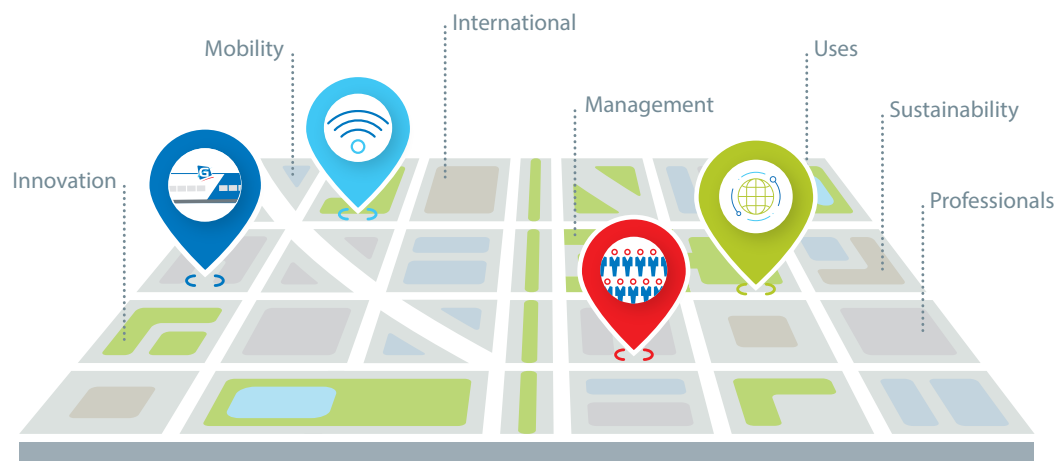




ALL DRIVERS
in the mobility of professionals !





2018-2022 SMART GROWTH BUILT ON EXCELLENCE

For our 6th corporate project, **Project 2022**, we are developing new directions driven by innovation, the desire to unite generations and a commitment to prioritizing **"doing better over doing more"**.

For this project, 75% of staff took part in the internal barometer and working groups, including half of all new team members. This strong involvement is a wonderful way to celebrate 30 years of our approach.

This project **brings structure to our internationalization and creates crossover links** between our companies in France and those of our host countries. It **supports change** and enables us to achieve many of our objectives, whilst guaranteeing we have all the **tools to succeed**. It is a vital component. We are proud to have been able to ensure - together - **the development and longevity of Gruau for over 130 years**.

I have every confidence in our 2022 Vision. **This project will be centred on an idea of smart growth** designed to take GRUAU not higher, but rather **further**:

- ◆ **Further** in the satisfaction of our customers in France, Europe and the world;
- ◆ **Further** in the meaning we give our actions and work;
- ◆ **Further** in the enthusiasm and wellbeing of our staff;
- ◆ **Further** in the financial results underpinning our independence;
- ◆ **And further** in the preservation of our planet and our social responsibility.

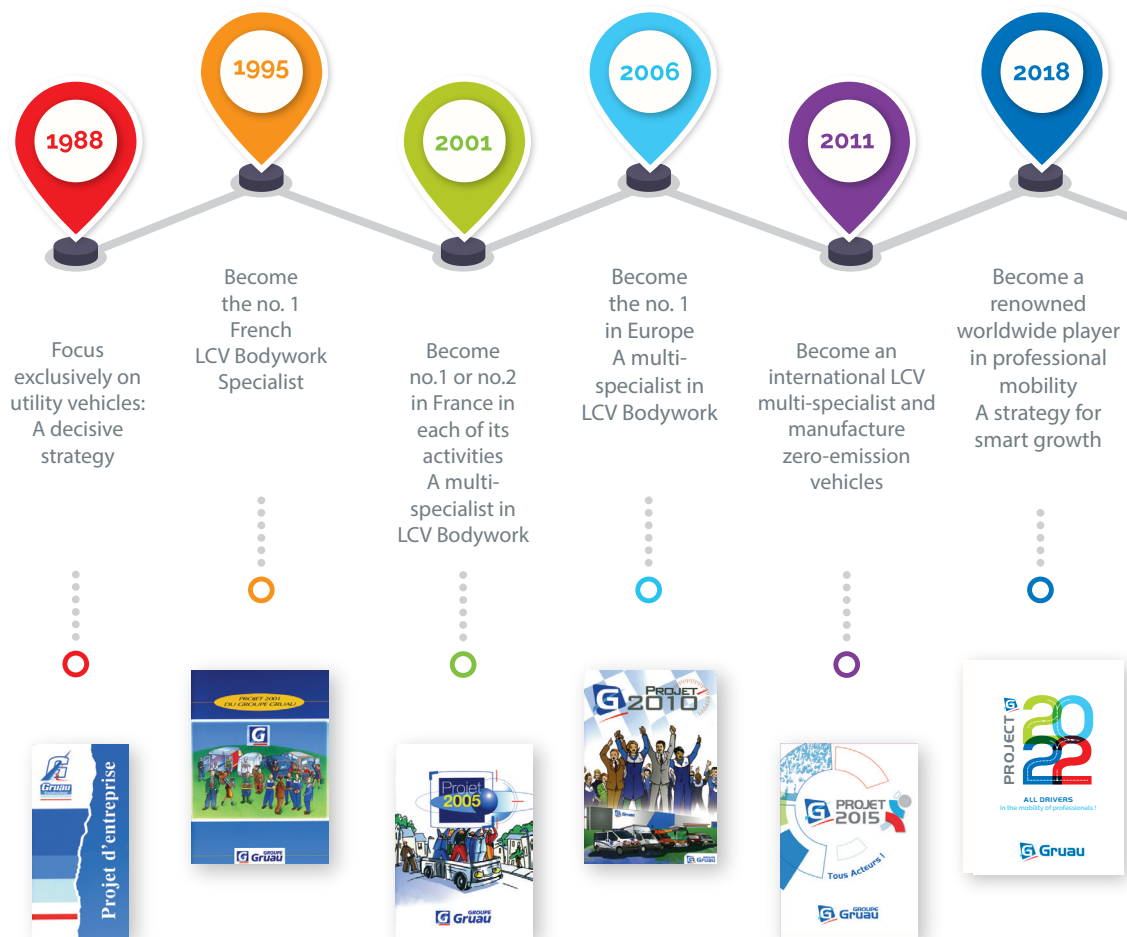
The next five years are set to be exhilarating, guided by our values of **Client Culture, Teamwork, Engagement** and **Audacity**. I am happy to share these values with you and am counting in particular on the help of all of our managers to **bring our 2022 Project to life** in each of their teams.

With all my best regards,

Patrick Gruau
President

A TIMELINE of our projects

Our Business Projects are the backbone of Gruau's development. They are essential for uniting people, who are vital for developing the key tools for our growth and essential for managing Gruau's many connections with its environment.



30 years of participatory development

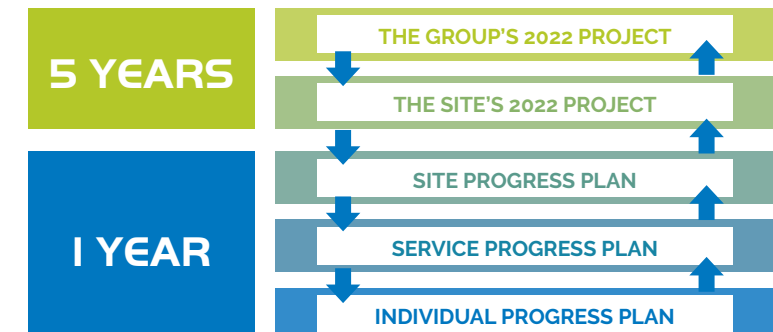
The project's CONSTRUCTION

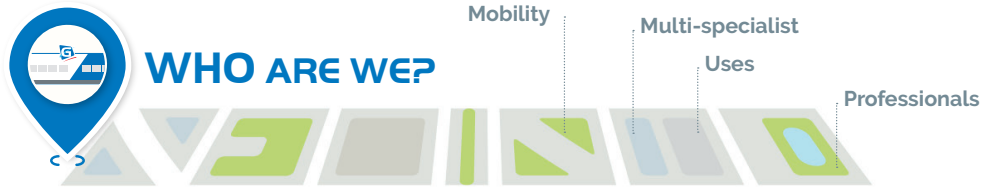
Our dual-dimension project (Group and sites) takes into consideration the unique features of each of our subsidiaries. It is a group management and decision-making tool that involves all members of the Group.

	GROUP	SITE
WHO ARE WE?	Professional Vocation	Professional Vocation
	4 Values	
WHERE ARE WE GOING?	5 Visions GROUP/CLIENTS STAFF PARTNERS/SOCIETAL	1 Site Vision
		5 Commitments BUSINESS/CLIENTS STAFF PARTNERS/SOCIETAL
HOW WILL WE GET THERE?	Strategic priorities	
	4 Transversal Approaches	
	Annual Progress Plan	Annual Progress Plan

Project ROLL-OUT

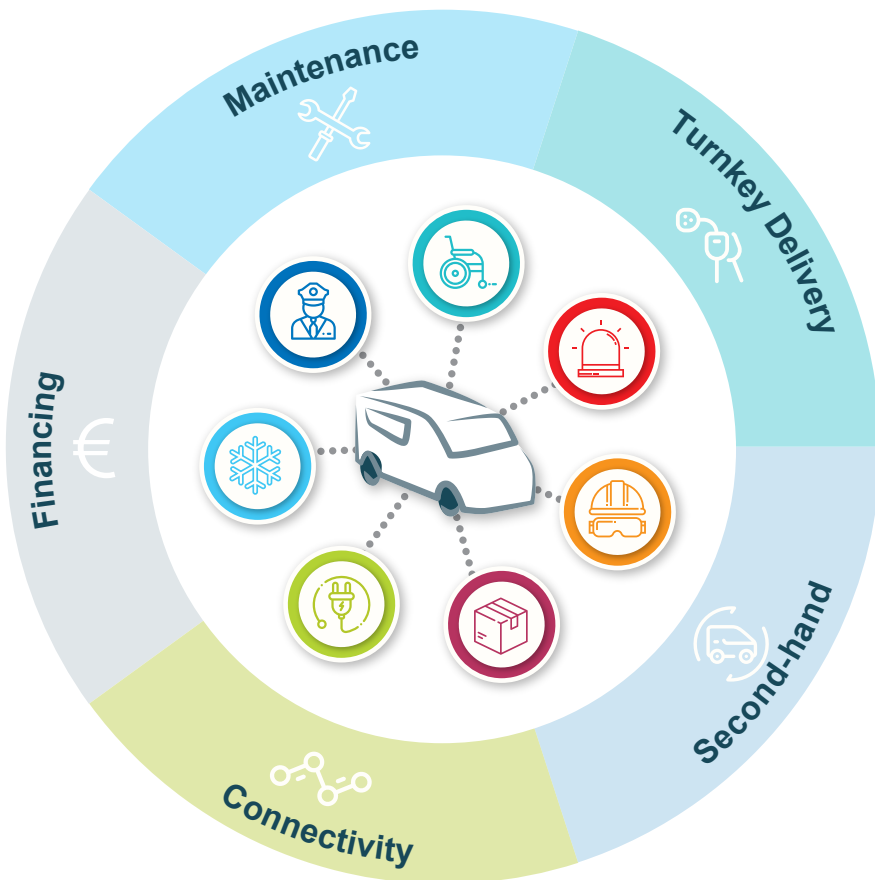
Our project has a 5-year horizon. It is manifested in a Site Project and steered by annual progress plans which ensure the coherence of the Group's actions.





OUR RAISON D'ÊTRE

Our raison d'être is to provide all vehicles with **mobility solutions** and **features** adapted to the **uses** of **professionals**.



OUR BUSINESS

A MULTI-SPECIALIST AND MANUFACTURER FOR LCV VEHICLES

Our business is based on offering our customers **our value-creating expertise**, centred on:

- **analysis of the market** and **uses** linked to commercial vehicles and **consultancy**;
- **conception, design** and **integration of systems** and architecture, facilitating mobility;
- **industrialization, manufacturing** and **adaptation**;
- **commercialization** and **distribution** of **finished products, kits** and **associated services**.





WHO ARE WE?

Customer
Team
Commitment
Audacity



Our 4 VALUES

Our values are an anchor point for Gruau Culture which brings together rigour and "added warmth". They are an expression of the Group's personality, unite staff around shared expertise and bring meaning to our actions.



CUSTOMER CULTURE

We are committed to placing the client at the centre of our actions, listening to their needs, satisfying their quality-cost-delivery ratio, and ensuring their enthusiasm through an engaging Customer Journey.

- EMPATHY
- PROXIMITY
- EXPERTISE
- CONSIDERATION



TEAM SPIRIT

Team spirit is developed every day through participative management designed around group success. It contributes to well-being at work and a happy, positive workplace. It is led by each staff member, who are recognized for their added value and respected as individuals in the team.

- COHESION
- COOPERATION
- RESPECT
- EXEMPLARINESS



COMMITMENT

We want to give our all, keeping the promises made to each other, our business, our customers and our partners. Our commitment is a pact of individual and collective responsibilities that develop and strengthen trust and loyalty, to ensure the Group's sustainable performance.

- DEDICATION
- MOTIVATION
- AUTHENTICITY
- TENACITY



AUDACITY

This means being proactive, taking action and thinking outside the box, being daring and creative, accepting that we have the right to make mistakes and constant reassessment. Audacity opens the door to all sorts of possibilities in a world in permanent acceleration, incorporating measured risk-taking and developing the Group's pioneering nature.

- INNOVATION
- OPENNESS
- CURIOSITY
- COURAGE





GROUP Vision

GRUAU, AN EXPERT IN PROFESSIONAL MOBILITY

Gruau is a **family-owned group, European leader and renowned worldwide player in Bodywork and the Transformation of Commercial Vehicles.**

It is a role model for its mobility solutions and renowned for its societal standing.

- ◆ Our strategy is guided by **Sustainability and Smart Growth**;
- ◆ **Innovation** and **digitalization** support change and success;
- ◆ The company's culture is focused on **people, industry and service.**

CUSTOMER Vision

Confident customers who believe in a Group which:

- ◆ **understands** their professions and uses, and helps guide them;
- ◆ **offers** a range of products and services that combine practicality and reliability;
- ◆ **delivers** a decisive customer experience to support them in their challenges.

STAFF Vision

Guided by a motivational team of managers, our staff are united, positive, proactive and contribute to the long-term economic performance of a group which:

- ◆ **develops** an appealing Human Resources policy open to change;
- ◆ **encourages** professional learning, career development and sharing of expertise;
- ◆ develops the recognition and fulfillment of team members, enabling them to constantly push themselves further.

PARTNER Vision

Competitive, trustworthy, proactive and responsible partners who:

- ◆ **understand** the Gruau Project and share its values;
- ◆ **provide** their expertise, and work with a group that listens to them and involves them in its projects for shared success.

SOCIETAL Vision

A humanist and responsible group renowned for its commitment and "Uility-Terre"® mindset, which:

- ◆ **facilitates**, through all of its decisions, ideal balance of economic, environmental and societal concerns;
- ◆ and **encourages** its staff to engage in community actions and citizen-led initiatives.



HOW WILL WE GET THERE?

Uses
Customers
International
Services



Our STRATEGIC priorities

International development

- Complete products and kits ;
- Technology transfer/ Engineering ;
- Network - Commercial and capital-intensive alliances ;
- Creation or purchase of businesses.

Being a role model in France

for professional mobility

- Multi-specialist, omnichannel ;
- Personalized mobility solutions ;
- Client-centred - Networks ;
- Ile-de-France, an experimental laboratory.

Designing and manufacturing small-series products

- For manufacturers ;
- For large traditional operators ;
- For new disruptive players.

Offering value-creating services

- Rental - Second-hand ;
- Parts and services ;
- Offers adapted to uses ;
- Competitiveness Customer - TCO.

Becoming "customer centric"

- Service culture ;
- Development of the organization ;
- Decisive and sustainable customer experience ;
- Digital transition: "from brick to click".

Matching human capital with our priorities

- Valuing talent ;
- Professional fulfillment ;
- Sharing knowledge ;
- Exemplary management ;
- Developing the Group's appeal.

Ensuring our economic performance

- Sustainable profitability ;
- Cash-flow management ;
- Financial balance.





Our 4 TRANSVERSAL APPROACHES

Our transversal approaches are the means for putting our Business Project into action.

They create value for all and serve a single priority - the Group's excellence at every level and in all fields. They are a source of group cohesion, pride, well-being and engagement within the company.

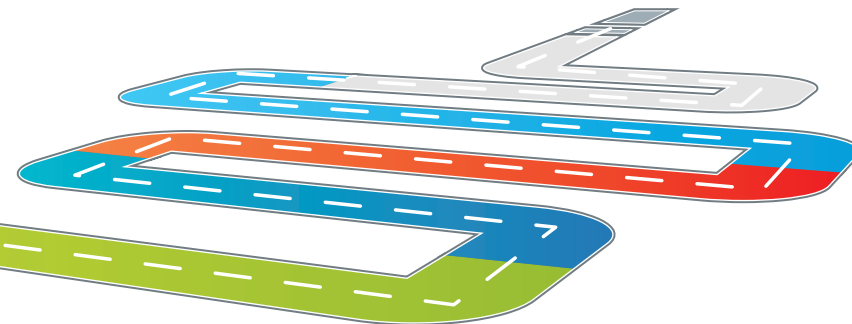


An extension of Overall Quality, Operational Excellence is a driver for Gruau's performance. This process of ongoing improvement involves all staff and partners, and places customer satisfaction at the heart of our business.



Managerial Excellence is an approach led by a community of managers. It is a manifestation of their ability to create meaning and to listen, so that every staff member pushes their limits and gives their all to ensure group performance.

It rests on a framework centred on principles and practices (individual and group tools) that combine positive rigour and "added warmth".



G'Innov is a voluntary and participative approach founded on collective intelligence. Through the "live my life" concept, observation of uses and meetings at the G'Innov Lab, a true convergence of discussion and sharing, it enables the creation of decisive value for our customers.



BlueGreen, Utily-Terre by Gruau represents our social and environmental responsibility and our desire to incorporate the circular economy into our ways of thinking and operating, with sustainable procurement, eco-design, waste recycling and recovery, and a focus on the well-being of Gruau staff, so that they can be proud of their contribution by being useful to the Planet, "utiles à la Terre".



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