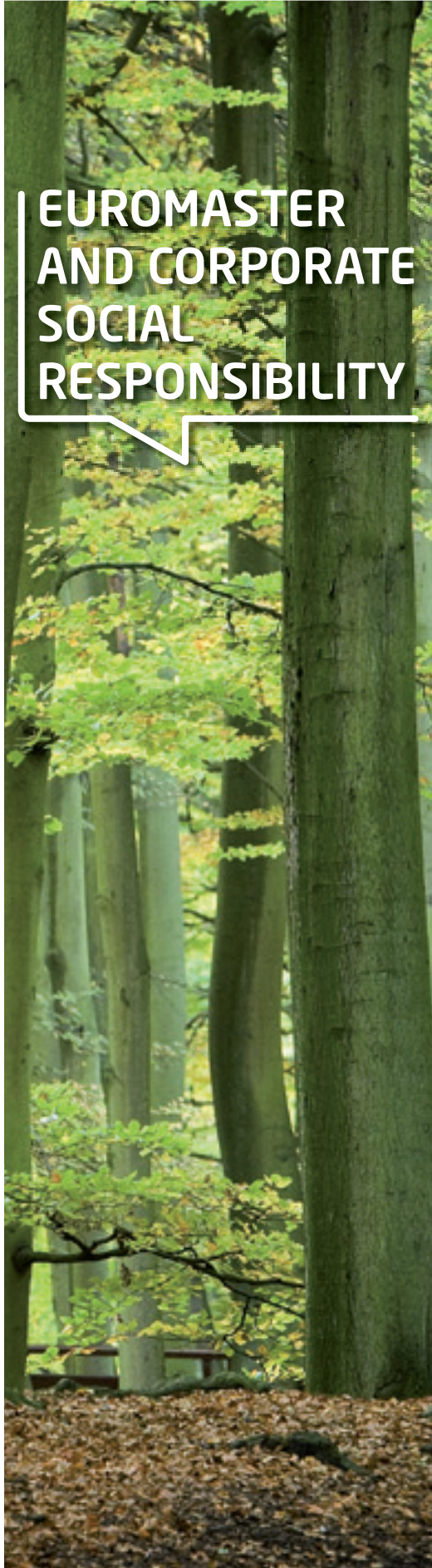




EUROMASTER AND CORPORATE SOCIAL RESPONSIBILITY



YOU'RE IN GOOD HANDS
euromaster.com



WHO ARE WE?

Euromaster is a European network of sales and service points for tyres and vehicle maintenance. We serve both the private and commercial markets, with over 2,300 locations in 17 countries. In the Netherlands, Euromaster has a countrywide network with around 100 company-owned locations and ten franchises. Euromaster Netherlands was established in late 1991 and is a full subsidiary of the Michelin Group.



Marcel Guinchard, CEO Euromaster Netherlands

What do we stand for?

In a world that is in constant motion, we are passionate about serving our customers and guaranteeing continual, safe, and efficient mobility. Wherever they happen to be and whatever they happen to be doing, we always offer the right tyres and the best vehicle maintenance at the right price.

Honesty, Expertise and Customer Care. Three common values that drive us every day nourishing an essential benefit: Trust. Our power lies in demonstrating these three core values in everything we do. That's why our customers are in good hands with us.

But there's more: we at Euromaster are also aware of our corporate social responsibility (CSR) and we fulfil these obligations in a serious and professional manner. We not only have to take good care of our customers, we also have to care for our employees (the social aspect) and our environment, while ensuring sustainability and profitability.

There is always room for improvement!

At Euromaster, corporate social responsibility means continually striving for ever better social and economic performance by our company. It also means responding to new developments. This is the only way to be a leader in the field of corporate social responsibility.

THE THREE PILLARS OF CSR AT EUROMASTER

Social

- Ethical code of conduct
- Reflecting society
- Works council
- Health and safety at work
- Fleet monitoring and CO₂ reduction
- Giving staff a voice
- Development and growth
- Support for the disadvantaged
- Compliance with legislation and regulations

Environmental

- Responsible use of raw materials
- Reduced CO₂ emissions
- Protection of land and water

Economic

- Gaining customer loyalty
- Certified quality service
- Honest business practices
- Four-lives strategy
- Preventive fleet maintenance



Ethical code of conduct

Our Code of Ethical Conduct contains guidelines for ethically responsible conduct by our staff, both professionally and individually. This includes compliance with legislation and regulations, conflict of interests, fair competition, inside information, and fraud. Every Euromaster employee is required to know, understand, and personally observe the contents of the Code.



Angelique Weyers-Berkien, service centre manager in Elst, is the confidential advisor for Euromaster employees.

Reflecting society

Euromaster believes it's important for the diversity of the employees and cultures within the company to reflect our multicultural society. We strongly advocate equal opportunities for all employees. We do not tolerate discrimination based on race, gender, age, religion, or political affiliation.

Works Council

Euromaster Netherlands' Works Council convenes on a monthly basis to discuss current issues and develop new initiatives. Four times a year, the discussions are attended by a member of management designated for this purpose. The members of the Works Council receive additional training at Euromaster's expense.

The organizational changes that took place within Euromaster in 2010 and 2014 were carried out under consultation with, and with the approval of, the Works Council, as were the changes to staff policy in 2014 and the mobility policy in 2015.

Health and safety at work

Euromaster employees as well as its customers can depend on a safe and healthy environment. Our employees work according to strict safety protocols – we put safety first every day here at Euromaster. Euromaster regularly provides safety training and refresher courses. We ensure that safety is always at the optimal level thanks to a system of Risk Inventory and Evaluation (RIEs). Accidents and/or accident risks are directly reported to the central headquarters and used for further improvement of the situation in the work place. Euromaster is VCA certified for high-risk operations such as at the Port of Rotterdam.

The number of accidents per hour worked is one of the KPIs (key performance indicators) followed and reported on the European level. A portion of the targets that all members of management must meet is connected to improving this KPI.

Giving staff a voice

As a rule, Euromaster conducts a yearly survey of all its employees to gauge their satisfaction with and commitment to the organization. The results are incorporated into concrete plans of action, detailing steps that are communicated to all employees and to the Works Council on a regular basis. Participation in this survey has risen every year since 2010 (from 37% to 69%), as has the level of commitment (from 62% to 68%). Both percentages are above average for Dutch companies researched by the IBM/Kenexa agency.

6 Gouden Veiligheidsregels

1



Maak bij het op spanning brengen van banden altijd gebruik van een goedgekeurde bandenkooi.

2



Houd bij het gebruik van heftrucks altijd een veilige scheiding tussen de werkplek en voetgangers.

3



Het werken aan opgekrikte voertuigen is alleen toegestaan wanneer er assteunen worden gebruikt.

4



Werken langs de weg is alleen toegestaan volgens de door Euromaster goedgekeurde werkmethode. Indien mogelijk wordt de auto met pech naar een veilige locatie gereden.

5



Het monteren en demonteren van meerdere velgen moet altijd door gekwalificeerd en ervaren personeel worden uitgevoerd volgens de door Euromaster goedgekeurde werkmethode.

6



Euromaster stelt veiligheidsmiddelen ter beschikking waarvan het gebruik tijdens werktijd verplicht is.

IN GOEDE HANDEN
euromaster.nl





Fleet monitoring and CO₂-reduction

The driving behaviour and fuel consumption of all the vehicles that Euromaster operates can be constantly monitored. The goal is to reduce CO₂ and fuel consumption.

Development and growth

Euromaster Academy

Our company is on the move, from tyre service to tyres and maintenance. In order to guarantee the level of knowledge at our various locations, it is important that our staff be trained to the correct level and also receive regular refresher training. Euromaster has therefore chosen to train its employees itself and in so doing invest in their future. The Euromaster Academy offers three long-term training programmes on the intermediate vocational level (automotive technician, 1st automotive technician, and service center manager) for which participants receive a nationally recognized diploma upon completion, as well as many shorter specialized training courses.

The Euromaster Academy was launched in 2014 with 61 students. The school had 90 students in 2015, out of a total of around 700 employees.

Accredited training company

All of Euromaster's locations are accredited as training companies. In 2015, 200 students/interns completed the practical part of their education at Euromaster.

Legislation and regulations

Euromaster is a prominent member of VACO, the Dutch industry organization for the wheel and tyre sector, and is represented on the board of VACO and the board of the VACO pension fund.



Support for the disadvantaged, Liliane Fonds

Euromaster began a cooperation with the Liliane Fonds ('Liliane Fund') in June 2014. The Liliane Fonds provides mobility, just like we do, as they help handicapped children in developing countries to become mobile. Every year, Euromaster raises money through a variety of campaigns which is then donated to the Liliane Fonds and used to provide help to at least 50 children in developing countries. That is why there are displays for the Liliane Fonds at every location, where customers can drop off their used shoes.



ENVIRONMENTAL

RESPONSIBLE USE OF RAW MATERIALS

Waste separation and collection

Waste streams, such as tyres, metals, oil, batteries, and paper/cardboard, are separated at every location. For the collection of this waste, Euromaster works with VIHB-certified partners who comply with the relevant environmental legislation.



Life cycle of tyres

Maintaining a closed production cycle is one of the pillars of sustainability. Euromaster utilizes Kargro Lintyre for tyres. This organization collects used tyres to turn them into new products or to use them for thermal recycling. Over 294,000 tyres were recycled in 2015.

Digital billing

Euromaster switched to digital billing in 2015. This was partly to satisfy our customers' wishes and partly to help save raw materials. This switch saves Euromaster 3,000 kg of paper annually.

REDUCING CO₂ EMISSIONS

Energielabel voor banden

The European energy certification for tyres was introduced in 2012. At its locations and also in its advertising, Euromaster advises its customers to use environmentally friendly tyres with the highest energy labelling.

Gas and power consumption

Our locations are big energy consumers, so we pay attention to saving energy. This also helps us reduce our CO₂ emissions. 'Smart' energy meters, light sensors, and temperature limiters were installed at all locations in 2015. These relay data every moment of the day, which can be used to control our consumption. The reduction target for gas and power consumption is 10% for 2016 and 5% per year after that.

Other options are also being examined for each location. At a number of locations, for example, the lighting has been replaced with LED lights. In Zwolle, hot water is extracted from deep underground, making this location 80% CO₂ neutral.

Local storage

Euromaster has opted for decentralized storage of summer and winter tyres for customers, in contrast to the central storage which is also prevalent in our industry. Over 800,000 tyres are stored in local warehouses every year. This uses substantially less transport by road than is required by central storage.

PROTECTION OF LAND AND WATER

All our work places are equipped with liquid-proof floors, so that any potential pollutants that might get spilled will not end up in the soil or groundwater. In addition, there are leak grates where necessary, so any oil that does leak is immediately cleaned up with a special absorption material.



ECONOMIC

Gaining customer loyalty

Euromaster understands that a sustainable and stable relationship with both private and commercial clients is of vital importance. That is why we are constantly measuring the satisfaction of our customers. Our customers' comments are shared with all levels of the organization and are used as a basis for improvements. Euromaster has a central complaints handling service for any complaints that may arise. 99% of all complaints are settled to the customer's satisfaction within five work days. Nearly all Euromaster employees have an NPS goal (Net Promoter Score), connected to their location or region, which partly determines their variable compensation.

Certified quality service

ISO9001 2015

On 18 January 2016, Euromaster became one of the first companies in the Netherlands to receive ISO9001 certification pursuant to the new 2015 standards. This ISO certification not only offers guarantees regarding the processes and procedures within the company but is even seen as a prerequisite by some customers.





Honest business practices

Fraud and dishonesty are strictly forbidden at Euromaster, as are all other forms of improper and criminal behaviour. Every case of fraud and every attempt at fraud is individually investigated and not just reported to Management but also dealt with on the European level.

Four-lives strategy

The four-lives concept enables complete utilization of a tyre, which is better for the environment (as it saves raw materials) and better for the customer's wallet. The concept entails that a used tyre is regrooved, then retreaded, after which the new tread can be regrooved once again. In many cases, this cycle can even be repeated again on the same tyre.

Preventive fleet maintenance

Euromaster contributes to its commercial customers' mobility and continuity by regularly inspecting their vehicle fleets. Tyre pressure is corrected where necessary, providing better fuel economy and therefore lower CO₂ emissions. Vehicle downtime can be reduced by up to 50% through expert preventive maintenance of tyres.

Euromaster has a new service concept called MasterCARE. This provides fleet managers with current insight into the condition of their fleet's tyres, so they can keep ahead of the game and make the right decisions in plenty of time. MasterCARE can reduce downtime by up to 50% and provide considerable fuel savings through correct and punctual tyre maintenance.

Disclaimer: Though this brochure was compiled with the greatest care, there is a chance that published information might be incomplete or outdated. Euromaster Netherlands maintains the right to modify the content of this brochure at all times.