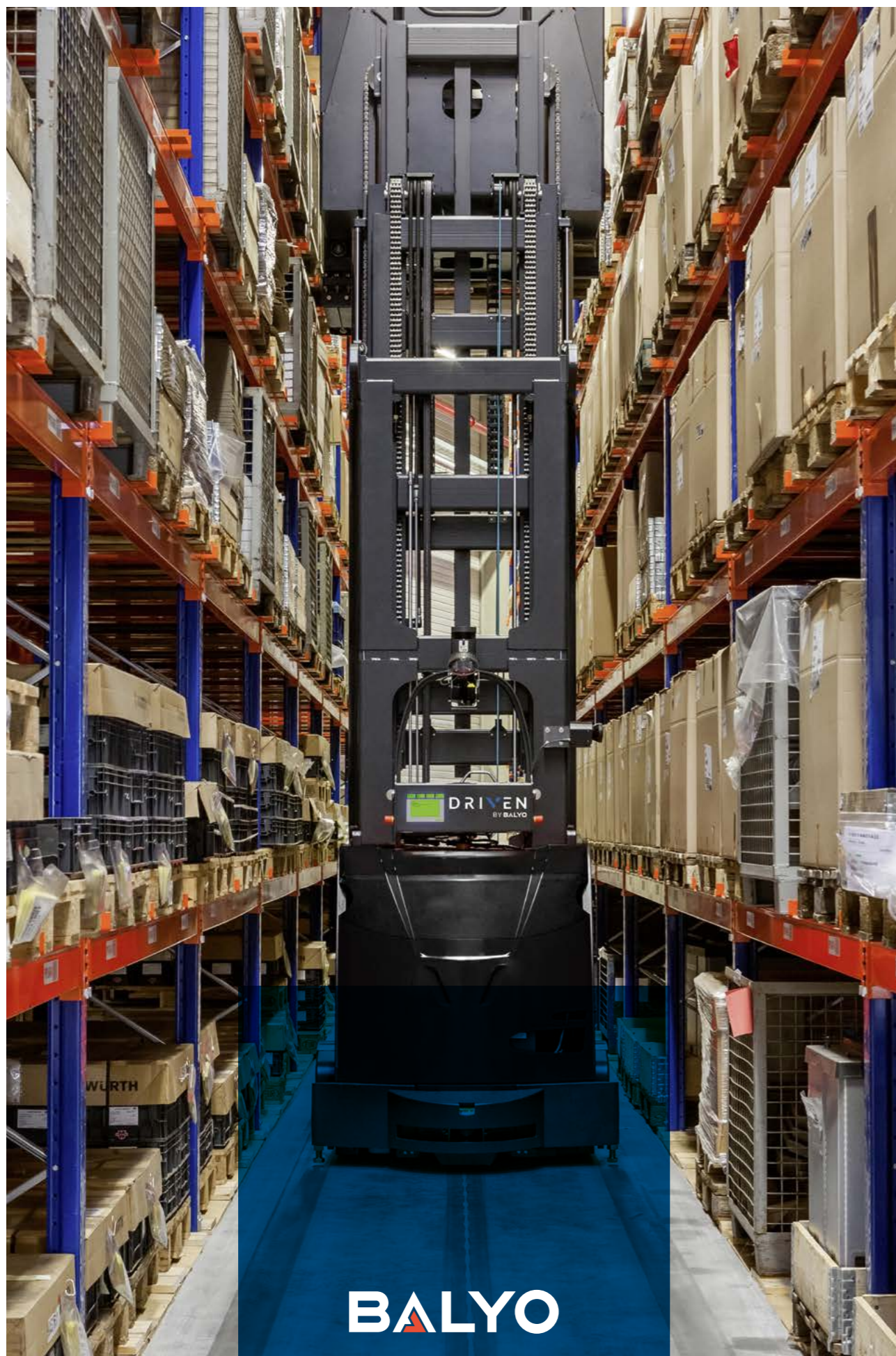


An aerial photograph of a river winding through a lush, green forest. The water is a deep blue, contrasting with the vibrant green of the trees. The perspective is from directly above, looking down at the river and the surrounding forest canopy.

# IMPACT REPORT 2025

**BALYO**



**I am proud to share BALYO's 2025 Impact Report, a document that reflects both the progress we have made and the honest work still ahead of us.**

On the social side, 2025 calls for candor. Our gender representation figures have not improved at the pace we had hoped. We are treating this as a clear call to action, with a structured project approach planned for 2026.

This year was defined by a move toward greater accountability across all six pillars of our impact strategy. Rather than launching new initiatives, 2025 was about deepening the foundations we have been building, formalizing our practices, measuring our performance against independent benchmarks, and setting the stage for new initiatives in 2026.

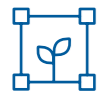
Progress is rarely linear, but it is always intentional. I hope this report reflects that spirit.

Happy reading!

**Pascal Rialland**  
Chairman & CEO

A few highlights stand out:

- ▲ We completed our first EcoVadis audit, earning a Bronze Medal, a strong starting point that gives us a credible baseline to build on year after year.
- ▲ We officially launched BALYO's first Life Cycle Assessment, covering our robotic kits, batteries, and forklifts. The results will provide a science-based foundation for our decarbonization and environmental roadmap.
- ▲ Our Field Engineers now spend more than 50% of their working time at the office rather than at client sites, a milestone that meaningfully reduces the carbon footprint of our robot installations and reflects a genuine cultural shift within the team.
- ▲ Through our shareholder SoftBank, BALYO is now subject to the SSBJ environmental reporting framework, which has both raised the bar for our carbon reporting and accelerated the maturity of our internal processes.



# ECODESIGN

**Our ambition: lead change with our first ecodesigned robot**

## Our 2025 achievements

Analyze structural parts of BALYO's kits using our dedicated software



Measure weight and carbon footprint reductions based on these analyses



Develop a strategy for replacing metal parts with alternative materials



Draft the first version of the white paper dedicated to an ecodesigned robot



- OBJECTIVE FULLY COMPLETED
- OBJECTIVE COMPLETED BUT VOLUNTARILY INCREASED
- OBJECTIVE PARTIALLY COMPLETED
- OBJECTIVE INCOMPLETE

## Advancing Structural Analysis with our Ecodesign

In 2025, BALYO made significant strides in deploying its ecodesign software across its R&D teams. This tool, now embedded in every product development workflow, enables the redesign of structural components with the dual objective of reducing weight and maintaining mechanical performance.

Three major components of the Reachy robot were redesigned through this approach. For one of the sub-assembly, a 40% weight reduction was achieved without any compromise on structural integrity.

## Defining a Strategy for Material Substitution

One of the key milestones of 2025 was the formalization of BALYO's strategy for replacing metal parts with alternative materials. Following months of testing and internal discussion, clear rules were defined and validated; for example, parts eligible for substitution must be non-structural.

Applying these criteria to one of our robotic kits, 12% of all parts were designed in plastic, a share that is now entering the prototyping phase. Feedback on mechanical strength and visual quality will be collected in the coming months and will inform the next iteration of the strategy.

## Launching BALYO's First Life Cycle Assessment

2025 saw the official launch of BALYO's first Life Cycle Assessment (LCA), developed in partnership with Bpifrance, the French state investment bank.

Data collection is now underway. We chose to give this assessment a broad scope, encompassing robotic kits, batteries, and forklifts. This LCA will provide BALYO with a rigorous, science-based baseline for measuring the overall environmental footprint of its robots, complementing its decarbonization strategy.

## Our Ecodesign White Paper

Discussions on the ecodesign white paper continued in 2025, focusing on the most impactful areas to highlight: material substitution, weight reduction, and carbon footprint gains. Publishing this document remains a priority for 2026, when the LCA results will provide additional content and credibility.

For 2026, alongside the continued progress on these initiatives, we plan to focus specifically on managing our environmental data. Our carbon footprint assessment, life cycle analysis, and ecodesign software generate data that needs to be collected, organized, and operationally leveraged. We will therefore explore what infrastructure best suits our needs.

## Our 2026 Initiatives and Objectives

- ▲ Complete the life cycle assessment
- ▲ Update the ecodesign approach based on the life cycle analysis results
- ▲ Keep using the ecodesign software in product development and quantify the weight and carbon footprint savings
- ▲ Draft the first version of the white paper dedicated to an ecodesigned robot
- ▲ Create a dedicated infrastructure for the storage and operational use of environmental data



# SUSTAINABLE PROCUREMENT

**Our ambition: commit to an environmentally responsible supply of parts and materials**

## Our 2025 achievements

Define and formalize BALYO's decarbonization strategy and annual goals



Standardize the operational use of the suppliers' ESG scoring results



Complete BALYO's first EcoVadis audit



- OBJECTIVE FULLY COMPLETED
- OBJECTIVE COMPLETED BUT VOLUNTARILY INCREASED
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## A First EcoVadis Score

2025 was a landmark year for BALYO's sustainable procurement agenda: we completed our first full EcoVadis audit, receiving a score of 62 out of 100 and earning a Bronze Medal.

Building on the carbon footprint assessment updated in 2024, BALYO finalized the 2024 carbon footprint figures during the first half of 2025. Work is currently underway to translate these figures into a structured decarbonization roadmap with annual targets, using the SBTi framework.

The EcoVadis process was a valuable exercise in formalizing our existing practices, from our supplier scoring system to our carbon footprint methodology, into a framework that can be independently assessed and benchmarked. In 2026, we will continue this annual audit as a key pillar of our impact and sustainability governance.

In parallel, through its shareholder SoftBank, BALYO is now subject to a Japanese environmental regulation, the Sustainability Standards Board of Japan (SSBJ), which requires detailed reporting across all three scopes of our carbon footprint. Our collaboration with SoftBank on this topic has both elevated BALYO's longstanding sustainability commitments and driven the implementation of dedicated processes, such as the progressive alignment of financial and environmental reporting workflows, enabling the collection, storage, and auditing of this data.

## ESG Supplier Scoring: a Work in Progress

The standardization of our supplier ESG scoring process did not reach the level of maturity we had targeted for 2025. Operational pressures and competing priorities meant that progress on embedding these scores into our day-to-day purchasing decisions was slower than expected. This remains a priority area for 2026, where we will look to integrate ESG criteria more systematically alongside price, quality, and on-time delivery.

For 2026, we anticipate a significant effort dedicated to our decarbonization strategy, with the goal of achieving the most accurate results possible and a detailed action plan.

## Our 2026 initiatives and objectives

In parallel, a supplier code of conduct was incorporated into BALYO's purchasing requirements at the end of 2025 and initially presented to our key partners.

- ▲ Keep updating BALYO's annual carbon footprint assessment
- ▲ Define and formalize BALYO's decarbonization strategy and annual goals
- ▲ Implement SoftBank's annual carbon reporting
- ▲ Continue conducting the annual EcoVadis audit

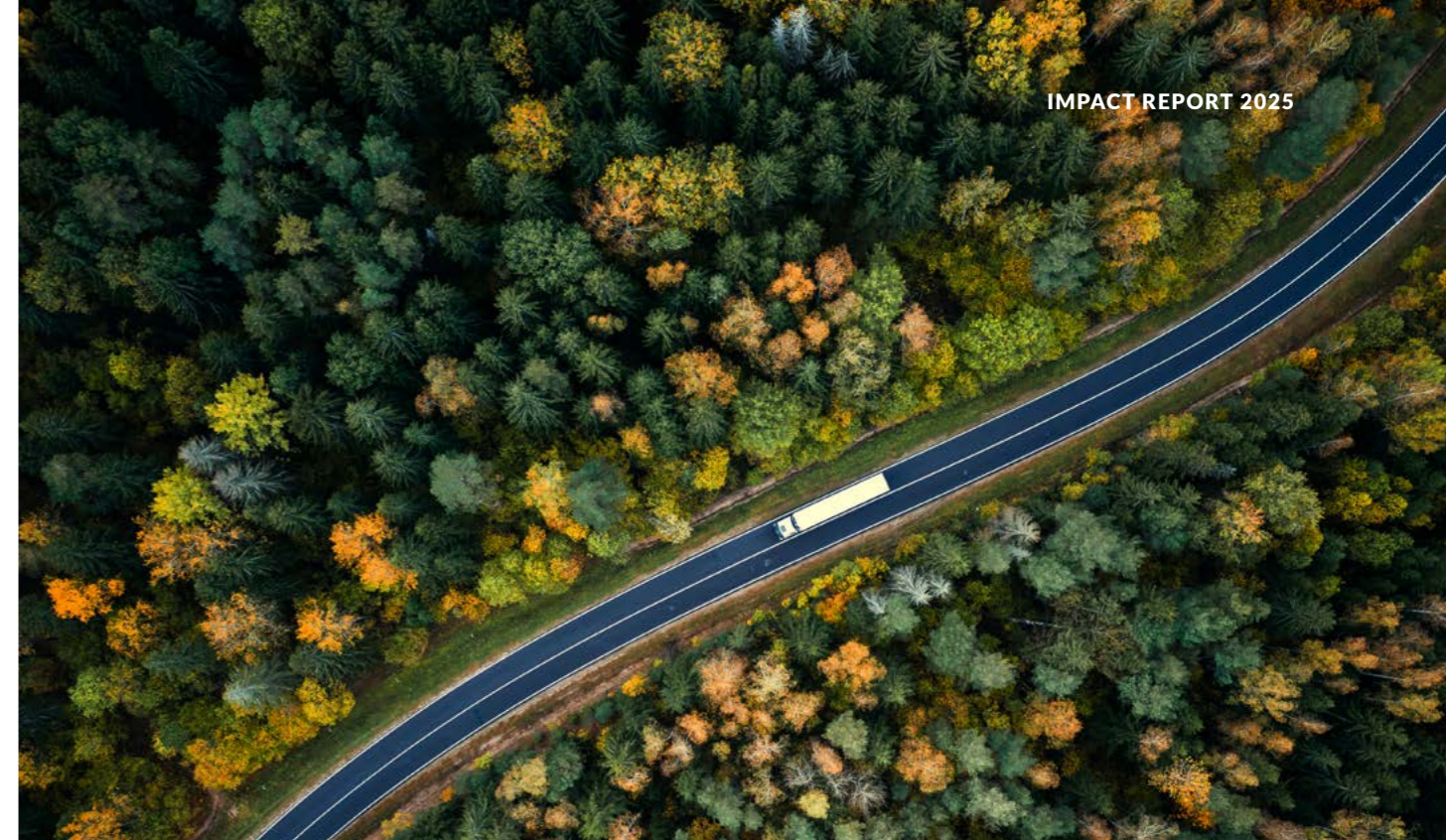
## Advancing the Decarbonization Roadmap

Our decarbonization strategy is integrated within the scope of the Sustainable Procurement pillar.



# SUSTAINABLE LOGISTICS

Our ambition: set the highest standards to minimize the impact of logistics, both within and outside our value chain



## Our 2025 achievements

Plan robot designs with environmental transport efficiency in mind



Prioritize shipping full robots instead of separate parts



Achieve at least a 'B' grade annually in the EcoFreight analysis, based on BALYO's logistics-related CO<sub>2</sub> emissions



Continue BALYO's influence strategy by sharing insights and content on sustainable logistics



- OBJECTIVE FULLY COMPLETED
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## Optimizing Container Loading as Standard Practice

One of the more concrete operational advances of 2025 was the gradual embedding of container loading optimization into BALYO's standard delivery workflows. What began as ad-hoc project-by-project efforts has evolved into a routine topic discussed at every delivery meeting. Teams are now systematically looking at how to aggregate robot shipments, consolidate spare parts, and anticipate orders to avoid last-minute air freight.

On the technical side, BALYO conducted its first test of flat rack containers, enabling the transport of 6 robots per container compared to the previous maximum of 4. This represents a major improvement in transport density and will be incorporated into logistics planning when applicable.

spare part shipments for sea transport, continues to weigh heavily on our environmental logistics performance.

To address this more systematically, BALYO is developing a self-assessment carbon calculation tool that will work across our multiple freight forwarders and carriers, providing a more comprehensive and standardized picture of our logistics footprint. Achieving at least a B grade remains the target for 2026.

For 2026, BALYO aims to further establish itself as a credible voice in the sustainable logistics conversation. In close collaboration with our marketing and operations teams, we will develop content that draws on our real-world experience and data.

## Our 2026 initiatives and objectives

### EcoFreight Score: Progress Hindered by Operational Constraints

Despite the improvements in container optimization, BALYO's EcoFreight score remains in the C range (25–35 gCO<sub>2</sub>e/t.km) in 2025. The persistent use of air freight, driven by tight client deadlines and the difficulty of consolidating small

- ▲ Develop and standardize the use of an internal global carbon calculator for all transportation services ordered by BALYO
- ▲ Achieve at least a 'B' grade annually in the carbon calculator based on BALYO's logistics-related CO<sub>2</sub> emissions
- ▲ Strengthen BALYO's influence strategy by sharing content about sustainable logistics



# PEOPLE TRANSPORTATION

**Our ambition: cut the environmental cost of our corporate travels per robot installed by 80% in 5 years**

## Our 2025 achievements

Standardize the operational use of TravelPerk's CO<sub>2</sub> emissions reporting procedure in all BALYO's customer projects



Keep increasing the share of back-office work in Field Engineers' activities



- OBJECTIVE FULLY COMPLETED
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## Scaling Up Carbon Reporting for Business Travel

In 2025, BALYO expanded the reach of its TravelPerk CO<sub>2</sub> reporting program. Monthly emissions reports are now distributed to every team manager across the company, giving each of them visibility into the carbon footprint of their team's travel.

However, we believe the operational use of this data is not yet optimal. For instance, we would like these reports to be used to actively suggest lower-carbon travel alternatives: when a travel booking triggers a high-emission flag, team managers could be prompted to consider rail options or to consolidate trips. Furthermore, to turn this into a genuine performance management tool capable of tracking carbon intensity per robot installed, dedicated training for team managers will be required in 2026.

## Our 2026 Initiatives and Objectives

- ▲ Maintain Field Engineers' back-office time above 50% and reach 60% of back-office time
- ▲ Raise team managers' awareness of their team's carbon footprint through dedicated training

## Field Engineers: Consolidating Remote Work Gains

BALYO had set an ambitious target in 2024 of bringing Field Engineers' back-office time up to 40% by the end of 2025. That goal was in fact surpassed, reaching 50% as early as 2024. This level of performance was sustained throughout 2025, meaning that a significant share of commissioning, diagnostics, and client support work no longer requires on-site travel. This achievement reflects both the maturity of BALYO's remote commissioning tools and a cultural shift within the Field Engineering team toward a hybrid working model. Looking ahead to 2026, our target is to reach 60% back-office time, driven by further improvements to quality management processes.





# WOMEN AT WORK

**Our ambition: make BALYO the preferred place to work for women in the mobile robotics industry**

## Our 2025 achievements

Expand initiatives aimed at connecting women across BALYO's geographical locations and fostering peer-to-peer relationships



Boost efforts to increase female representation in management roles

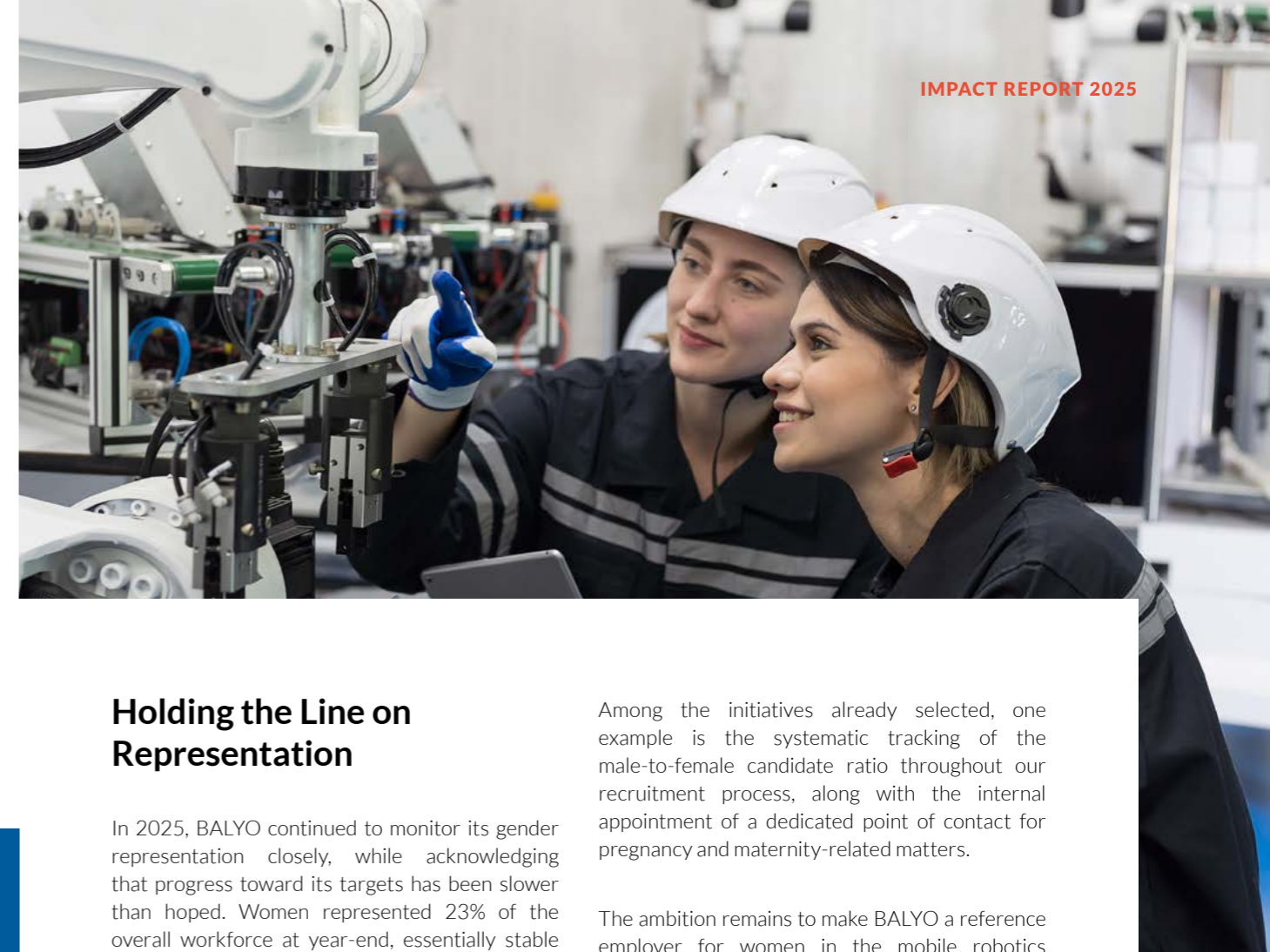


Ensure equivalent access to jobs for women and men while targeting the following objectives:

- increase the share of women in the company from 23% in 2025 to 27% before 2028
- increase the share of women in management positions from 14% in 2025 to 18% before 2028



- OBJECTIVE FULLY COMPLETED
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## Holding the Line on Representation

In 2025, BALYO continued to monitor its gender representation closely, while acknowledging that progress toward its targets has been slower than hoped. Women represented 23% of the overall workforce at year-end, essentially stable compared to 24% at the close of 2024, and 14% of management positions, unchanged from the previous year. At the Director Committee level, women hold 1 out of 14 seats, representing 7%.

Among the initiatives already selected, one example is the systematic tracking of the male-to-female candidate ratio throughout our recruitment process, along with the internal appointment of a dedicated point of contact for pregnancy and maternity-related matters.

The ambition remains to make BALYO a reference employer for women in the mobile robotics industry.

## Our 2026 Initiatives and Objectives

- ▲ Expand initiatives aimed at connecting women across BALYO's geographical locations and fostering peer-to-peer relationships
- ▲ Boost efforts to increase female representation in management roles
- ▲ Ensure equivalent access to jobs for women and men while targeting the following objectives:

- increase the share of women in the company from 23% in 2025 to 27% before 2028
- increase the share of women in management positions from 14% in 2025 to 18% before 2028

## The Road Ahead

Efforts to bring together BALYO's female employees across geographies came to a halt in 2025 due to internal reorganization within the HR team.

This situation, and in particular the gap between BALYO's current gender representation data and its stated targets, is a clear call to action. Looking ahead to 2026, our focus will shift toward selecting a set of targeted initiatives and managing their operational rollout as a fully structured project.



# EMPLOYEE ENGAGEMENT

**Our ambition: reach both a high and a long-lasting employee satisfaction level**

## Our 2025 achievements

Broaden awareness amongst BALYO employees regarding our impact strategy and continue raising awareness of ESG issues



Deploy the Succession plan initiative



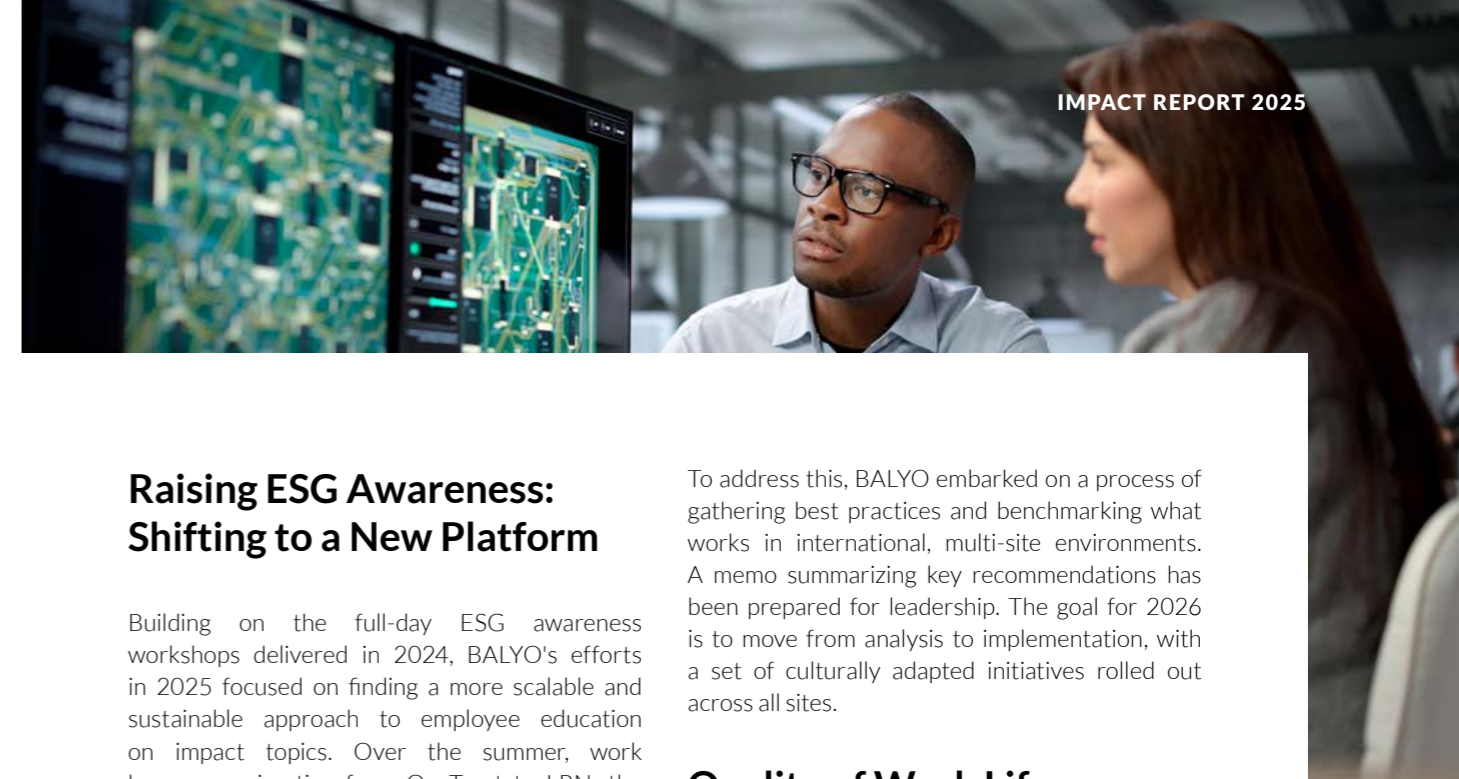
Establish a structured approach to organizing workplace quality of life initiatives



Define a strategy to enhance company culture and foster a sense of belonging across all of BALYO's offices



- OBJECTIVE FULLY COMPLETED
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## Raising ESG Awareness: Shifting to a New Platform

Building on the full-day ESG awareness workshops delivered in 2024, BALYO's efforts in 2025 focused on finding a more scalable and sustainable approach to employee education on impact topics. Over the summer, work began on migrating from OneTrust to LRN, the training platform used across the SoftBank Group, creating a shared infrastructure to deploy structured learning content at scale.

Internal communications on impact topics were also woven into staff meetings and project manager briefings, keeping environmental themes visible throughout the year.

To address this, BALYO embarked on a process of gathering best practices and benchmarking what works in international, multi-site environments. A memo summarizing key recommendations has been prepared for leadership. The goal for 2026 is to move from analysis to implementation, with a set of culturally adapted initiatives rolled out across all sites.

## Quality of Work Life: Celebrating What Matters

The quality of work life workstream was formally taken on within the Impact Committee in 2025, with a recognition that a solid foundation still needed to be built.

## Succession Planning: A Framework Taking Shape

In 2025, BALYO made progress on embedding succession planning into its talent management practices. Key succession plan elements were integrated into BALYO's performance management tool as part of mid-year assessments. The initial scope targets two critical populations: top managers and employees who are the sole holders of key expertise within the organization. While the full deployment of this initiative remains a work in progress, the foundations are now in place for a more structured succession planning process in 2026.

A theme that emerged from internal discussions was the importance of celebrating team achievements more systematically, making these moments visible and shared across the whole company. Onboarding was also identified as a critical area for improvement as part of a broader effort to enhance the employee experience from day one with a consistent experience across all locations. These reflections will translate into structured initiatives in 2026.

## Our 2026 Initiatives and Objectives

- ▲ Broaden awareness amongst BALYO employees regarding our impact strategy and continue raising awareness of ESG issues
- ▲ Continue deploying the Succession plan initiative
- ▲ Keep enhancing company culture and foster a sense of belonging across all of BALYO's offices
- ▲ Deploy quality of life initiatives

## Company Culture: A Deliberate, Locally-Informed Approach

Strengthening BALYO's company culture across its offices, particularly in the U.S., was a key focus area in 2025. A critical insight emerged early in the process: a copy-paste approach from one location to another does not work. Initiatives that are not adapted to local realities risk being perceived as top-down impositions and fail to generate genuine engagement.

## Following our path to sustainable mobile robotics

Since 2022, the governance of our impact strategy has been overseen by a dedicated steering committee. This committee comprises managers and team members from our various locations and functions. They hold monthly meetings to support each other, review progress, update priorities, and share results with the entire BALYO team.

[www.balyo.com](http://www.balyo.com)

