	I.e) 1	LA10 LA11	6.4.7	# 4	p.57, 62
Number of hours of training	I.e) 2	LA9 HR2			
EQUAL TREATMENT					
Measures taken to promote gender equality	I.f) 1	LA3 LA12 LA13		# 5 - 10	p.61
Measures taken to promote the employment and integration of people with disabilities	I.d) 2	LA12	6.3 & 6.3.7		
Anti-discrimination policy	I.f) 3	LA12 HR3			
PROMOTION AND COMPLIANCE WITH THE FUNDAMENTAL CONVENTIONS OF THE INTERNATIONAL LABOUR ORGANIZATION (ILO)					
Respect for freedom of association and the right to collective bargaining	I.g) 1	HR4	6.3.3-6.3.5 6.3.8-6.3.10 6.4.5-6.6.6	# 3	p.58
Elimination of discrimination in employment and working life	I.g) 2	HR3	6.3.6-6.3.7 6.3.10 6.4.3	# 6	p.61 - 63
Elimination of forced labor	I.g) 3	HR6	6.3.3-6.3.5 6.3.10 6.6.6	# 4	Group standards, commitment, and partnerships p.43
Effective abolition of child labor	I.g) 4	HR5	6.3.3-6.3.5 6.3.7-6.3.10 6.4.5-6.6.6 6.8.4	# 5	

CORRESPONDENCE TABLE	GRENELLE 2 Article 225 and the Decree of 08/19/2016	GRI version 4	ISO 26000	Global Compact	In this document, refer to...
ENVIRONMENTAL INFORMATION					
GENERAL ENVIRONMENTAL POLICY					
Company organization in place to deal with environmental issues	II.a) 1.1	G4-1	6.5.1 & 6.5.2	# 7 - 8 - 9	p.42 - 45
Environmental assessment or certification procedures	II.a) 1.2	-			P.43, 45-50
Training and information provided to employees on environmental protection issues	II.a) 2	G4-43*			
Resources devoted to the prevention of environmental risks and pollution	II.a) 3	EN30 EN31			
Amount of provisions and guarantees allocated to environmental risks	II.a) 4	EC2			-
POLLUTION					
Prevention, reduction and repair measures: air	II.b) 1.1	EN20 EN21 EN24	6.5.3	# 7 - 8 - 9	p.53 - 54
Prevention, reduction, and repair measures: water	II.b) 1.2	EN10 EN22 EN24 EN26			
Prevention, reduction, and repair measures: soil	II.b) 1.3	EN24			
Integration of noise pollution and any other form of pollution specific to an activity	II.b) 2	EN24	-	-	p.47, 59
THE CIRCULAR ECONOMY					
Waste prevention and management	II.c).i)	-	-	-	p.53-54
Prevention measures, recycling, re-use, and other forms of waste recovery and elimination	II.c).i) 1	EN23 EN24 EN25 EN28	6.5.3	# 7 - 8 - 9	
Actions taken to combat food waste	II.c).i) 2	-	-	-	-
Sustainable use of resources	II.c).ii)	-	-	-	p.52 - 53
Water consumption	II.c).ii) 1.1	EN8	6.5.4	# 7 - 8 - 9	p.53
Water supply as per local constraints	II.c).ii) 1.2	EN8 EN9			-
Consumption of raw materials	II.c).ii) 2.1	EN1 EN2			p.47-50
Measures taken to improve efficiency in the use of raw materials	II.c).ii) 2.2	-			
Energy consumption	II.c).ii) 3.1	EN3 EN4			
Measures taken to improve energy efficiency	II.c).ii) 3.2	EN6 EN7			
Measures taken to improve the use of renewable energies	II.c).ii) 3.3	-			p.47
Use of land	II.c).ii) 4	EN11			-
CLIMATE CHANGE					
The significant items of greenhouse gas emissions generated by the company's activity, especially due to the use of the goods and services that it produces	III.d) 1	EN15 EN16 EN17 EN18 EN19	6.5.5	# 7 - 8 - 9	p.46, 49
Adaptation to the consequences of climate change	III.d) 2	-		# 12 - 13	p.46 - 50, 85

CORRESPONDENCE TABLE	GRENELLE 2 Article 225 and the Decree of 08/19/2016	GRI version 4	ISO 26000	Global Compact	In this document, refer to…
Reduction targets set voluntarily in the medium and long-term to reduce greenhouse gas emissions and the resources implemented for this purpose	III.d) 3				p.46
PROTECTION OF BIODIVERSITY					
Measures taken to preserve or develop biodiversity	II.e) 1	EN11 EN12 EN13 EN14 EN26	6.5.6	# 7 - 8 - 9	p.65
INFORMATION RELATING TO SOCIETAL COMMITMENTS TO PROMOTE SUSTAINABLE DEVELOPMENT AND REGARDING THE TERRITORIAL, ECONOMIC, AND SOCIAL IMPACT OF THE COMPANY'S BUSINESS					
RELATIONSHIPS MAINTAINED WITH PERSONS OR ORGANIZATIONS INTERESTED IN THE COMPANY'S ACTIVITIES					
The impact of the company's business in terms of employment and local development	III.a) 1				p.65
The impact of the company's business on local or neighboring populations	III.a) 2				
Relations and dialog with stakeholders in the company and the procedures thereof	III.a) 3	G4 26 G4-37	5.3.3	# 3 - 8	p.43-45, 64
Partnership and corporate sponsorship actions	III.a) 4	EC 7	6.8.9	# 4 - 5 - 10 - 17	p.65
SUBCONTRACTING AND SUPPLIERS					
Integration of the social and environmental challenges in the purchasing policy	III.b) 1	LA14 LA15 EN33 HR5 HR9 HR11	6.6.6	# 1 - 2	p.64
Importance of sub-contracting and the integration of social and environmental responsibility into relationships with suppliers and sub-contractors	III.b) 2	LA14 LA15 G4-12 EN32 EN33 HR5 HR9 HR11 S09 S010	6.6	# 1 - 2	
ETHICAL PRACTICES					
Actions undertaken to prevent fraud and corruption	III.d) 1	G4-56 - G458 SO3 SO4 SO5	6.6.3	# 8 - 10	p.60
Measures taken to promote the health and safety of consumers	III.c) 2	EN27 PR1 PR2 PR3 PR4 PR6 PR7 PR8 PR9	6.7.4	# 10 - 12	p.59
Other actions undertaken to protect human rights	III.e)	HR1 HR2 HR7 HR8 HR9 HR10 HR11 HR12	6.3-6.8 6.6.6 & 6.6.7 6.8.3	# 1 - 2	Group standards, commitment, and partnerships p.43

Source: Adapted from [Utopies, 2017][1], [Institut RSE, 2011][2] [GRI-ISO, 2014][3]

[1] *Correspondence table for the non-financial reporting criteria for Grenelle II (Article 225 and Decree of 08/19/2016) - GRI G4. Utopies. 4p. February 2017.*

[2] *Correspondence table for Grenelle II, Art. 225 – GRI 3.1 – ISO 26000 – Global Compact, Institut RSE. 2p. August 2011.*

[3] *GRI G4 Guidelines and ISO 26000:2010 How to use the GRI G4 Guidelines and ISO 26000 in conjunction. GRI & ISO. 42p. January 2014.*

REGISTERED OFFICE
430, rue de l'Aubinière BP 10249
44 158 Ancenis cedex - France

T +33 (0)2 40 09 10 11

WWW.MANITOU-GROUP.COM

@GroupManitou

linkedin.com/company/manitougroup

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MANITOU BF PUBLIC LIMITED COMPANY WITH CAPITAL OF €39,668,399
Nantes Trade and Companies Register B857 802 508 / SIRET 857 802 508 00047
APE 292 D / APE - NAF 28222