



fives

Industry can do it

FIVES AT A GLANCE

2026



**INDUSTRY
CAN DO IT**

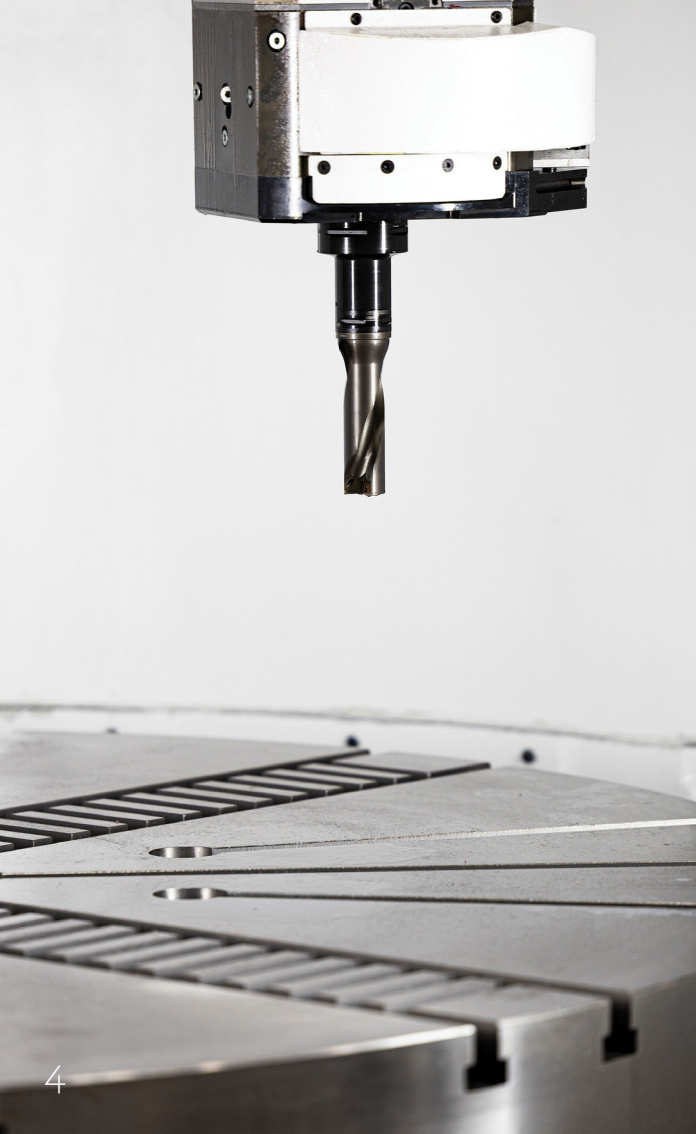
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YOUR PARTNER FOR A MORE EFFICIENT AND SUSTAINABLE INDUSTRY

Fives supports leading global industrial players in sectors such as intralogistics, metals (steel, aluminum), cement and minerals, energy (nuclear and combustion), aerospace, defense, and automotive.

Fives' commitment to its clients is a long-term approach, built on combining:

- **The design and supply of installations**, machines, process equipment and production lines, along with support through commissioning and start-up.
- **A comprehensive service** offering covering the entire lifecycle of installations, optimizing and continuously supporting the operational priorities of the industrial sites.

This long-term relationship is built on the deep knowledge of local environments and the expertise of **more than 8,500 employees operating in 25 countries worldwide**.

KEY FIGURES

More than **200**
years of history

Over **100**
locations in 25 countries

Over **8,500**
employees

2,040 M€
ORDER INTAKE

2,143 M€
SALES

2,010 M€
BACKLOG

270 M€
CASH ON BALANCE SHEET

860 M€
SHAREHOLDERS' EQUITY

AN INTERNATIONAL PRESENCE, CLOSE TO OUR CUSTOMERS AND MARKETS

AMERICAS

27 subsidiaries
9 R&D centers

EUROPE

45 subsidiaries
26 R&D centers

**AFRICA
MIDDLE EAST**

5 subsidiaries

**ASIA
OCEANIA**

14 subsidiaries

3 R&D centers



HIGH-PRECISION MACHINE TOOLS

A comprehensive portfolio of manufacturing solutions spanning additive manufacturing, advanced machining, composites, precision grinding, and custom tooling, supported by dedicated local service and training teams.

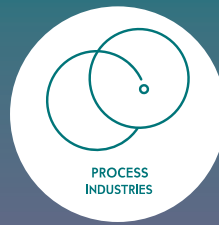
Serving customers across energy, space, aerospace, defense, automotive, heavy industries, marine, and rail, this offering delivers the precision and flexibility needed to optimize production efficiency and quality.



AUTOMATION OF PRODUCTION FLOWS

Industry leading solutions for sorting, handling and automation in the retail market, e-commerce, food & beverage, parcel & postal, warehouse & distribution, and airports.

Smart automation, vision systems, robotics, and advanced flow and filling technologies for automotive and industrial manufacturing.



EQUIPMENT FOR RAW MATERIALS PROCESSING INDUSTRIES

Process expertise, key proprietary equipment, sustainable technologies and digital solutions to continuously improve performance and efficiency, while helping customers to reduce their environmental footprint.



TRANSVERSAL ACTIVITIES

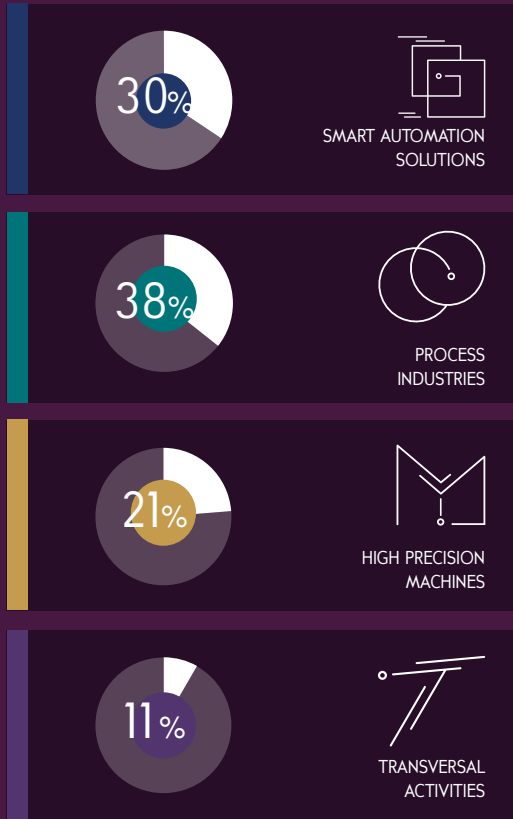
Maintenance : industrial maintenance services.

Piping Solutions : engineering, prefabrication, assembly and maintenance for industrial piping projects.

Digital solutions & AI : IoT platform based on data collection, processing and AI to facilitate informed decision-making.

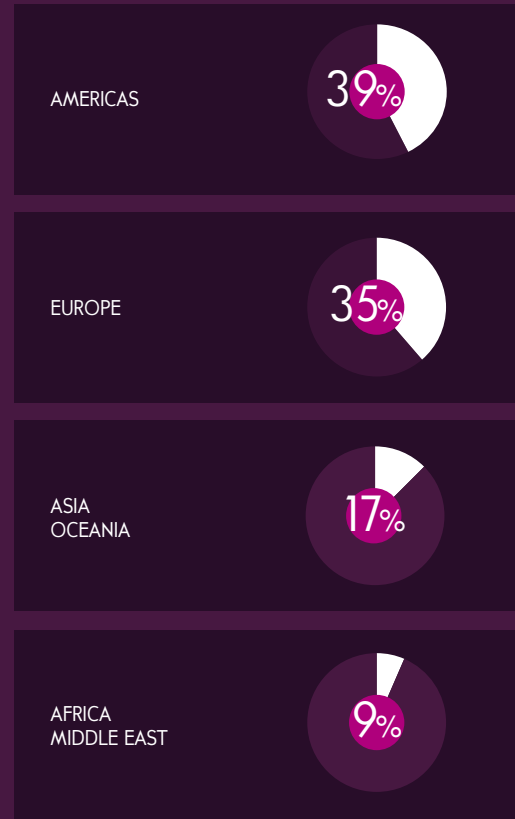
ORDER INTAKE

BY ACTIVITY



ORDER INTAKE

BY GEOGRAPHICAL AREA



TWO CENTURIES OF INDUSTRY-DRIVEN INNOVATION



From the first railway lines and the first steam locomotives to the lifts in the Eiffel Tower and Industry 4.0 factories, Fives has been **designing disruptive solutions and technologies shaping industry for over 200 years.**



As a pioneer in decarbonization and digitalization, Fives is always one step ahead in innovation by **anticipating customer needs.**



Fives brings together environmental and economic capability by responding to each local market's requirements.

2,819

PATENTS IN EFFECT WITHIN 782 FAMILIES

66

NEW PATENTS FILED IN 2025

38

CENTERS FOR RESEARCH AND DEVELOPMENT

41.2_M€

R&D EXPENDITURES

Discover the Book:

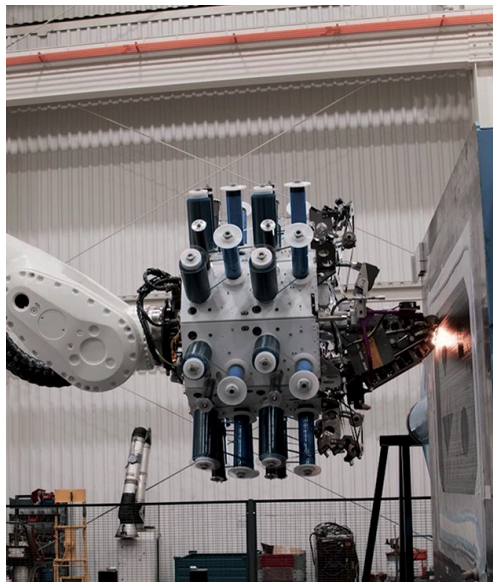




ADDITIVE MANUFACTURING

Powder bed fusion and directed energy deposition metal additive manufacturing systems with integrated software and digital production tools. Designed for safe operation, fine-powder processing, and high-precision serial production.

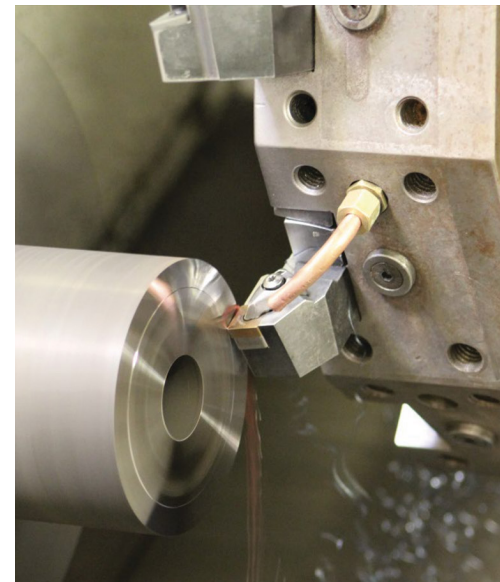
AddUp, BeAM



COMPOSITE & AUTOMATED SOLUTIONS

Automated composite manufacturing solutions, including fiber placement and tape-laying systems, with integrated lamination, forming, curing, inspection, and production automation technologies, as well as composite milling and drilling solutions.

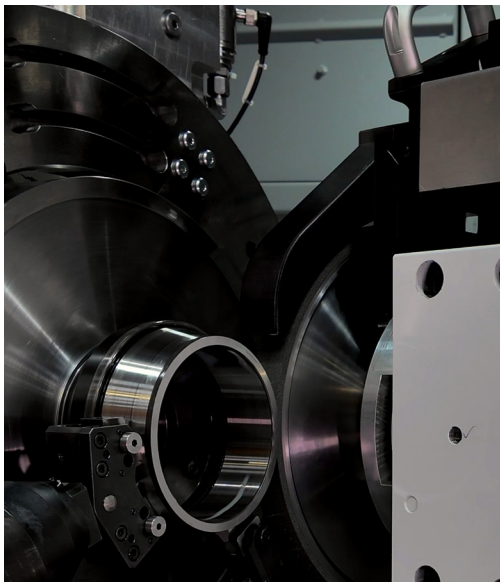
Cincinnati, Dufieux, Forest-Liné, Lund Engineering



CUTTING TOOLS | ABRASIVES

Custom-engineered PCD and CBN cutting tools; diamond, CVD, and Peerless diamond dressing tools; and custom-formulated conventional and superabrasive grinding wheels, including disc, fine, OD, and tool & cutter grind.

CITCO Tools, Gardner Abrasives



GRINDING | ULTRA PRECISION

High-precision and ultra-precision grinding solutions, including cylindrical, ID/OD, orbital, surface, centerless, and ultra-precision machining, with automated and integrated systems.

Bryant, Cincinnati, Cranfield Precision, Daisho, Giustina, Landis



MATERIAL REMOVAL

High precision machining and metal cutting solutions: milling, turning, milling/turning, boring, drilling, grinding, robotic and smart system solutions from high dynamics to heavy duty configurations.

Cincinnati, Dufieux, Forest-Liné, Giddings & Lewis, Liné Machines, Pietro Carnaghi



SERVICE

A full range of services supporting machine tool performance throughout their lifecycle, with modern high-performance controls and software enabling safer automation, simplified training, and connected operations, alongside training programs from basic to advanced levels to drive operational excellence.

Landis 6400, Machine Tool Services & Solutions, High Precision Machines Academy

CEMENT | MINERALS | SUGAR



CEMENT & MINERALS

Technologies at the core of the process (crushing, grinding, drying, classification, flash calcination, pyroprocess, control & optimization) allowing for unique product quality, energy efficiency, zero water, low carbon footprint and circularity. With ensured availability, the offering includes the supply of equipment, workshops, and complete production lines, as well as upgrades and comprehensive customer services.

FCB, Pillard®, Solios

CEMENT | MINERALS | SUGAR



SUGAR

Equipment, process lines and services for sugar and energy production (co-generation of electricity and bio ethanol) aiming to improve carbon neutrality of sugar plants: preparation, extraction (milling and diffusion), purification, evaporation, continuous crystallization, centrifugation, and drying.

Cail & Fletcher

ENERGY



ENERGY | COMBUSTION

Design, supply, and construction of customized burners, combustion systems, and controls for furnaces, flares, and boilers. Maintenance services, process optimization, and reduction of environmental footprint.

ITAS, North American, Pillard®

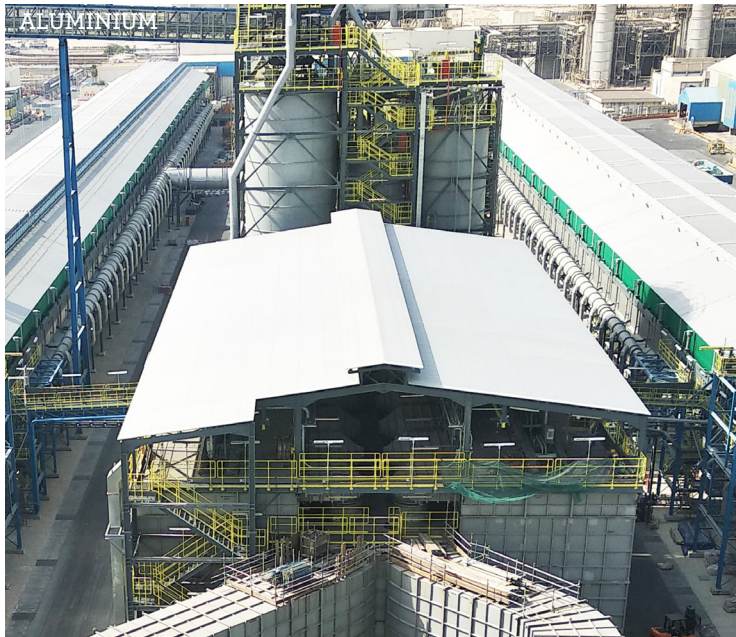
ENERGY



ENERGY | PROSIM

Simulation and optimization software that enable process industries to improve their operation, increase their profitability, and reduce their environmental impact.

ProSimPlus, Simulis Thermodynamics, Simulis Pinch



ALUMINIUM

Process equipment, digital solutions, and complete installations for Carbon and Reduction sectors as well as casthouse furnace burners.

ECL, Solios, North American



STEEL

Process expertise, digital solutions, reheating and heat treatment furnaces, induction technology, cold rolling mills and complete strip processing lines for carbon, stainless and electrical steel.

SmartLine™, Eyeron®, Stein Digit@l Furnace®, Virtuo™, DMS 20Hi EcoMill, RollBot™, NeoKoil®

STEEL & GLASS



GLASS

High efficiency glass making solutions: melting, conditioning, forming and annealing technologies to increase energy efficiency, lower emissions and enhance campaign and operating life.

Prium® E-Melt, Prium® Eco-Flex, Prium® Float-Melt, BH-F Forehearth & Working End

TUBE AND PIPE



TUBE AND PIPE

High-performance welded tube mills, complete finishing floors for seamless and welded tubular products, advanced digital solutions, and automation.

Abbey mills, Bronx straighteners, Taylor-Wilson finishing equipment, OTO mills and finishing equipment, OTO-i digital platform



INDUSTRIAL AUTOMATION

Smart automation and digital production delivering high efficiency, repeatability, flexibility, and quality to the automotive and manufacturing industries.

- Real-time adaptation: Vision systems and advanced computing for monitoring, controlling, and adjusting production line processes
- Flow stabilization and optimization: Semi- or fully-automated robotic and handling systems
- Process engineering: Integrated and proprietary modules for filling, sealing, laser welding, industrial washing, and testing.

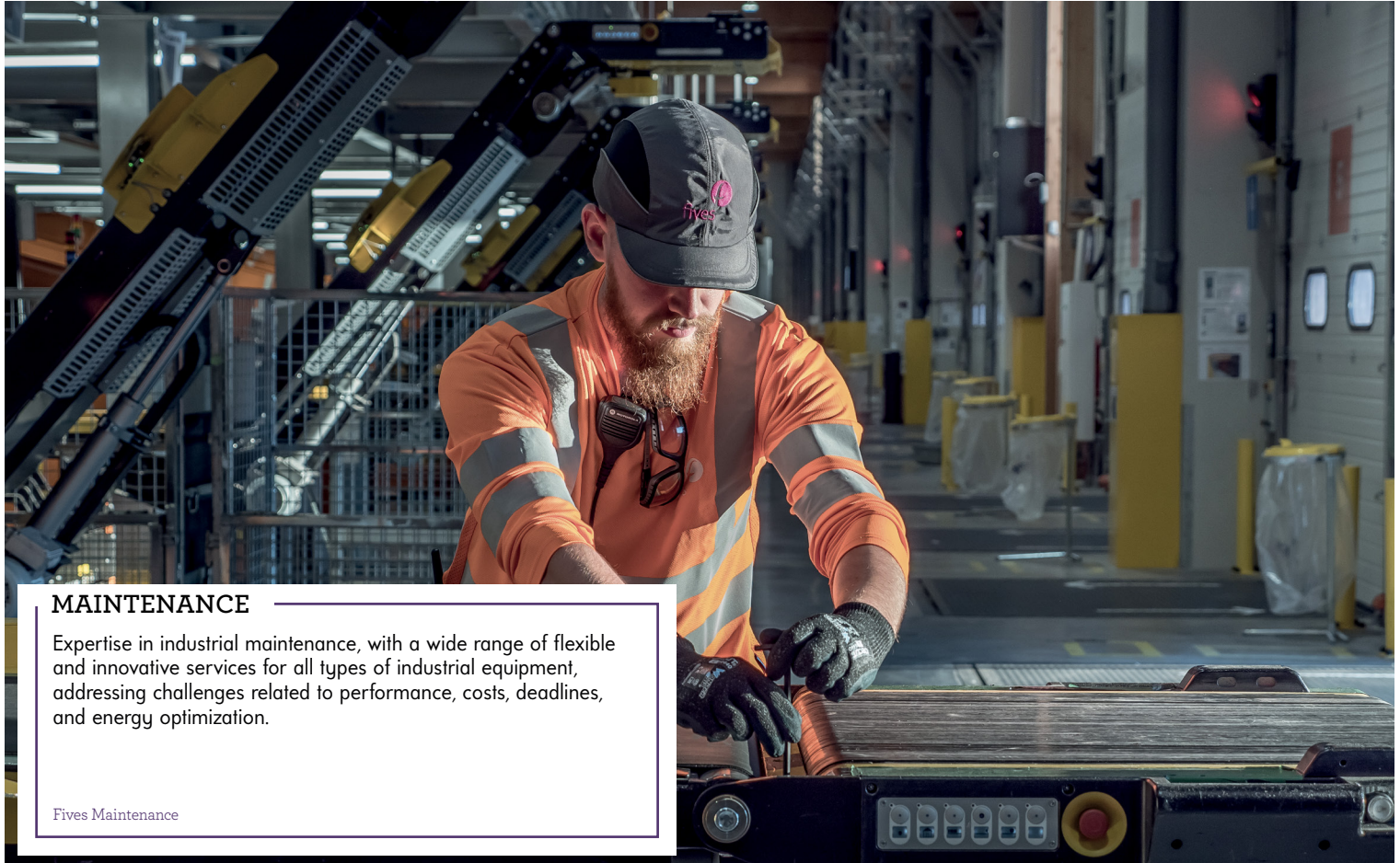


INTRALOGISTICS

Smart, scalable and future proof automation solutions for various business sectors: Retail and distribution, e-commerce, parcel & postal, food, 3PL, and airport.

Sorters, singulators, AMRs (Autonomous Mobile Robots), conveyors, AS/RS (storage and retrieval systems), robotic handling solutions, palletizing and depalletizing robots, as well as a wide range of intralogistics management software (Warehouse Management System - WMS - and Warehouse Control System - WCS).

For over 60 years, Fives has been developing innovative products and technologies, some of which have become market standards. The group continues to improve its customers' competitiveness, working conditions, and environmental protection.



MAINTENANCE

Expertise in industrial maintenance, with a wide range of flexible and innovative services for all types of industrial equipment, addressing challenges related to performance, costs, deadlines, and energy optimization.

Fives Maintenance



PIPING SOLUTIONS

Global and bespoke solutions for advanced piping and industrial metalwork projects, especially in the nuclear sector.

Fives Nordon



DIGITAL SOLUTIONS & AI

Digital expertise OT & IT: non-intrusive, high-frequency data acquisition, contextualization, and processing through business use cases, to facilitate informed decision-making aimed at optimizing industrial performance.

CortX, DiziScop

A COMPREHENSIVE RANGE OF SERVICES COVERING THE ENTIRE LIFECYCLE OF OUR CUSTOMERS' INSTALLATIONS:



SUPPLYING SPARE
PARTS



AUDITS &
CONSULTING



TRAINING



MAINTENANCE



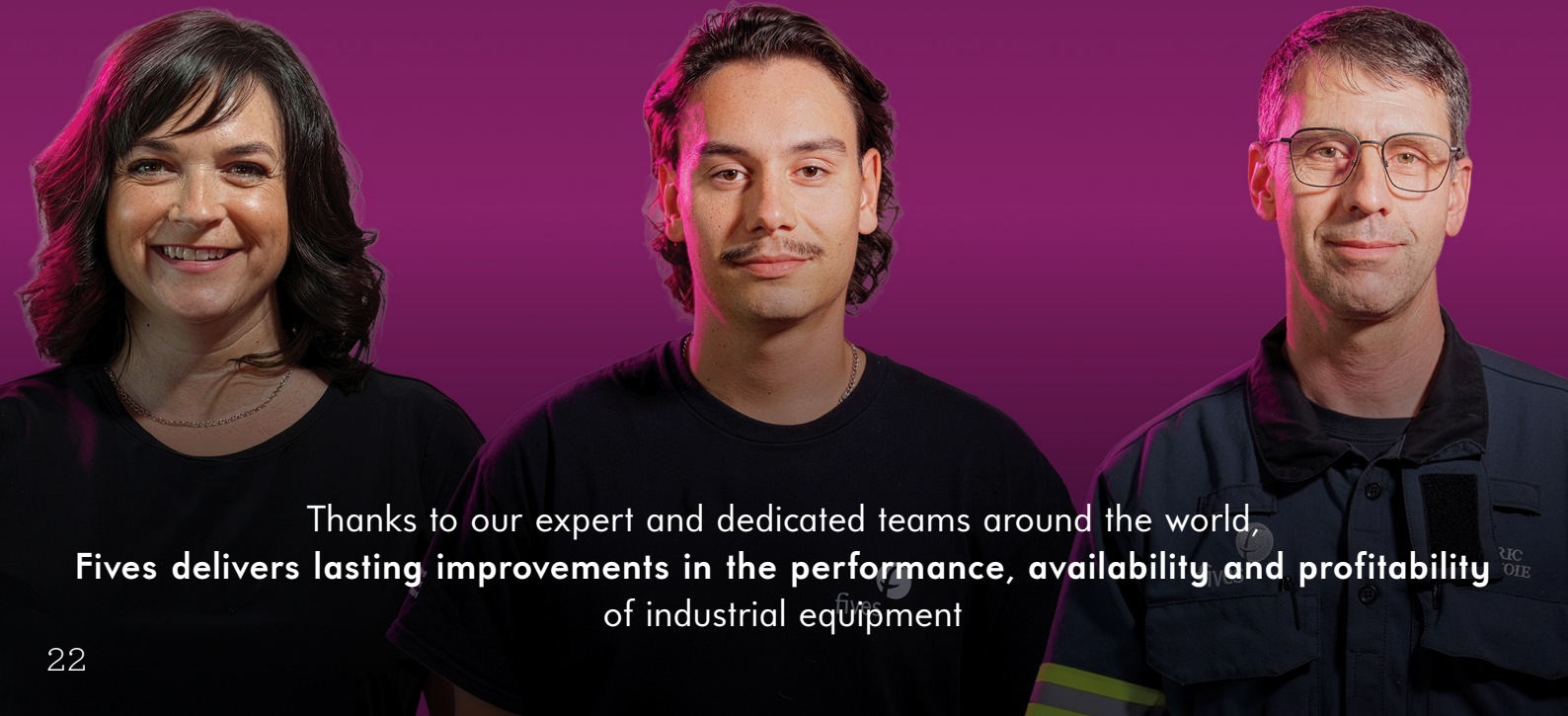
OPTIMIZATION



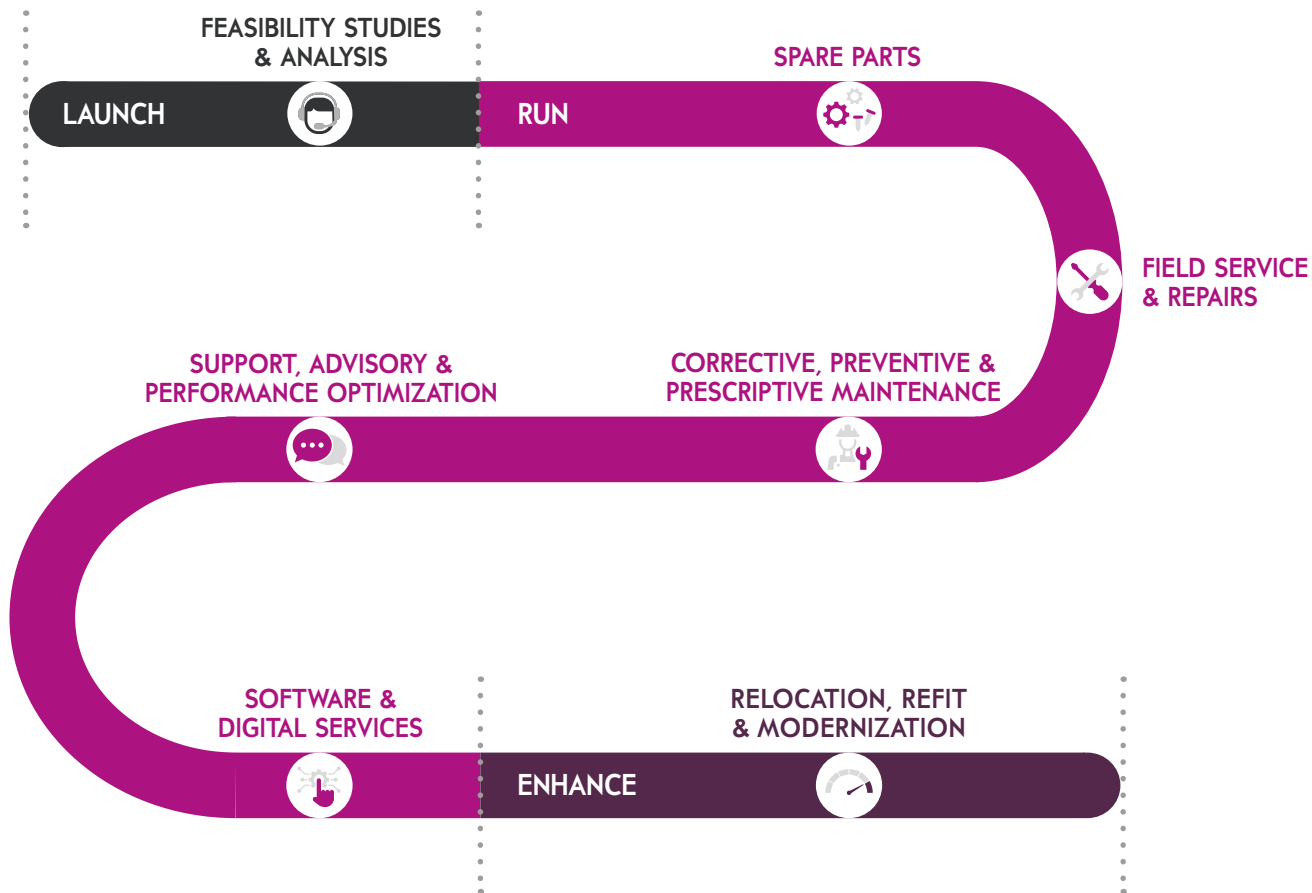
DIGITALIZATION



MODERNIZATION



Thanks to our expert and dedicated teams around the world,
Fives delivers lasting improvements in the performance, availability and profitability
of industrial equipment



TRAINING OFFERS AT EVERY STAGE OF THE LIFECYCLE



FIVES, A PIONEER OF INDUSTRY DECARBONIZATION.

“

20 years ago, we took a bold and visionary step towards the industry of the future. An industry that will either be digital and carbon-free or won't exist at all. We also prioritized research and development programs aimed at the environmental impact of our technological solutions. This pioneering spirit has enabled us to be a key partner in the major transformations of the mobility sector, with the electrification of vehicles, and in green hydrogen, the ultimate low-carbon energy provider.

Frédéric Sanchez, Chairman & CEO of Fives

FOR OVER 20 YEARS, FIVES HAS BEEN PURSUING 3 MAJOR OBJECTIVES IN THE FIGHT AGAINST CLIMATE CHANGE:



Reducing the climate impact
of our operations



Developing ever more innovative
solutions enabling our clients to reduce
their carbon footprint



Directing our business development
towards markets that support the low-
carbon transition

BY 2030, WE ARE COMMITTED TO:

2030

OBJECTIVE

Reducing CO₂ emissions from its activities by **30%** by 2030

→ Results on track to meet the target: -28% between 2019 et 2025.

Developing sustainable industrial solutions

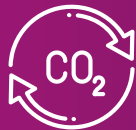
- ✔ To improve our clients' energy performance
- ✔ To transition to low-carbon energy sources
- ✔ To digitalize processes

Targeting key markets

- ✔ Green hydrogen
- ✔ Batteries
- ✔ Nuclear
- ✔ IoT (Internet of Things)
- ✔ Low-carbon transportation

FIVES LEADS A PROACTIVE POLICY IN TERMS OF SUSTAINABILITY.

4 OUR FOUR CSR COMMITMENTS



Contributing to the low-carbon transition of industry through our solutions



Minimizing Fives' environmental footprint



Being a responsible employer



Being a responsible economic player



FIVES, A SIGNATORY OF THE UN GLOBAL COMPACT SINCE 2011.

By renewing its commitment to support and report its actions in accordance with the 10 universal principles and the United Nation's Sustainable Development Goals (SDGs), Fives is further asserting commitment to show that Industry can do it.

76%

of our industrial sites are
ISO 14001 certified

2.41

lost-time accident
frequency rate

0.10

severity rate



WE BELIEVE THAT INDUSTRY IS ONE OF THE KEY ANSWERS TO THE MAJOR CHALLENGES OF OUR TIME, AND WE WORK EVERY DAY TO MAKE IT MORE ATTRACTIVE.



An industry where more than 8,500 employees are committed and give purpose to their mission

- To create new solutions that improve the daily lives of millions of people;`
- And where sustainability is integrated from project conception.



Fives focuses 100% of its activities on providing solutions to reduce the environmental impact of its customers.



An industry that embodies its values based on respect, commitment, and equal opportunity

- Which provides qualified positions in the heart of our regions;
- Promotes women in the workplace with over 500 professions;
- And where nearly 88 different nationalities work together.



An industry that is committed to the growth of those who will make it prosper

- That trains and recruits for high-skilled jobs;
- Where careers and skills evolve;
- Where the development of each individual is an absolute priority.



Fives supports a strong policy of career support and internal mobility, whether it be career or geographical mobility, temporary or long-term.

FIVES IS ABOVE ALL A COLLECTIVE OF PASSIONATE AND COMMITTED MEN AND WOMEN WITH A PIONEERING SPIRIT.

Over **8,500**
employees

83%
of employees received
training during the year

88
nationalities





fives

Industry can do it

Fives

Share capital 74 260 000 €

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