

AUTOMOBILE CLUB DE L'OUEST





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PREPARING FOR TOMORROW, TOGETHER

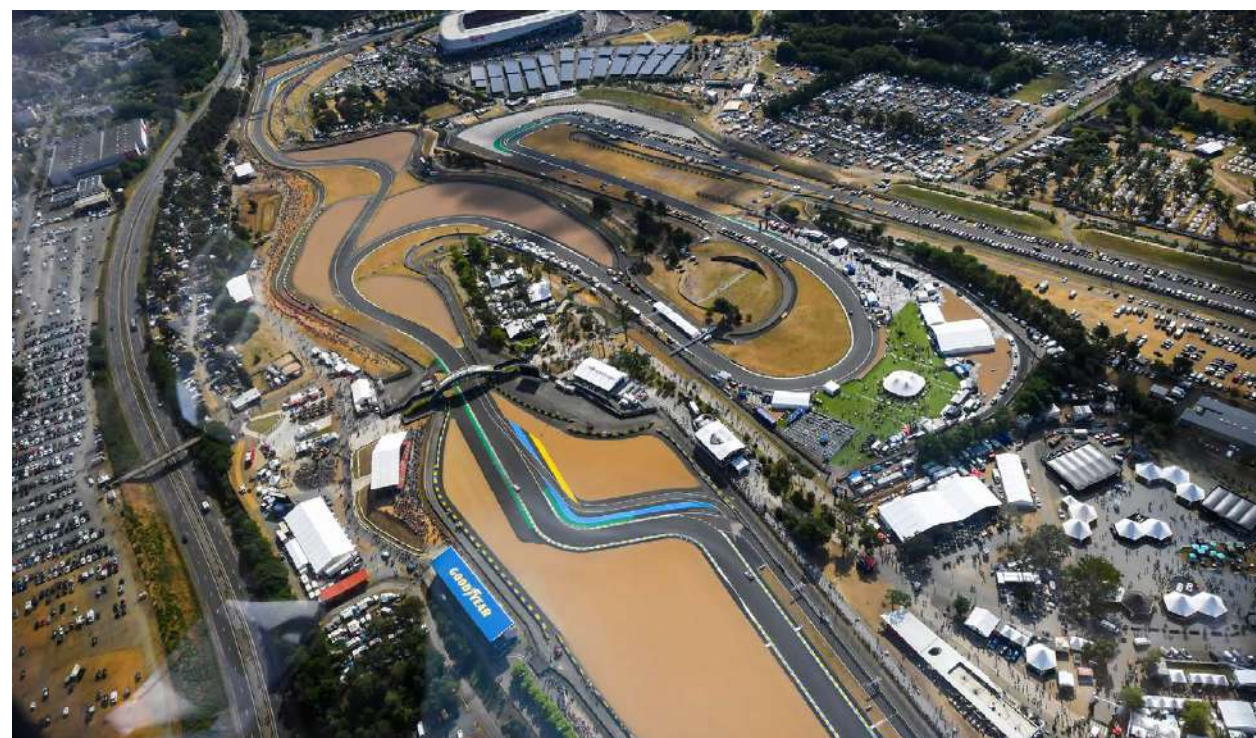
LEXICON

INDICATORS

THE ACO HAS BEEN TRANSFORMING MOTORSPORT FOR OVER 100 YEARS

The Automobile Club de l'Ouest is an association. We believe that passion, performance and responsibility are perfectly compatible.

In 2025, the ACO continued its path to transformation, steering motorsport towards a more sustainable, inclusive model, with more local roots.



We remain committed to our ISO 20121 certification, which acknowledges our responsible management of events, and we have pursued our commitments related to our FIA 3 star status. Both labels are recognition of our continued action toward Corporate Social Responsibility.

In 2025 we launched the Impact Challenge, the first commitment game proposed as part of a major international sporting event. The 8000 contestants earned 16 million points, proving that raising awareness about the climate can be fun, effective and collective. Arrangements for people with disabilities are now the same for all ACO events.

We welcome more school parties and groups of youths to pass on the values of motorsport. The partnership with Le Mans school of mechanics has taken a new shape.

The ACO continues to weigh heavily in the local economy. Our events generate revenue for a wide array of organisations throughout the area.

In the next few years we will be stepping up the pace of Race to Race to 2030, making new investments and compensating for our carbon emissions.

The Green Ticket system for the 24 Hours of Le Mans emphasises the joint commitment between the ACO and our spectators. The ACO will continue steering its whole ecosystem towards responsible, inclusive, innovative motorsport.

ACO FORMATIONS trained some 7000 professionals and taught 5000 children about road safety in 2025.

KEY FIGURES 2025

ACO WORKFORCE

289 employees
 150 men
 139 women
 including 38 apprentices

8700 volunteers in total at the circuit

CLUB

40 000 Members
 221 regional events (including 133 road safety workshops)

367 local representatives | **2** Club track days

EVENTS

24h MOTOS
71200 spectators

GRAND PRIX DE FRANCE LE MANS
311 797 spectators

24h LE MANS
332 000 spectators

LE MANS CLASSIC
238 000 spectators

24h CAMIONS
80 100 spectators

GP EXPLORER
250 000 spectators

24H OF LE MANS MUSEUM

166 681 visitors

1 071 guided tours

KARTING DES 24 HEURES

21 164 karting sessions | **7** 24H Open Kart

7 official competitions | **214** B-to-B/C and Open Kart events

OFFICIAL STORE

550 000 items sold

ACO FORMATIONS

800 days of training in risk prevention for professionals in Le Mans and throughout France

CRITÉRIUM DU JEUNE CONDUCTEUR

10 000 7- to 17-year-olds initiated in road safety

LICENSING

550 customs agents trained to spot counterfeits

RACING DRIVER SCHOOL

+150 days of activities in Le Mans | **5 674** learners in Le Mans

TRACK HIRE

27 720 attendees (18,794 participants + 8,926 accompanying persons)



FOREWORD & VISION OF THE ACO

A WORD FROM PIERRE FILLON



PRESIDENT OF THE AUTOMOBILE CLUB DE L'OUEST

The 120-year-old Automobile Club de l'Ouest defends the belief that passion for motor vehicles and innovation go hand in hand. Our vocation, shared by staff, members and volunteers, guides our action. As a result, the 24 Hours of Le Mans is more than a race, it is a testing ground, shaping tomorrow's mobility.

Today, our founding mission is taking on a new dimension. Faced with environmental challenges, some suggest that cars and ecological responsibility are incompatible. At the ACO, we refuse such a dichotomy. Every day brings further proof that the enthusiasm of our community can drive change for the better. Hybrid engines, renewable fuels, and hydrogen were all tested on track and are now commonplace in production cars.

Sustainable development is not a constraint; it is a pillar of our strategy. By placing environmental and societal causes at the core of our decision-making, our races and our day-to-day business, we shoulder the responsibility that comes with leadership. We are pioneering the transformation of world motorsport. We have a duty to be exemplary. In particular, we owe it to future generations.

Our commitment goes beyond sport. We are conscious of the role we play. The ACO weighs heavily in the local economy and communities. Our events, our infrastructure, and our international reputation contribute to the vitality of our area. Our local roots, combined with our global ambition are a singularity and a strength. The future of motorsport is unfolding here in Le Mans, with passion, with innovation and with an ecological conscience.

Pierre Fillon.

A WORD FROM NICOLAS LE MAN



GENERAL MANAGER OF THE AUTOMOBILE CLUB DE L'OUEST

The year 2025 was an important milestone in our CSR policy. An ideal became a reality. Environmental and societal concerns are now part of everything we do, from design to execution. Our Race to 2030 programme has entered a concrete phase with our first investments in carbon offsetting. We mapped out the route, and now we're taking the steps.

This year, we also made a great achievement in terms of responsible innovation with the launch of the Impact Challenge. The game, part of the 24H EXPERIENCE, makes the ACO a precursor. By involving our spectators in a fun, immersive manner, we are galvanising the energy of our whole community.

We have pursued improvements in catering for people with disabilities and we now offer the same level of accessibility at every race. Accessibility is not an option, it is a given. We also stepped up our school group visits, ensuring that young locals have the chance to see the international events that take place on their doorstep. The extension of the 24 Hours of Le Mans museum reflects our determination to defend and showcase motorsport heritage. The exceptional legacy belongs to all of us and deserves to be passed down from one generation to the next.

This report is part of our commitment to transparency. We shall continue to communicate clearly on our actions, our progress and our challenges. The credibility of our approach depends on it.

Nicolas Le Man

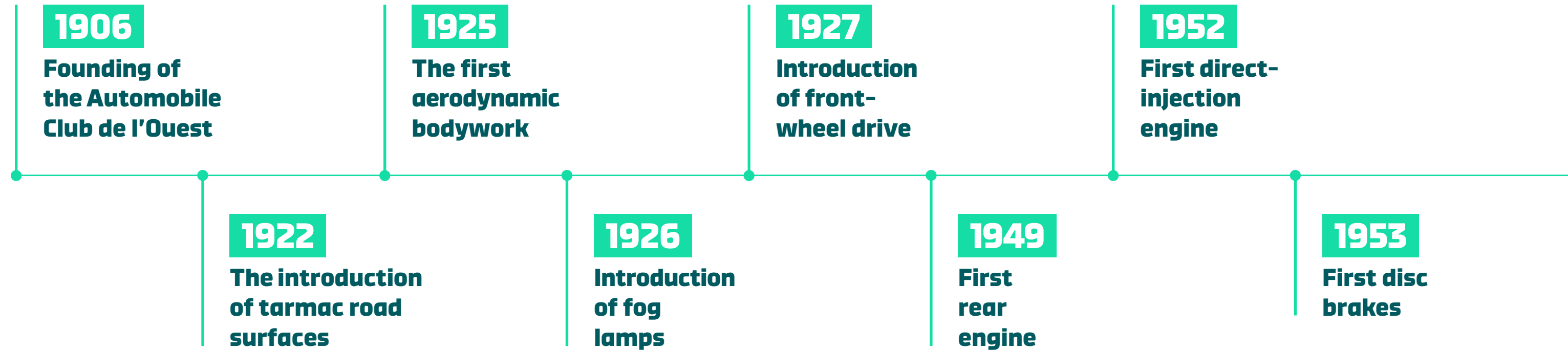


THE ACO PERSPECTIVE

WORKING TOWARDS SUSTAINABLE MOBILITY

Motorsport has reached a turning point in its history. Faced with climate change, expectations within society and the necessity to invent new energy solutions, endurance racing, like other disciplines, must undergo transformation.

This is not a question of survival, it is a question of remaining true to our raison d'être: to pioneer.

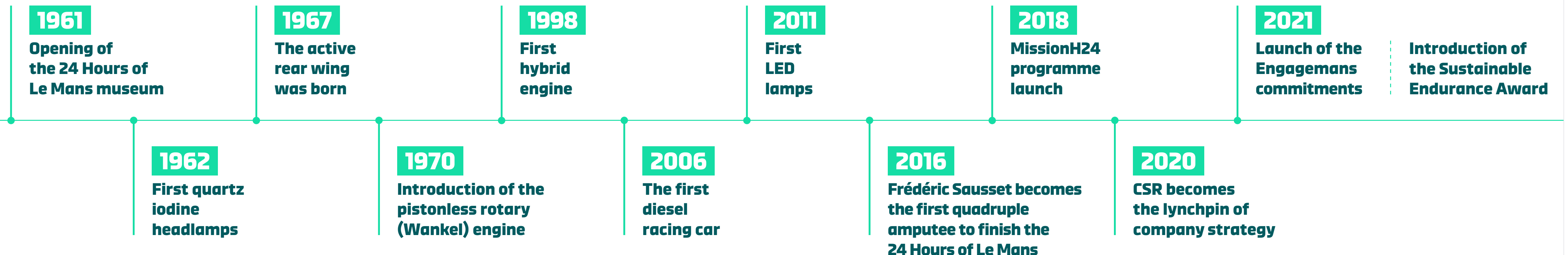


THE ACO PERSPECTIVE

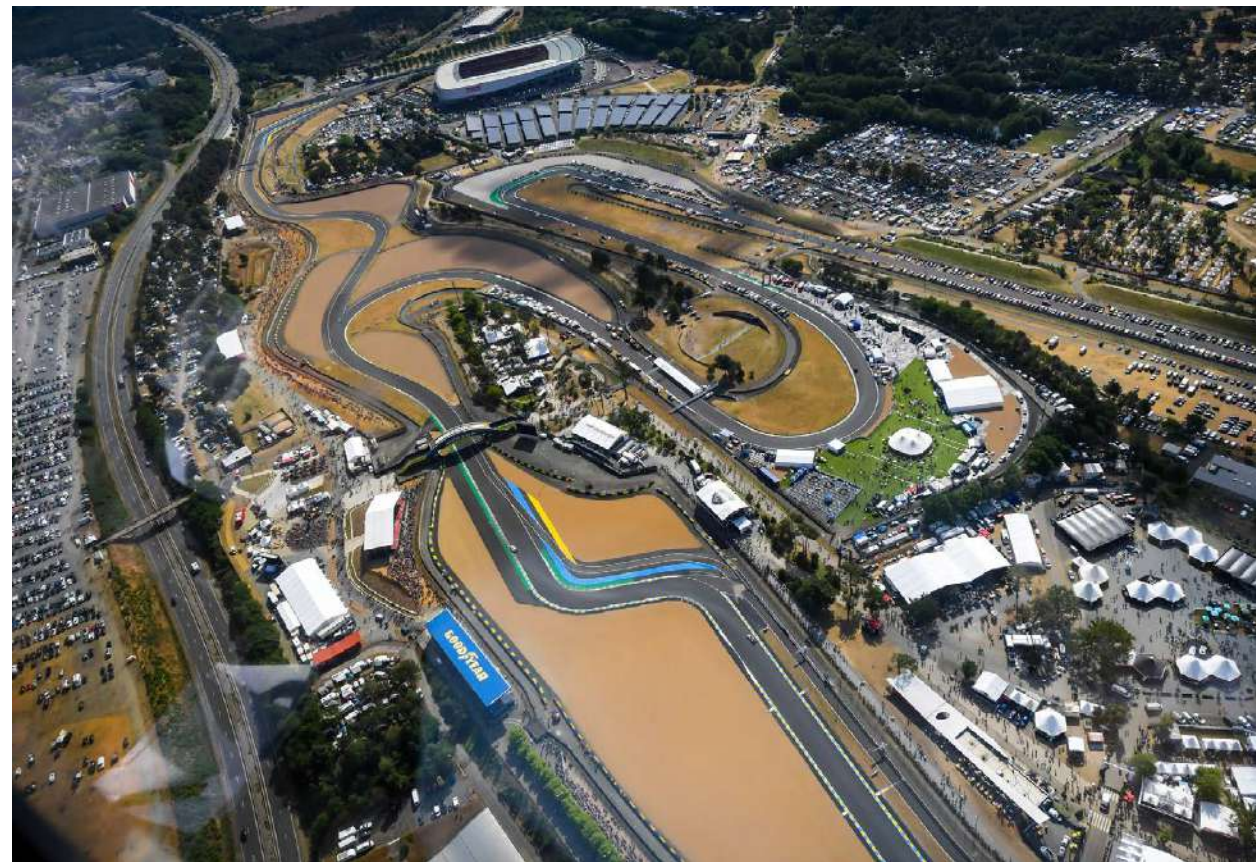
Our carbon footprint demands the transformation of our activities. We are aware that to increase the social acceptability of motorsport we must prove that it is possible to be both passionate and responsible. Finding new avenues in energy efficiency is a challenge and also where we excel. These issues are undissociable. They trace the outlines of profound transformation that the ACO has elected to fully embrace.

The 24 Hours of Le Mans has been a testing ground for over a century. Disc brakes, rearview mirrors, halogen lamps, and hybrid technology have all been tested and approved on our circuit before going on to be fitted on everyday cars. We exist to break new ground. It is what we do. Today, our role as a pioneer comes with a special responsibility, to accelerate the transition towards sustainable motorsport. Sustainable motorsport? Yes, we make steps in that direction every day, with small actions, and bigger projects.

Since LMP1 cars adopted hybrid engines in 2012, the technology has become widespread. At the time, sales of electric vehicles in France amounted to 30,000, compared to 700,000 last year. Renewable fuel is now used by all FIA WEC competitors, resulting in an impressive reduction in carbon emissions. Progress continues with the introduction of hydrogen in racing, thanks to the MissionH24 programme which is preparing a special class at the 24 Hours of Le Mans.



THE ACO PERSPECTIVE

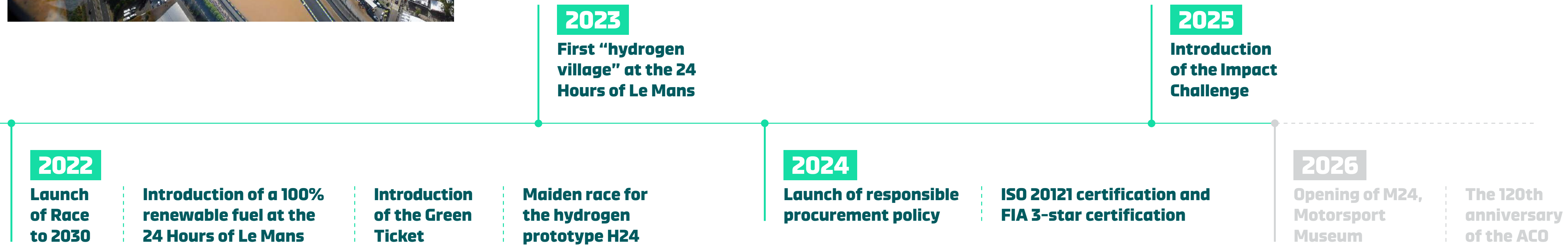


Motorsport is not the only sector travelling this path. We are leading the way to tomorrow's mobility. The technology we develop, test and approve in the extreme conditions of endurance racing will benefit the world's motorists.

The ACO's intention is to serve all road users, and to play a part in new mobility, beyond the track. Technology introduced at Le Mans today will be fitted on production cars tomorrow, as has been the case for a century.

Sustainable motorsport is not a contradiction in terms. It's a way to drive change, accelerate innovation and point to a bright future.

The ACO undertakes to play a major part.





THE ACO - COMMITTED TO RESPONSIBLE ACTION

OUR ASSOCIATION STATUS IS THE BASIS OF OUR RESPONSIBILITY

THE AUTOMOBILE CLUB DE L'OUEST IS AN ASSOCIATION

Our status shapes our actions and our philosophy. The ACO is not accountable to shareholders. We are accountable to our members, represented by a board which sets out our strategy. Thanks to this governance, we act in the best interests of the group we represent.

Our organisation is headed by a Chairman (or President) and a General Manager. Their complementarity plays out in two key bodies – the Executive Committee, which lays out a strategic vision and the Management Committee, responsible for operations. A CSR committee was introduced to coordinate and monitor our social responsibility across the association and in all key procedures.

01 STRATEGIC VISION

CHAIRMAN AND EXECUTIVE COMMITTEE

BOARD OF ADMINISTRATION

02 OPERATIONS

MANAGEMENT COMMITTEE

GENERAL MANAGER

HUMAN RESOURCES

ADMINISTRATIVE, LEGAL AND FINANCIAL

RACING

SALES, TV AND CUSTOMER EXPERIENCE

COMMUNICATIONS & CSR

CLUB ACO

OPERATIONS

HERITAGE

03 COORDINATION & IMPLEMENTATION

CSR COMMITTEE

CSR DEPARTMENT

OUR ASSOCIATION STATUS IS THE BASIS OF OUR RESPONSIBILITY

“Sustainable performance is tied to sporting performance. To innovate is to marry technological demands with environmental responsibility and long-term vision.”

Pierre Fillon
ACO President

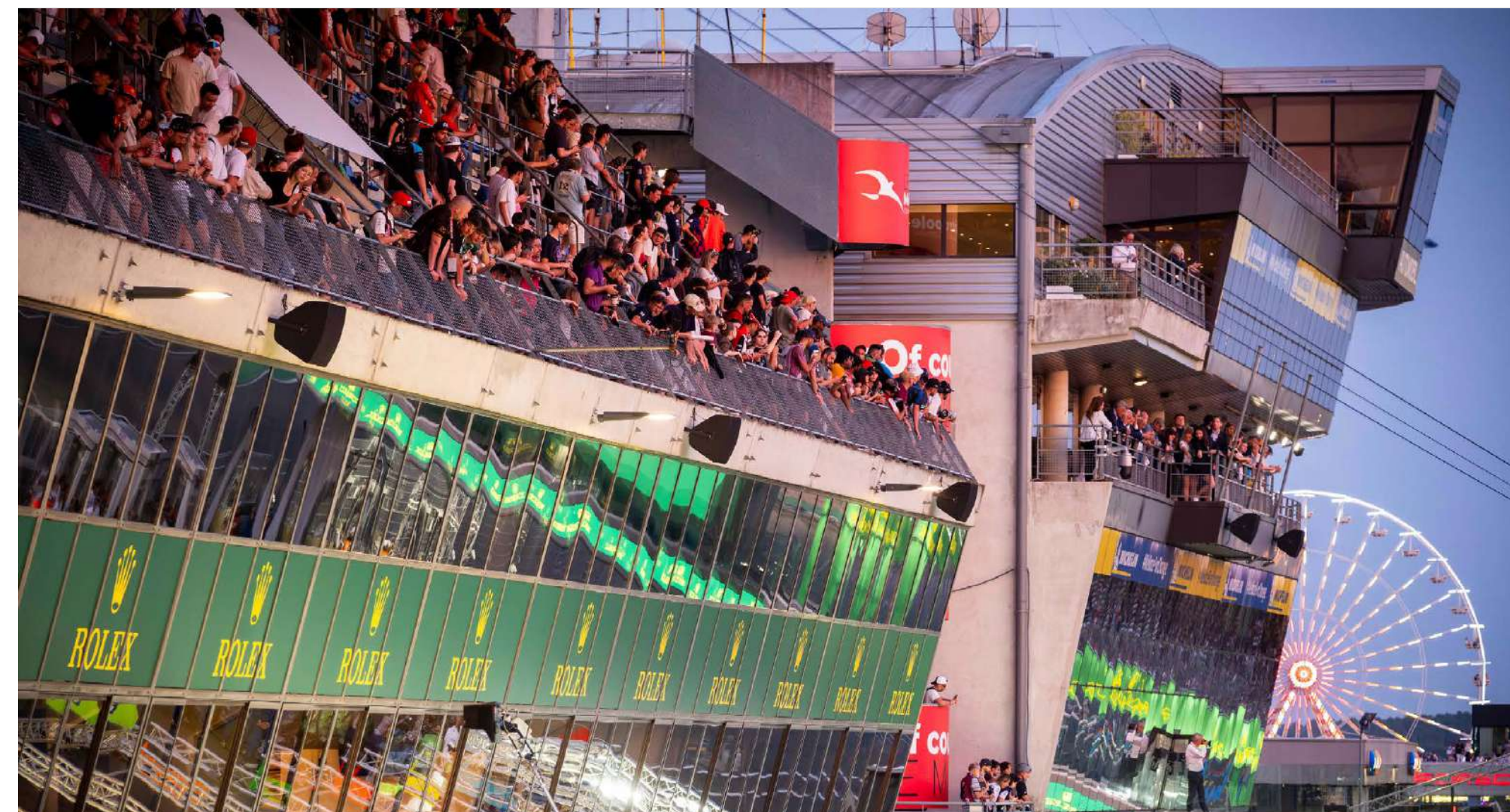


As an international sporting event organiser, infrastructure manager, defender of motorists, and a player in the tourism and innovation sectors, we are part of a diverse ecosystem with a variety of needs.

This diversity underlines our singularity. Members, spectators, partners, carmakers, teams, local authorities, local residents, media outlets, volunteers and staff members all have specific needs to be heard, understood and catered for in our strategy. The ACO is where sport meets tourism, local meets global, past meets future. Our landmark position requires transparent communication and consultation before action. It also means combining diverse expertise.

The ACO boasts a wealth of professions: event organisation, circuit management, spectator services, public relations, communications, technological innovation, and heritage. The range of our proficiency is a major advantage in the implementation of our cross-organisation CSR programme, which is relevant to all our business lines. Responsibility is part of everything we do, and boosts our advancement.

Conscious that environmental and social transitions must coincide, the ACO has elected to involve its partners and suppliers in its CSR strategy. With governance leading the way, ACO teams translate long-term strategy into day-to-day actions, making our commitments a reality. Effectiveness comes from working together.

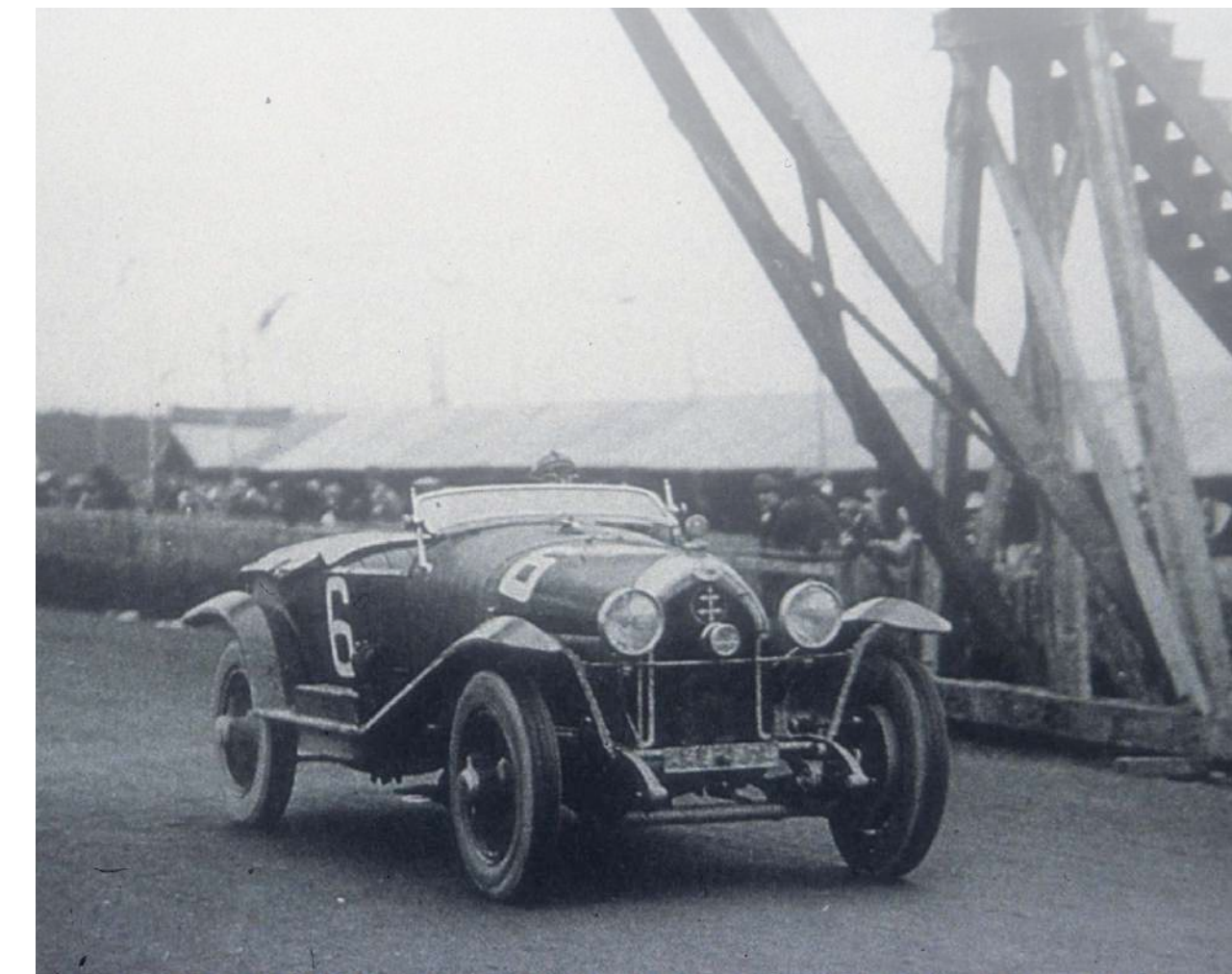


THE FOUNDATIONS OF A 100-YEAR-OLD COMMITMENT

A CENTURY-LONG CONTRIBUTION TO MOTORING

The history of the Automobile Club de l'Ouest is inextricably linked to that of world motorsport. Founded in 1906, the club emerged in a context of enthusiasm for the motor car, at a time when it was a symbol of progress and modernity. From the outset, the ACO had two vocations: to defend the interests of motorists and to promote racing as a vector for innovation.

In 1923, the vision took on a new dimension with the organisation of the inaugural 24 Hours of Le Mans. On 26 May, 33 teams set out for the first running of what was to become an iconic race. In 1924 the event was scheduled in mid June, and bar a few exceptions, has taken place at that time ever since. The unique 24-hour non-stop format demands reliability, stamina and innovation on the part of carmakers and their teams.



- 1923**
The first 24 Hours of Le Mans
- 1957**
The young drivers' contest Critérium du Jeune Pilote
- 1960**
Go-karting introduced
- 1961**
Opening of the 24 Hours of Le Mans museum
- 1963**
Mobile Road Safety Offices introduced
- 1965**
Opening of the Bugatti circuit (permanent track)
- 1978**
First 24H Motos
- 1981**
First 24H Camions

THE FOUNDATIONS OF A 100-YEAR-OLD COMMITMENT

The following decades confirmed Le Mans as a technological laboratory. In 1953, Jaguar triumphed thanks to their disc brakes. A decisive innovation. The technology having stood up to the test of such gruelling race conditions, it went on to be used on production cars the world over. Once again, new technology introduced at Le Mans ended up benefitting all motorists.

In 1988, before the chicanes were added in 1990, the WM Peugeot hit 405 kph on the Mulsanne Straight. Every improvement is further proof of the ACO's ability to provide a great show, with state of the art technology, in a safe environment.

The race evolves to keep pace with safety requirements and competitive demands. In 1971, the well-known "Le Mans Start", in which drivers would run to their vehicles, was judged too dangerous and replaced by a rolling start.

Since 1999, the ACO's influence has extended beyond Le Mans. The American Le Mans Series (ALMS) was introduced in the USA, followed by the Le Mans Endurance Series in 2004, known as the European Le Mans Series (ELMS) since 2012. That same year, the ACO and the FIA founded the FIA World Endurance Championship (WEC), with Le Mans as the competition's flagship race. The ACO became the lynchpin of automotive endurance racing.

IN 2023, THE 24 HOURS OF LE MANS CELEBRATED ITS CENTENARY



100 YEARS of motoring, passion and innovation.

100 YEARS of shaping international motorsport.

100 YEARS of major carmakers and great drivers.

100 YEARS of commitment to people and their cars.

1999
Introduction of the American Le Mans Series (with Don Panoz)

2002
First Le Mans Classic

2004
Introduction of the European Le Mans Series

2012
Introduction of the FIA World Endurance Championship

2013
Creation of the Asian Le Mans Series | opening of the international Karting track

2018
MissionH24 programme launch

2022
First GP Explorer

2023
24 Hours of Le Mans Centenary

THE FOUNDATIONS OF A 100-YEAR-OLD COMMITMENT

STRONG VALUES TO TRACE A PATH TO TOMORROW'S MOBILITY

Six fundamental values guide the Automobile Club de l'Ouest's day-to-day action. They are the basis of our culture and permeate our decision-making.

INDEPENDENCE

As a club, the ACO is proud of its political, financial and economic independence. This autonomy guarantees our free will in determining our strategy, and our far-reaching outlook, unbridled by short-term pressures.

PASSION

The ACO nurtures passion for motoring and racing, with the 24 Hours of Le Mans at the forefront. We share the passion far and wide, by making the circuit as accessible as possible.

ETHICS

We display sportsmanship in everything we do. We demonstrate meticulousness, responsibility, integrity, loyalty and respect for the environment. Our ethical standpoint leads to consistently high standards, acknowledged by ISO 20121 certification and FIA 3-star environmental credential, the highest distinctions for responsible sports event management.

EXCELLENCE

We strive to show professionalism at all times. We continuously improve the quality of our services thanks to the commitment of our staff and volunteers.

TEAM SPIRIT

The ACO is people-focused. Endurance racing is about human endeavour, team spirit, cooperation, courage, tenacity, fair play, and challenge. We forge inter-generational ties thanks to our partnership with the Garage École du Mans school of mechanics and the programme enabling students to join race teams as part of their course. We uphold the spirit internally with events such as the 2024 Sustainable ACO Award when 286 staff members supplemented their knowledge of ecology and Corporate Social Responsibility thanks to a teambuilding exercise.

CONTINUITY

We take a long-term view, drawing inspiration from the past and protecting our legacy. Our association cherishes the legend of the race and the spirit of Le Mans, prepares the future and encourages responsible, sustainable innovation. The extension of the 24 Hours of Le Mans museum reflects our determination to defend and showcase motorsport heritage.



THE FOUNDATIONS OF A 100-YEAR-OLD COMMITMENT

OUR MISSIONS LAST LONGER THAN 24 HOURS

The Automobile Club de l'Ouest pursues four complementary missions that define our identity and our contribution to society.

DEFENDER OF MOTORISTS' INTERESTS

True to its original vocation, the ACO assists all members, motorists or motor cyclists. A team of specialist legal advisors offer advice, assist with vehicle transactions and defend their interests if they commit a driving offence. ACO membership covers the cost of tuition for penalty point recovery, and thanks to our partnership with COVEA Legal Protection, the cost of legal proceedings. This historic mission serves as a reminder that the ACO is not just an event organiser, it's a club that offers services to its members. The mission was important to the people who founded the club over a hundred years ago, and still is today.

ORGANISER OF EXCEPTIONAL EVENTS

The ACO organises world-renowned automotive events. The 24 Hours of Le Mans of course, and also the 24H Motos, the 24H Camions, the 24H Karting and the FIA WEC and ELMS championship races. Each event involves thousands of professionals, volunteers and marshals and attracts hundreds of thousands of people from all over the world. Producing excellent events is our core competence.



CONTRIBUTING TO SUSTAINABLE MOBILITY

The ACO is resolutely committed to responsible mobility. All FIA WEC cars have been running on Excellium Racing 100 since 2022. The 100% renewable fuel is derived from French winery biomass. Carbon emissions have been reduced by 65% as a result. The MissionH24 programme is preparing to introduce hydrogen prototypes at the 24 Hours of Le Mans. In 2010, the "Le Mans of the future" parade trained the spotlight on vehicles running on alternative energy. The project continues a legacy of technical and technological evolution benefitting mobility for all.

SUPPORTING INNOVATION

The 24 Hours of Le Mans is a unique test bed. The extreme demands of endurance racing – reliability, performance and efficiency – urge carmakers to develop solutions that will ultimately be used on road cars. The transfer of technology from racetrack to road is a reality. In 2023 we included participation in the Sustainable Endurance Award in the regulations to reward innovative actions in favour of environmental and social responsibility. CSR is key to our work and we encourage virtuous, concrete, committed action.

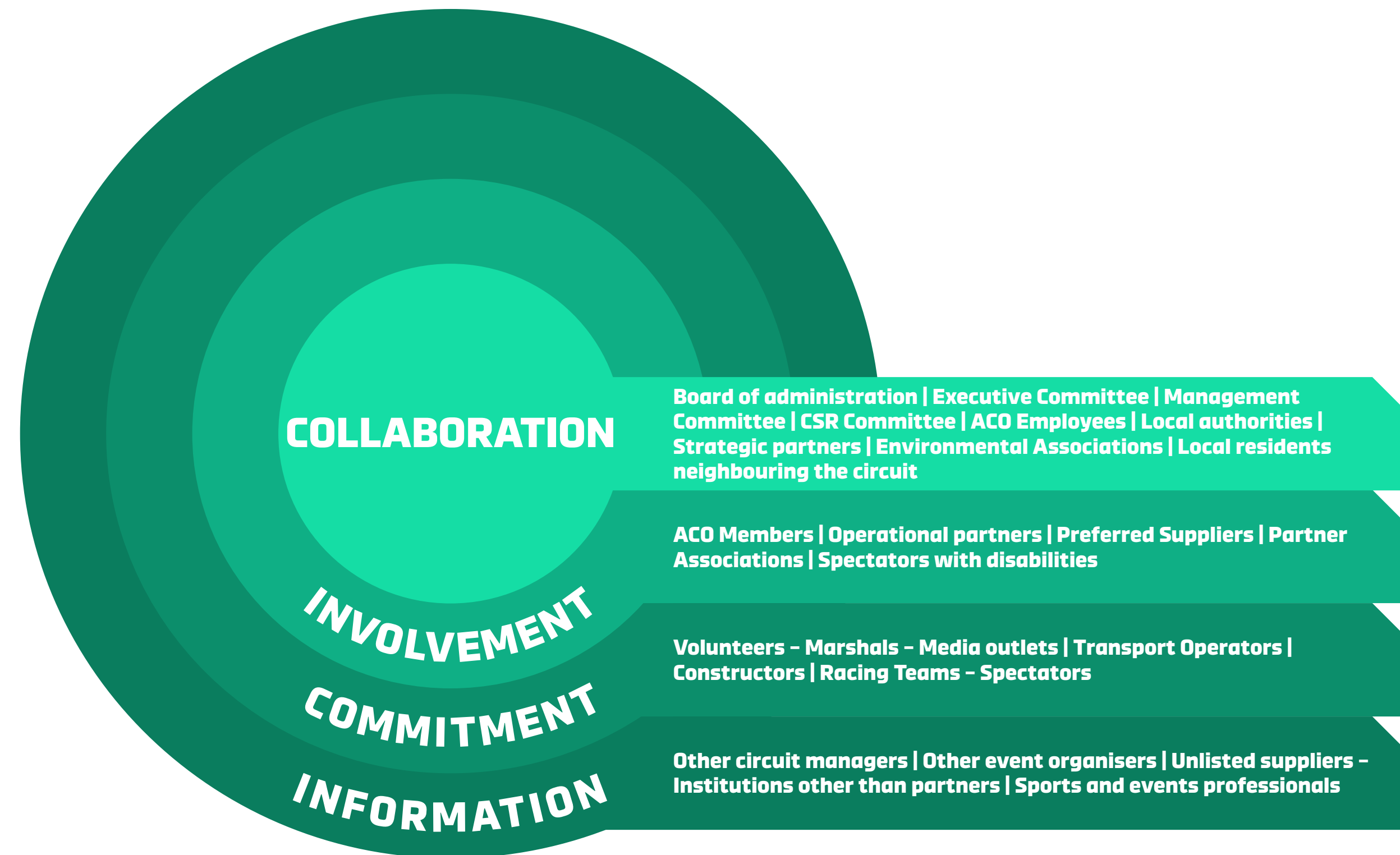
A RICH, DIVERSE ECOSYSTEM

The Automobile Club de l'Ouest is part of a particularly dense ecosystem. Thanks to our diverse activities, we have ties with a host of actors with varied expectations, some shared, some completely distinct.

An indispensable prerequisite to any corporate social responsibility model is to draw up a map of organisation's ecosystem to pinpoint the expectations of each party.

So, we began by mapping our ecosystem. The ACO has relations with a wide spectrum of individuals and bodies: environmental associations, volunteers, marshals, local authorities, media outlets, local residents, spectators and our governing bodies. Each party has its own special relationship with the ACO, and we adapt our interactions accordingly.

To structure our approach we have sorted all interested parties into four levels of commitment, according to the intensity of the relationship and the degree of implication in our CSR model.



A RICH, DIVERSE ECOSYSTEM

COLLABORATION

The inner circle is composed of those with whom the ACO co-builds actions and co-develops projects. These actors may be partners, co-decision makers or regularly consulted. They are – notably – our governing bodies (Executive Committee, Management Committee, CSR Committee), staff, local authorities and also local residents, environmental associations, partners and sponsors. Relations with these entities are close, continuous and strategic.

INVOLVEMENT

The second circle comprises the people who bring our events and activities to life. They have a key role to play. This group includes our members, partners, spectators with disabilities, associations, and the Porsche Experience Center located within our grounds. They are directly involved in implementing our CSR policy. Their observation of its provisions and their progress in addressing issues directly influences our success in meeting our targets.

The map is updated constantly. It changes from one project to the next, and depends on partners and issues at stake. It is a precious tool. It helps us adapt our messages according to their audience, ensuring that our CSR policy is understood, shared and upheld by the entire ecosystem.

COMMITMENT

The third circle concerns the parties that we wish to mobilise to help reach our goals. Volunteers, marshals, media outlets, transport operators, constructors, teams and spectators all share interests with the ACO and can help amplify our positive impact. Clear explanation of our policy convinces these parties to come on board.

INFORMATION

The fourth circle covers the people we inform about our actions and our progress, and whose feedback we integrate. Where possible, individual, direct communication channels are used. Other circuit managers, other sports event organisers, and suppliers who are not listed with the ACO all have legitimate interest in our commitments and achievements, to be inspired by them, to use them as models or to challenge them. Our transparent CSR communication fulfils this requirement.



ACO STRATEGY

ACO STRATEGY

A STRATEGY BASED ON INTERNATIONAL SYSTEMS OF REFERENCE

The ACO's CSR policy was not drawn up behind closed doors. It is part of a demanding framework aligned with acknowledged international standards.

This approach affords consistency, comparability with accepted best practices and credibility in the eyes of all concerned.

CONTRIBUTION TO UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS

The United Nations Agenda 2030 defines 17 Sustainable Development Goals (SDGs) to stimulate action in favour of a fairer, more sustainable world. The ACO has identified 9 SDGs to which we can contribute directly.

In terms of education (Goal 4), the ACO provides quality tuition for trainee automotive mechanics as a partner of the Garage École du Mans.

We help further Goal 5 – Achieve gender equality and empower all women and girls – with initiatives such as Le Mans au Féminin, our support for the FIA Women in Motorsport programme and our internal policy on gender equality.

The development of hydrogen power in racing with MissionH24 and the circuit's 100% green electricity contract illustrate our commitment to clean energy, a contribution to Goal 7 – Ensure access to affordable, reliable, sustainable and modern energy for all.

The ACO plays a part in local economic growth, which is part of Goal 8 – Promote sustained, inclusive and sustainable

economic growth, full and productive employment and decent work for all.

Goal 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation – is apparent in the continuous improvements to the circuit.

We play a part in reducing inequality (Goal 10) by rendering the circuit accessible to all and assisting persons with disabilities during their visit.

Our responsible procurement policy is a reflection of Goal 12 – Ensure sustainable consumption and production patterns.

Our Race to 2030 programme shapes our action to combat climate change.

Finally, our partnerships with local authorities, the FIA, the FFSA and the entire institutional ecosystem are the embodiment of Goal 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development.

SUSTAINABLE DEVELOPMENT GOALS

4 QUALITY EDUCATION

ACO Actions / Initiatives

- ✓ ACO Training Courses
- ✓ Garage École du Mans

Link to our actions

Vocational training and apprenticeships to support and develop the skill set of young local people.

8 DECENT WORK AND ECONOMIC GROWTH

ACO Actions / Initiatives

- ✓ Impact on local economy

Link to our actions

Local job creation, boosting local economy thanks to ACO events.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

ACO Actions / Initiatives

- ✓ Responsible procurement policy

Link to our actions

Adoption of responsible procurement practices and resource management.

5 GENDER EQUALITY

ACO Actions / Initiatives

- ✓ Women at Le Mans Women in Motorsport Gender Equality Agreement

Link to our actions

Promotion of gender equality, mixed gender racing and workplace equality.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

ACO Actions / Initiatives

- ✓ Improvements to the circuit

Link to our actions

Modernisation and innovation of infrastructure to guarantee safety and performance.

13 CLIMATE ACTION

ACO Actions / Initiatives

- ✓ Race to 2030

Link to our actions

Commitment to reduce carbon emissions in line with international climate goals.

7 AFFORDABLE AND CLEAN ENERGY

ACO Actions / Initiatives

- ✓ Hydrogen development Green
- ✓ Electricity contract

Link to our actions

Energy transition via the use of renewable energy and carbon footprint reduction .

10 REDUCED INEQUALITIES

ACO Actions / Initiatives

- ✓ Improved accessibility
- ✓ Assistance for people with disabilities during races

Link to our actions

Improved accessibility for visitors with disabilities.

17 PARTNERSHIPS FOR THE GOALS

ACO Actions / Initiatives

- ✓ Local authorities, institutions (FIA, FFSA, etc.)

Link to our actions

Active collaboration with institutional partners to further the global impact of our actions.

THE ACO'S CSR STRATEGY

PROOF OF OUR COMMITMENT

Besides the SDGs, we have also aligned our practice with demanding standards in the sports and events sectors.



We hold FIA **Three-Star Environmental Accreditation**, the highest level awarded by the federation.

The rating, achieved in 2024, acknowledges our commitment to seek continual improvement through the implementation of an environmental management system.

As such, the ACO is an international benchmark in terms of sustainability in motorsport. Within the motorsport world, the FIA accreditation is a recognised authority.



Initially developed for the London Olympic Games in 2012, **ISO 20121 certification** has become a benchmark for international sporting events.

It is the acknowledgement of a responsible event management set up that makes sustainability the starting point when planning and hosting events, considering their social, economic and environmental impact.

The certification underlines the ACO's intention to align with the world's best practices in event organisation.



Continuous improvement is part of the process. Transformation must be sustainable.

THE ACO'S CSR STRATEGY

THE THREE PILLARS

The ACO's three-pronged CSR policy is made up of a number of commitments, known in French by the portmanteau word EngageMans. The name emphasises that our commitments are part of our identity, and stem from our roots. Social responsibility is part of the ACO's make-up.

The three pillars shape our actions and mobilize energy throughout the organisation. They are a response to expectations, to ISO 20121 and FIA demands and to the challenges of our times.

The three pillars are not isolated. They support each other and underpin everything we do. Together, they form a roadmap for an organisation that shoulders its responsibility as a major player in motorsport transformation.



ENGAGEMANS COMMITMENTS FOR THE PLANET

covers the steps we are taking to combat the climate crisis. The Race to 2030 programme is designed to reduce our carbon emissions, hydrogen development reflects our commitment to sustainable mobility, and our management of the woodland alongside the track is responsible.



ENGAGEMANS COMMITMENTS FOR A RESPONSIBLE ECONOMY

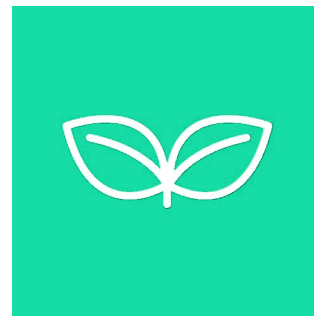
translate our intention to be exemplary on sustainable management and positive local impact. These commitments concern resource management, supply chain, partnerships with local actors and our contribution to the vibrancy of the local economy.



ENGAGEMANS COMMITMENTS FOR ALL

make human beings the focal point. These commitments cover the solidarity and mutual assistance that are the DNA of the 24 Hours of Le Mans and endurance racing. This covers our action in favour of a more inclusive, accessible, united society.

THE ACO'S CSR STRATEGY



ENGAGEMENTS COMMITMENTS FOR THE PLANET

The first of the three areas covers the steps we are taking to combat the climate crisis.

We adopted a sustainable development approach several decades ago, but we now have a clear mission: reduce our emissions by 30% by 2030 and achieve carbon neutrality.

OUR TARGETS

- *Optimise energy management at the circuit to favour sobriety.*
- *Manage our natural resources sustainably.*
- *Develop low-carbon mobility.*

A DETAILED ROADMAP

Race to 2030 is the operational framework of our combat against climate change.

We shall act in two ways: reduce our emissions by 30% and offset the remaining 70% by investing in certified carbon sequestration projects.

This roadmap, backed up by a full carbon audit, is monitored annually and updated regularly. This report is one of the communication vectors.

TOWARDS CARBON-FREE ENERGY

Hydrogen is the next step towards carbon-free racing. The MissionH24 programme is preparing to introduce hydrogen prototypes at the 24 Hours of Le Mans.

At the same time, all cars entered in the FIA WEC have been running on Excellium Racing 100 since 2022. The technology having been tested and approved under racing conditions, it will shape tomorrow's mobility.

RESPONSIBILITY TOWARDS BIODIVERSITY

The ACO is also committed to the protection of biodiversity.

As manager of the woodland bordering the circuit, we are directly responsible for the preservation of local ecosystems.

This aspect, although less visible than our events, is part of our environmental commitments.

THE ACO'S CSR STRATEGY

OUR RACE TO 2030

Climate change is the major challenge of our times. The Paris Agreement sets a clear goal: to hold global temperature increase to well below 2°C.

To contribute to this effort, the ACO has implemented a roadmap named Race to 2030.

“We shall continue striving to reduce our footprint and increase our positive impact. Every project, every event is an opportunity to be more sustainable.”

Nicolas Le Man
ACO General Manager

FIRST MEASURE, THEN ACT

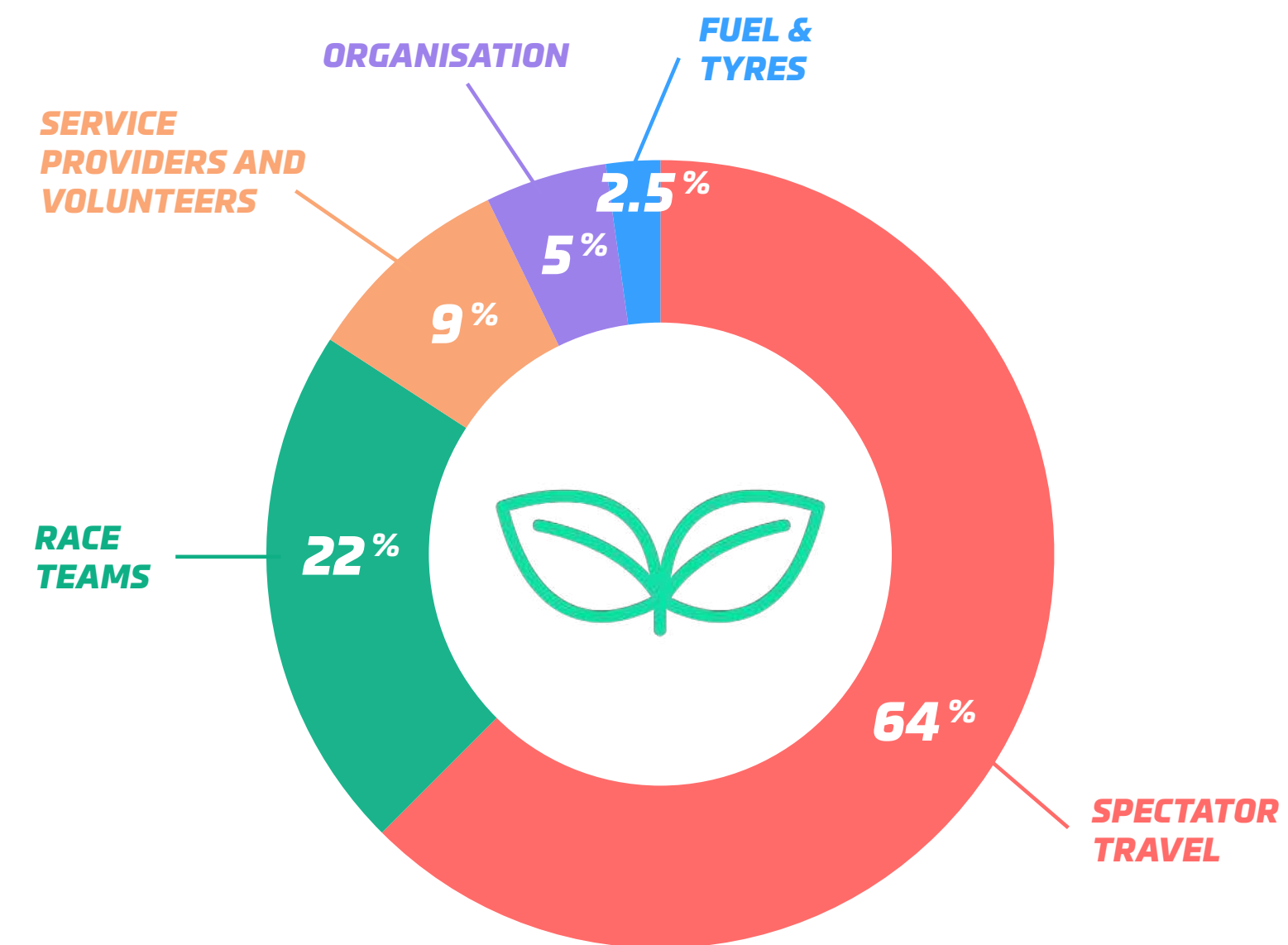
Climate strategy begins with an audit.

The ACO conducted a full carbon audit using ADEME methodology, and covering the three scopes of emissions: direct emissions (scope 1), energy-related indirect emissions (scope 2) and other indirect emissions (scope 3).

The result was 157,000 tonnes of Carbon Dioxide Equivalent, which is the same as a town with a population of 20,000.

The breakdown of the source of our emissions was enlightening: spectator travel represents 64% of our footprint, followed by competitors (22%), service providers and volunteers (9%), then the circuit and organisation (5%). Interesting fact: fuel and tyres for the race only represent 2.5% of the total.

The climate impact of an event such as the 24 Hours of Le Mans stems from travel, not the race itself.



THE ACO'S CSR STRATEGY

A TWO-PRONGED STRATEGY: ELIMINATE AND COMPENSATE

Thanks to this measurement, the ACO drew up an ambitious two-track roadmap: Eliminate 30% of our emissions and compensate for the rest, and therefore be carbon neutral by 2030.

-46%

Regarding Scope 1 and 2 emissions, the target is to reduce emissions by 46% compared to 2019.

Our priority is to use alternative fuels – all FIA WEC cars already run on the 100% renewable fuel Excellium Racing 100 – to use low-carbon energy – our electricity supply is 100% green – and install clean generators – we are gradually introducing hydrogen-powered generators.

-27.5%

For Scope 3, the target is to reduce emissions by 27.5% compared to 2019.

We can do so in several ways: develop responsible catering (food represents 12% of our emissions), encourage spectators to use low-carbon transport to travel to the race, optimise our logistics and promote clean mobility on site.

For the remainder, the ACO invests in certified carbon offsets: Abroad, Gold Standard or VCS carbon sequestration programmes (replanting forests and supporting renewable energy).

In France, official Label Bas Carbone low carbon projects. Finally, a share of investment is devoted to research into sequestration technology, to prepare for the future.



THE ACO'S CSR STRATEGY

HYDROGEN, FOR CARBON-FREE RACING

Alongside its offsets, the ACO backs technological innovation to assist in the energy transition, moving towards carbon-free racing and carbon-free mobility in general.

The MissionH24 programme is a pioneering project. Hydrogen is the next step towards carbon-free racing. A class for hydrogen prototypes will be introduced in the FIA WEC and the 24 Hours of Le Mans in the near future. Once tried and tested on track, the reliable, high-performance solution will be implemented more widely.

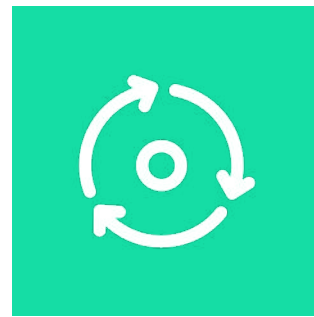
Race to 2030 is not a vague promise. It is a precise roadmap, monitored and updated annually.



“Hydrogen is a major milestone in the history of endurance racing. Here in Le Mans, our testing ground is a springboard to carbon-free mobility.”

Pierre Fillon
ACO President

THE ACO'S CSR STRATEGY



ENGAGEMENTS COMMITMENTS FOR A RESPONSIBLE ECONOMY

The second lynchpin of our CSR strategy is central to the organisation of our events. From sustainable management to our contribution to local economies, we consider the impact of everything we do.

These commitments have a positive impact on our entire operation: circuits, events and merchandise.

OUR GOALS

- A sustainable supply chain.
- Involve our partners in our CSR strategy.
- 80% reuse of materials by 2030.

LOCAL ROOTS

The ACO is deeply rooted within the economic and social fabric of La Sarthe. Our events generate revenue for a wide array of sectors throughout the area: accommodation, catering, shops and transport.

Economic contribution confers responsibility. We therefore favour local actors to maximise our positive impact within our immediate environment.

A RESPONSIBLE SUPPLY CHAIN

We work closely with our listed suppliers to extend our CSR criteria to our supply chain. Under our responsible procurement approach, we select committed suppliers and support their transition.

This applies to all our procurement, from infrastructure to services.

EXEMPLARY RESOURCE MANAGEMENT

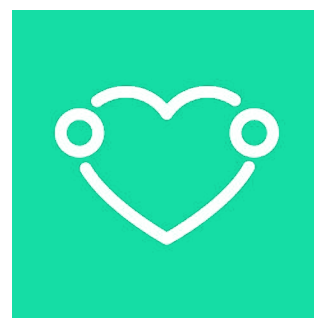
Waste management is a major issue for an event that attracts hundreds of thousands of spectators. In partnership with Paprec, we have installed 2,000 new recycling stations around the circuit. The rate of reused/recycled matter increased from 45% in 2023 to 56% in 2024.

Our goal is 80% by 2030..

MORE SUSTAINABLE CATERING

Onsite catering represents 12% of our carbon audit. We include our caterers and restaurants in our Race to 2030 programme, with specific demands: local sourcing, fewer disposable containers, less food waste and use of biowaste.

THE ACO'S CSR STRATEGY



ENGAGEMENT'S COMMITMENT FOR ALL

The third lynchpin of our CSR strategy places supportiveness and unity at the heart of our development. Solidarity is part of the genetic make-up of the Le Mans 24 Hours, endurance racing and the ACO.

These commitments involve promoting a more inclusive, responsible society. They correspond to an overriding priority at ACO: putting people first.

OUR GOALS

- Use the circuit as part of our commitment.
- Tailor spectator experience to visitor categories.
- Promote equality.

INCLUSION AS A GIVEN

We are adamant that everyone should be able to attend our events. Everyone, whatever gender, age or disability.

Arrangements for people with disabilities are now the same for all ACO events. We have rendered the circuit accessible to all, and undertake to continue improvements.

AIMING FOR MIXED-SEX MOTORSPORT

ACO intends to lead the way to mixed-sex motorsport. We support the FIA Women in Motorsport scheme whose goal is to make women in motorsport more visible, whether they are drivers or behind the scenes.

In-house, the ACO has signed a corporate agreement to promote gender equality in the workplace.

THE VALUE OF TRANSMISSION

We also stepped up our school group visits, ensuring that young locals have the chance to see the international events that take place on their doorstep.

We provide quality tuition for trainee automotive mechanics as a partner of the Garage École du Mans.

In 2024 16 students joined prestigious race teams for the 24 Hours of Le Mans and were flagbearers during the starting ceremony.

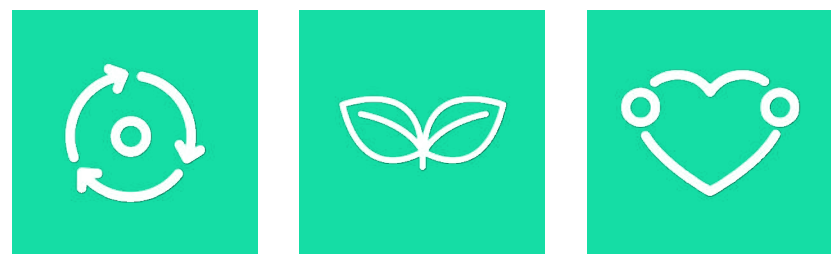
COMMITTED TO BEING SUPPORTIVE

The ACO hosts and supports many associations.

Thanks to our longstanding partnership with Mécénat Chirurgie Cardiaque we use the notoriety of our events to promote causes that surpass motorsport.



ACHIEVEMENTS & SUCCESSIONS



GETTING OUR SPECTATORS ONSIDE

With spectator travel accounting for 64% of our carbon footprint, we cannot reduce the emissions generated by the 24 Hours of Le Mans unless spectators play their part. The ACO has therefore opted to get the fans involved through two complementary schemes: Impact Challenge (available through the 24H EXPERIENCE app) and the Green Ticket Programme.

IMPACT CHALLENGE: A STUNNING START!

Launched ahead of the 93rd 24 Hours of Le Mans (2025), Impact Challenge certainly delivered on its commitments. This competition, integrated into the 24H EXPERIENCE app, challenged spectators to fulfil over 170 "missions" related to the CSR commitments of the ACO and our partners by taking part in the EngageMans quiz, answering the questions displayed in our partners' booths by scanning a QR code, or completing responsible activities at the circuit. With the points collected on each accomplished mission, contestants could win some fabulous prizes such as VIP access to concerts, private tours of team garages, a ride in the Goodyear blimp, a Néomouv' electric bike, etc.

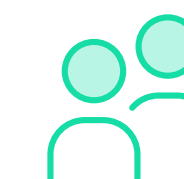
To judge how popular the competition was, just take a look at the figures: over 8,000 active contestants, 205,000 QR codes scanned at the circuit, 16 million points collected and over 4,000 prizes awarded. Unused points were converted to cash for charity with €12,000 donated to Mécénat Chirurgie Cardiaque for heart surgery in France for children from developing countries.

The outstanding support of our partners also contributed to the success of Impact Challenge. Sixty-one companies got involved in the operation including TotalEnergies, Michelin, Motul, Goodyear, Bosch, DHL, MMA and Paprec, manufacturers like Alpine, BMW, Ferrari, Porsche and Toyota, 14 of the circuit's restaurants and food outlets and charities such as Restos du Cœur and Ligue contre le cancer.

After just one edition, Impact Challenge has become a "must-do" item on the spectator's agenda!



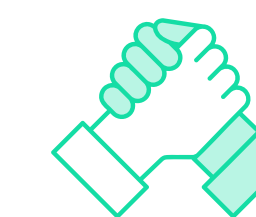
205 000
QR CODES SCANNED



+8 000
ACTIVE PARTICIPANTS



+4 000
PRIZES AWARDED



61
PARTNERS, MANUFACTURERS,
LICENCEES AND RESTAURANTS
INVOLVED



16
MILLION POINTS COLLECTED
€12,000 donated to ACO's long-supported
charity Mécénat Chirurgie Cardiaque from
unused points.

GETTING OUR SPECTATORS ONSIDE

THE GREEN TICKET PROGRAMME: SHARING THE COMMITMENT

In 2026, the Green Ticket is being revamped and rebranded as the Green Ticket Programme. More than a simple admission ticket, the Green Ticket Programme is your passport to a sustainable, socially responsible experience.

The scheme is based on a reciprocal commitment between spectators and the ACO. Green Ticket holders pledge to come to the circuit using a carpooling or soft mobility solution: electric or hybrid vehicle, train, tram, bicycle or on foot. In return, they receive Impact Challenge points as a reward for their eco-friendly action.

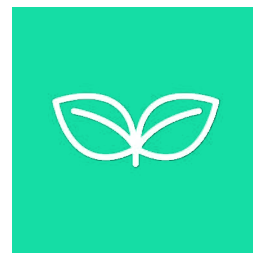
The ACO, meanwhile, agrees to invest 5% of Green Ticket sales in actions to cut the event's carbon emissions.

This scheme is part of a pathway that began in 2019. The initial Green Ticket phase (2019-2025) aimed to encourage spectators to test soft mobility solution by offering tangible perks: 10% off the ticket price, a reusable Ecocup and €1 donated to the Mécénat Chirurgie Cardiaque charity. The goal was to raise awareness and spark a change in behaviour.

Phase 2, launched in 2026, aims to ensure that the use of greener transport solutions becomes a natural reflex and reinforce everyone's contribution to the ACO's climate strategy. Spectators and organisers are making strides together towards a low-impact event.

With Impact Challenge and the Green Ticket Programme, the 24 Hours of Le Mans aims to make the world's greatest endurance race a testing ground for sustainable innovation, where every fan plays their part in building a more responsible future.





THE CIRCUIT'S ENERGY TRANSITION **A GREENER, MORE SOBER VENUE**

The Circuit des 24 Heures du Mans is much more than a racetrack. The infrastructure comprises grandstands, buildings, car parks, technical spaces, etc. Its energy footprint is significant. The circuit's energy transition is therefore a major component of our Race to 2030 strategy. In 2025, the ACO ramped up its efforts to reduce the amount of energy consumed, choose greener sources and modernise its facilities.

A STRATEGIC PARTNERSHIP WITH TOTALENERGIES

The ACO has joined forces with TotalEnergies to implement the site's energy transition. This partnership focuses on several key areas: integration of renewable energies, rollout of EV charging stations and generally more efficient energy use.

A study is being carried out regarding the installation of canopies fitted with solar panels to generate green electricity directly on site. New EV charging stations are gradually being rolled out to support the change in motoring practices. The project is currently 35% completed.

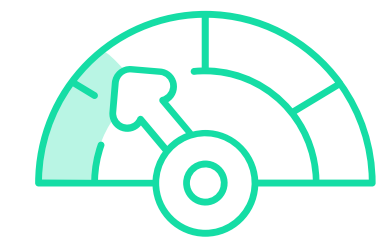
ENERGY SOBRIETY: LIGHTING WHEN AND WHERE REQUIRED

Lighting accounts for a significant proportion of the energy consumed by an infrastructure of this size. The ACO has begun replacing lighting sources with more economical, longer lasting LED systems.

Street lighting and the replacement of obsolete equipment were dealt with first.

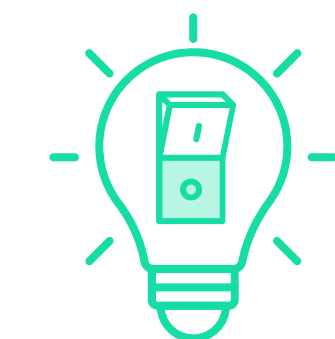
Over and above the technology used, lighting management has also been redesigned. A basic schedule has been introduced to switch off the streetlights outside of event periods at 10 pm, except for the North and South gates for security reasons.

This simple yet effective measure contributes to the site's energy sobriety.



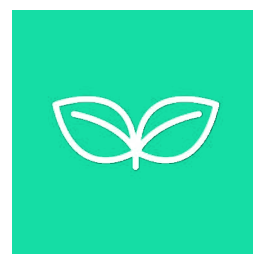
35%

**completion of
the overall project
with TotalEnergies**



10 PM

**Lights out at 10 pm
outside of event periods**

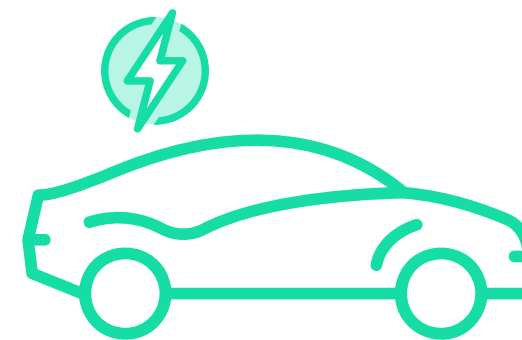


THE CIRCUIT'S ENERGY TRANSITION

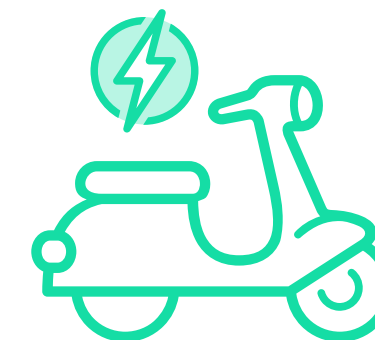
A GREENER, MORE SOBER VENUE

ELECTRIFICATION AND ELIMINATION OF GENERATOR SETS

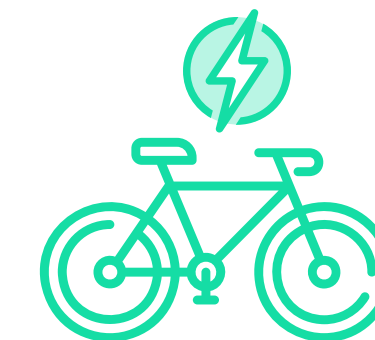
The gradual rollout of a fleet of electric and hybrid vehicles for operational purposes has also been initiated. Company cars for management, ACO Formations staff and other internal uses are now cleaner. This transition towards carbon-free transport will continue.



EVS
for ACO staff



ELECTRIC SCOOTERS
for ACO staff

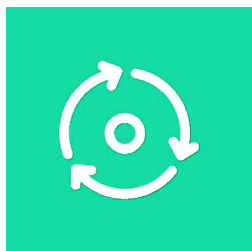


ELECTRIC BIKES
for ACO staff



At the same time, fundamental work is ongoing to eliminate generators that are a source of emissions and noise. The move involves bringing electricity to where it was unavailable using clean solutions. This continuous improvement strategy is gradually transforming the circuit infrastructure.

All actions specific to the infrastructure and to the site of the Circuit des 24 Heures du Mans form part of a coherent policy to make this workplace and events venue an exemplary location. Every investment and every enhancement help reduce our carbon footprint and show that sporting performance and environmental responsibility go hand in hand.



SUSTAINABLE PROCUREMENT: ENGAGING OUR SUPPLY CHAIN

ACO's environmental and social impact is not limited to just our direct activities. It extends to the whole of our supply chain including service providers and subcontractors.

Owing to our status as an event organiser, it is essential for us to involve these partners in our CSR approach to drive transformation.

This is why we have devised an ambitious sustainable procurement policy that we are rolling out gradually and implementing rigorously.

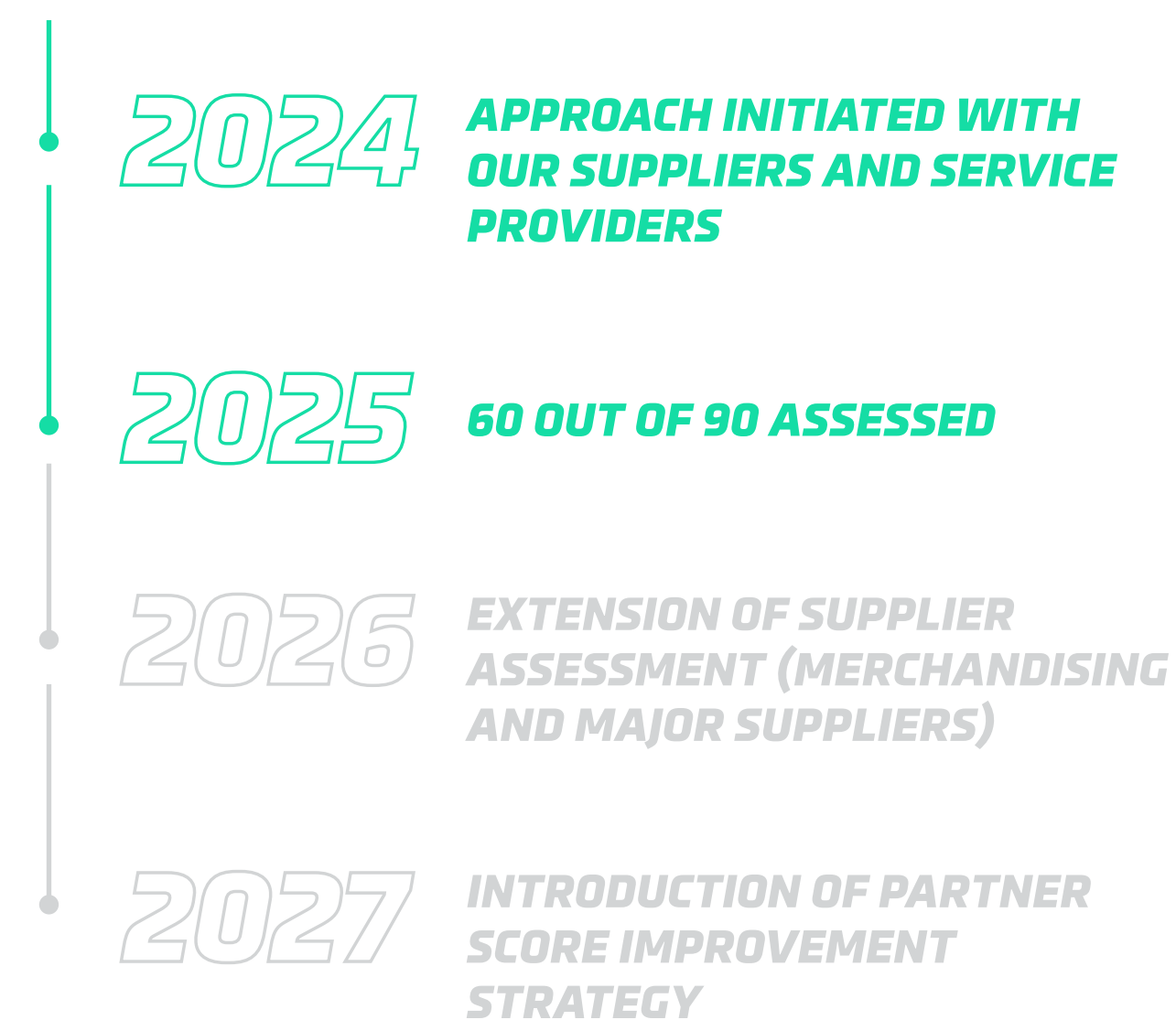


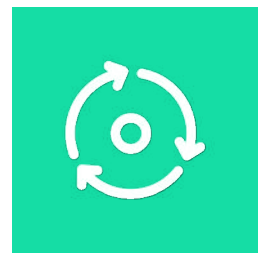
AN OBJECTIVE EVALUATION WITH ECOVADIS

To get an objective view of the CSR performance of our partners, we rely on the expertise of the EcoVadis platform – the global standard in supplier sustainability assessment. EcoVadis scores supplier practices on four criteria: environment, social aspects and human rights, ethics and sustainable procurement. This rating provides a clear, comparable view of each partner's commitment.

In 2025, the ACO began the process of rating its 90 listed service providers. Sixty have been assessed so far. This first batch forms the foundation of our approach. It will be extended in 2026 to our merchandising providers and the organisation's foremost suppliers, and then rounded out in 2027 by a continuous improvement strategy to improve the EcoVadis score of every partner. Our approach is based on sharing and cooperation so that best practices become widespread.

ECOVADIS, CONTINUOUS IMPROVEMENT INITIATIVE





SUSTAINABLE PROCUREMENT: ENGAGING OUR SUPPLY CHAIN

CSR CRITERIA INTEGRATED INTO CALLS FOR TENDER

As well as assessment, the ACO now integrates CSR criteria into its calls for tender. This move ensures that environmental and social issues are considered from the outset when selecting partners, rather than as an afterthought. It also sends a clear signal to our ecosystem: working with the ACO implies sharing our demands with regard to responsibility.

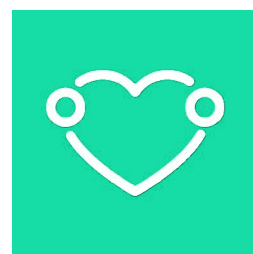
STRUCTURED GOVERNANCE AND ACTION PLAN

To drive this transformation, the ACO has implemented a dedicated three-tier governance structure: a monthly steering committee meeting to establish priorities and make strategic decisions, weekly project management meetings to monitor progress and eliminate bottlenecks, and regular operational meetings to develop strategies by purchasing category and to review analyses.

A long-term action plan has structured the approach through to 2026: formalising the purchasing operation, defining performance indicators, documenting key processes, deploying a procurement

management tool, assessing the skills and professionalisation of teams, and implementing a supplier performance control system. The action plan has a clear objective to make procurement a strategic component of our CSR commitment.

The transformation of our supply chain must, and will, involve all stakeholders. We are committed to helping our partners to progress, to rewarding the most dedicated and to forging lasting relationships built on shared values. Sustainable procurement is an opportunity to create value – together.



DISABILITY AND ACCESSIBILITY: THE ACO EMBRACES THE NEED FOR INCLUSION

The ACO is committed to ensuring that everyone can experience its events or can come to work on site, irrespective of their situation.

Accessibility is not an option: it is a requirement that runs through our infrastructures, our visitor facilities and our house policy.

WORKING FOR BETTER ACCESSIBILITY

As a result of audit recommendations, painting work has been carried out at the circuit to make accessible routes more visible.

Lifelines for people with reduced mobility have been repainted blue. This colour has been chosen for its contrast and visibility to make it easier for people with disabilities to get about the site.

CONTINUAL SITE IMPROVEMENTS

To structure its approach, the ACO has turned to SRT41 – a company specialising in accessibility and mobility audits. Founded by businessman Frédéric Sausset, SRT41 helps major tourism stakeholders and organisers of international sports events to improve the inclusion of people with disabilities.

Sausset knows the subject well. He made 24 Hours of Le Mans history by competing in and finishing (P36) the race in 2016, becoming the first quadruple amputee to achieve such a feat.



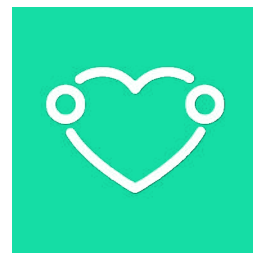
The agreement with SRT41, renewed in 2025, produced accurate, comprehensive audits and a range of concrete solutions adapted to our constraints.

ARRANGEMENTS ROLLED OUT ACROSS EVERY EVENT

The ACO has also rolled out and harmonised the arrangements made to welcome people with reduced mobility or with disabilities across all its events.

These include special maps, accessible shuttles – one at the 24H Motos, and two for the 24H Camions – and a entire car park (P7E) for blue-badge holders operational at each event. A consistent, top quality experience – whatever the event.

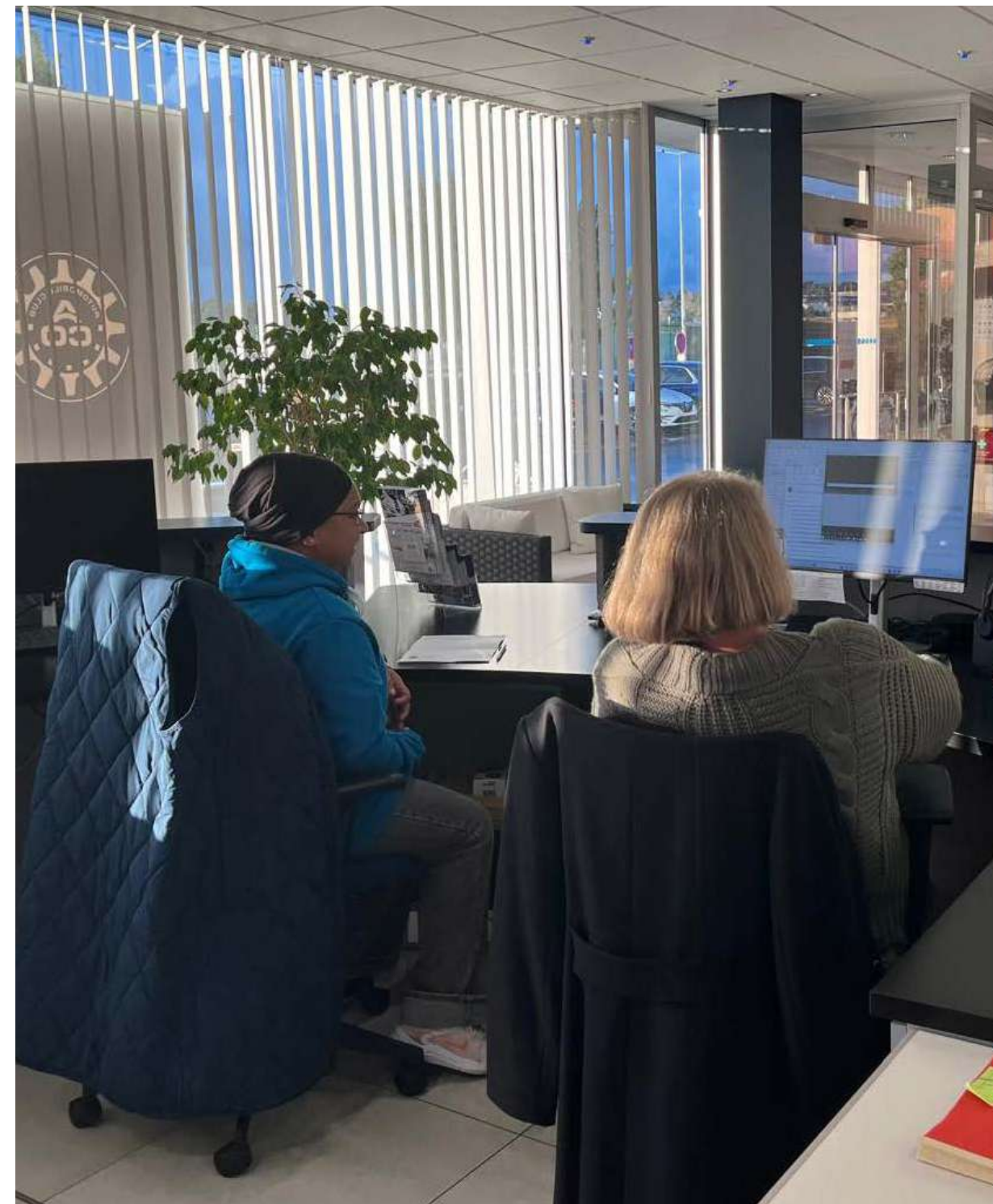




DISABILITY AND ACCESSIBILITY: THE ACO EMBRACES THE NEED FOR INCLUSION

“By devising suitable arrangements, we recognise the diversity of our visitors. Inclusion is achieved in the details as much as in the overall strategy.”

Nicolas Le Man
ACO CEO



BRINGING DISABILITY AWARENESS INTO THE WORKPLACE

In 2025, the ACO got involved for the first time in European Disability Employment Week (SEEPH). A comprehensive four-day programme was drawn up to raise awareness among all staff.

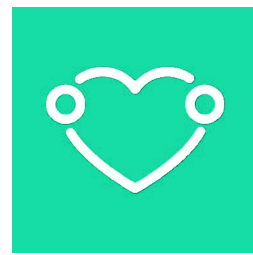
Almost 100 people took part in the handicap quiz with the best contestants winning an assortment of chocolates made by EsatCo Sarthe near the circuit. This structure employs workers with disabilities who were also on hand to make and sell tea and coffee in the reception area of the ACO head office.

Finally, the ACO took part in DuoDay – an operation driven by ALGEEI (an association that manages educational and insertion facilities for people with disabilities) together with the Health and Employment Ministry – by welcoming Nezha and H el ene,

who both have disabilities, for a day's work experience alongside two employees. They were given the opportunity to explore the various aspects of our day-to-day operations, from greeting visitors in person and on the telephone to administrative duties, with the added perk of a visit of the circuit!

A day to remember for all four participants that fulfilled its aim of raising awareness of disabilities and encouraging the integration of the persons concerned into the workplace.

These actions illustrate the ACO's commitment to make inclusion a reality every single day, and not just when events are staged. Accessibility is a matter for everyone, both around the circuit and in our offices.



ASSOCIATIONS AND VOLUNTEERS, THE LIFEBLOOD OF THE CIRCUIT

The ACO's events would be nothing without the investment of thousands of volunteers. Partner associations also forge, day after day, a solid bond that keeps the circuit's heart beating between the events that make the headlines. Such strong commitment by loyal, passionate fans of the circuit is essential. It embodies the values that we hold dear.

24h
LE MANS® > **2100**
VOLUNTEERS

7
YEARS OF
UPSKILLING

AN OUTSTANDING COMMUNITY OF VOLUNTEERS


Every year, thousands of volunteers are on hand to guarantee track safety and security during our events. In 2025, 2,100 marshals were involved in the 24 Hours of Le Mans, 750 for the 24H Motos, 300 for the MotoGP French Grand Prix and an average of 400 for the other events at the Bugatti circuit. Without them, not a single race would be able to take place.

24h
MOTOS® > **750**
VOLUNTEERS

AVERAGE OF
400
VOLUNTEERS ON
OTHER EVENTS

The ACO invests in training and building loyalty within this community. A drive towards continuous improvement over the last seven years has structured our volunteer support actions, with annual upskilling.

In January 2025, an initial cohesion day brought together all the licence holders. This occasion offered the opportunity to present awards and medals to volunteers according to whether they had held a licence for 10, 20, 30, 40 or 50 years, and to acknowledge the newcomers.

 > **300**
VOLUNTEERS



ASSOCIATIONS AND VOLUNTEERS, THE LIFEBLOOD OF THE CIRCUIT

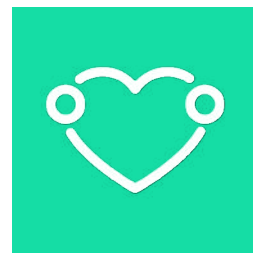
VOLUNTEER TRAINING

In early February, almost 500 volunteers took part in a day of training funded and organised by the ACO: fire drills, fire pan, practical workshops. This days marked the start of the season and gave the teams a chance to bond.

The volunteers rotated between the 45-minute workshops, met the chief marshals and visited race control and this format helped foster genuine relationships and allowed everyone to find their place.

It is through such encounters and exchanges that significant and trivial stories unfold. The ACO intends to build on this initiative that encourages dialogue, helps volunteers to get to know each other and forges ties.





ASSOCIATIONS AND VOLUNTEERS, THE LIFEBLOOD OF THE CIRCUIT

SUPPORTING GOOD CAUSES

We attach tremendous importance to allowing charities to benefit from our infrastructures and reputation. For many of them, the circuit is a lever to generate commitment.

MÉCÉNAT CHIRURGIE CARDIAQUE

Our long-standing partnership with Mécénat Chirurgie Cardiaque (MCC) illustrates this commitment. In 2025, thanks to the collective efforts made – particularly the €12,000 from the Impact Challenge – 24 children from developing countries have undergone life-saving heart surgery in France.



RESTOS DU CŒUR

The ACO is committed to responsible catering and eliminating food waste. Since 2019, the Club donates food unused during its events to the Restos du Cœur food bank charity in Sarthe.

LA PISTE AUX ÉTOILES

This charity event organised at the circuit benefited three associations in 2025: the Institut du Cerveau (Brain Institute), research into ALS (motor neurone disease) and Telmah for the development of handisport. It featured a go-kart race, a gala dinner prepared by Michelin-starred chefs and an auction which, in total, raised the fantastic sum of €140,000.

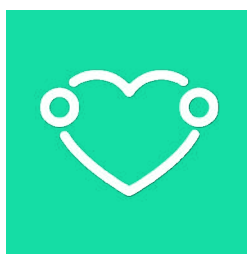
ROTARY CLUB

The Rotary Club also organises events at the circuit to raise funds for various good causes.

FAST RENNES

Every year since 2006, Fast Rennes organises a “hot lap” day aboard sports cars at the Bugatti Circuit on behalf of the AFM Téléthon charity. The 19th edition was held on 6 December 2025.

These partnerships highlight the ACO's mission: to make motorsport a vehicle for solidarity and commitment for the benefit of society.



ROAD SAFETY, A LONG-STANDING RESPONSIBILITY

Organising the world's greatest motor races for over a century gives the ACO a special responsibility.

Passion for motoring can only be fully enjoyed when laws are complied with, risks are managed and everyone is safe.

The criteria that govern our sport – rigour, discipline and respect for others – must also apply on the road.

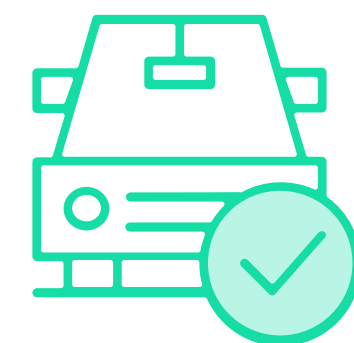
This is why the ACO upholds an ambitious policy to raise awareness of and provide training in road safety for every generation.

AN INTERGENERATIONAL APPROACH

Road safety begins at an early age. The Critérium du Jeune Conducteur, devised by the ACO, is the only initiative of its kind in France.

It is designed to teach children the proper way to behave on the road by placing them in a fun learning environment. A far more effective method than any manual!

In 2025, 5,000 children and teenagers across France benefited from these actions.



ROAD SAFETY DELIVERED TO
5000
YOUNGSTERS





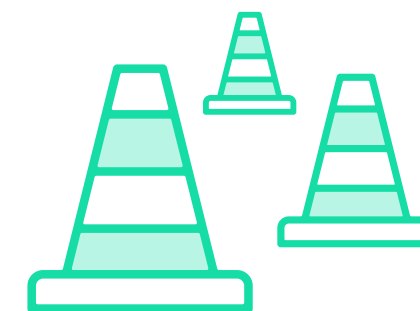
ROAD SAFETY, A LONG-STANDING RESPONSIBILITY

ACO FORMATIONS – the ACO's service dedicated to road safety – proposes a comprehensive package of driving proficiency and risk prevention courses for professional road users.

Defensive driving courses for motor cars, utility vehicles or two-wheeled vehicles, eco-driving courses for combustion-engined, hybrid and electric vehicles, and prevention modules at our sites in Le Mans and Brest, or anywhere in France.

In 2025, 499 courses were delivered to 7,000 professional road users, and the results are tangible. Partner companies have observed that trained staff use up to 20% less fuel as well as a significant fall in insurance claims.

ACO FORMATIONS also works with specific groups such as ambulance and emergency crews, official chauffeurs and municipal police forces. The fact that professional road users call on ACO FORMATIONS shows to what extent our expertise is recognised.

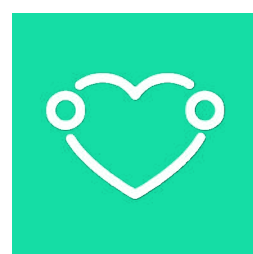


499
COURSES HELD

7 000

PROFESSIONALS TRAINED INCLUDING
2,000 ON CERTIFIED COURSES





ROAD SAFETY, *A LONG-STANDING RESPONSIBILITY*

NEW IN 2025: SHARING THE ROAD

This year, the ACO has developed a new awareness campaign entitled *Le partage de la route* (Sharing the road).

This initiative is designed to teach the rules of the road to users of all ages: pedestrians, cyclists, kick scooter riders, skateboarders, personal transporter riders and motorists.

600

people reached through
La partage de la route

The aim is to teach all users to share the road space safely, legally and with respect for others. A civic-minded action that naturally extends the values taught by Endurance.

A RECOGNISED COMMITMENT

The ACO has signed the Charter of employers committed to the safety of their staff on the road, sponsored by the Interior Ministry.

In this respect, the ACO actively follows the work conducted by the committed employers' club and takes part in meetings held by the Road Safety communicators' platform, also supported by the Interior Ministry.

Qualiopi
processus certifié

 **RÉPUBLIQUE FRANÇAISE**

La certification qualité a été délivrée au titre de la catégorie d'action suivante: **ACTIONS DE FORMATION**

In 2025, ACO FORMATIONS renewed its QUALIOPi certification through to 2029, after gaining full marks on the quality benchmark's scorecard, guaranteeing the excellence of the training provided.

Fourteen permanent staff support this mission all year round, not just at motorsports events. Their work reflects our conviction that the road belongs to everyone and that, together, we can make it a safer place.



OUR RACES, WINDOWS ON OUR SOCIETAL COMMITMENT

THE ACO, A DIRECT STAKEHOLDER

Between them, the 24 Hours of Le Mans, the 24H Motos and the 24H Camions draw several hundred thousand spectators to the circuit and attract worldwide media attention.

While our CSR strategy engages and guides us through our day-to-day operations, even when no races are scheduled,

these "showcase events" thrust our commitment into the spotlight. This is why it is our intention for every race to offer a window on our societal commitment.

Looking beyond the competitive aspect, our events are platforms for transmission, inclusion and inspiration for future generations.

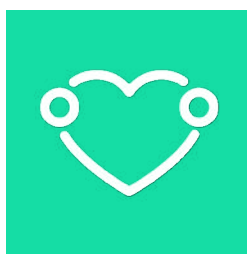


TRAINING OUR FUTURE: VALUABLE EXPERIENCE FOR THE GARAGE ÉCOLE DU MANS

The reasons for our partnership with the Garage École du Mans mechanics' school, jointly founded by the ACO, are clear to see when races are held. In 2025, for the first time, a student was welcomed into a team during the 24H Motos.

No fewer than 18 students were integrated into 12 different teams during Test Day and city centre scrutineering ahead of the 24 Hours of Le Mans. Some continued their work experience during race week, and caught a rare glimpse of the intensity of an international event from the inside.

Ten students had the honour of being flag bearers for the start ceremony. Such unique experiences cement learning much more effectively than any classroom.



OUR RACES, WINDOWS ON OUR SOCIETAL COMMITMENT

INSPIRING YOUNGSTERS: DÉCOUVRE TON CIRCUIT

Every year, school classes are invited by Le Mans city council to "Discover your circuit".

In 2025, two CM2 (Year 6) classes took part in a mock press conference during "PréMans" for the 24H Motos, interviewing riders and team managers. At the 24H Camions, 23 Bac Pro (vocational baccalaureate) students went behind the scenes at the 24-hour truck racing event.

These initiatives offer local youngsters a chance to find out more about international events taking place in their own back yard.



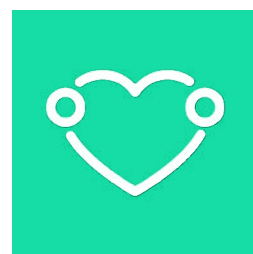
PROMOTING DIVERSITY

The ACO intends to play a leading role in increasing the number of women involved in motorsport. In practice the Le Mans au Féminin initiative, sponsored in connection with Women in Motorsport, is implemented during the events.

At the 2025 24 Hours of Le Mans, a round-table networking session led by the Au Féminin magazine involved 150 women (paddock workers, other professionals in the sector and students). The participants produced a mural illustrating women's place in motorsport.



The Girls on Track programme selected 30 girls from seven different high schools across the region who were given the chance to see the world of the 24 Hours of Le Mans from the inside. An inspirational day that included a visit to Team Ferrari to show these young women that any position is attainable in this world.



OUR RACES, WINDOWS ON OUR SOCIETAL COMMITMENT



THE ACO, DRIVING THE TRANSFORMATION OF A WHOLE ECOSYSTEM

We do not act alone. We involve our entire ecosystem in our approach to responsibility. The CSR awards presented at races have been devised to highlight the most virtuous initiatives and encourage collective emulation.

THE SUSTAINABLE ENDURANCE AWARD

Integrated into the 24 Hours of Le Mans and FIA WEC rulebook in 2023, the Sustainable Endurance Award rewards teams making an active contribution to the transition facing motorsport with regard to the environment and solidarity.

In 2025, four prizes were awarded:



★ The Hypercar Award was presented to Ferrari AF Corse for its support for the Girls on Track project that helps open doors to motorsport for young girls.

★ The President's Award was given to Porsche Penske Motorsport for its Racing for Charity project.

★ In LMP2, United Autosports was rewarded for its special "Meningitis Flag" livery designed to highlight the fight against the disease.

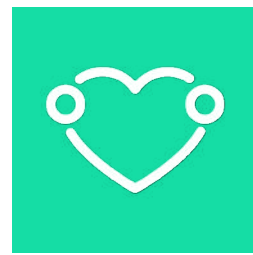
★ In LMGT3, Akkodis ASP Team won the Award for its work with underprivileged children through the Les Pitchounes charity.

THE IMPACT CHALLENGE PUBLIC AWARD

Spectators also had a say this year. As part of Impact Challenge, contestants were invited to vote for the team they considered the most virtuous during the race.

Akkodis ASP Team also won this Public Award, confirming the recognition of its commitment to Les Pitchounes.

This new award engaged the spectators in rewarding good practice and strengthened the bond between them and the race's participants. Stronger and more committed – together.



OUR RACES, WINDOWS ON OUR SOCIETAL COMMITMENT



LE MANS SUZUKA POSITIVE AWARD

This CSR award was created in 2025 as part of the friendship pact between the circuits of Le Mans and Suzuka. It rewards teams that contribute to a more sustainable future in the motorcycling world, through innovative or societal practices.

The first winner was National Motos Honda FMA for its Sigma Regen Superbike initiative. In partnership with the Sigma Clermont engineering school, the team is co-developing the first electric motorcycle designed to compete in the 24H Motos.

Additionally, in keeping with the values acknowledged by this award, National Motos Honda FMA offered work experience to a student from the Garage École du Mans during the 2025 24H Motos.

These awards are not simple recompenses. They send out a clear signal to the whole ecosystem: sporting performance and social responsibility now go hand in hand.





GOALS & **OUTLOOKS**

RACE TO 2030 : OUR COMMITMENTS FOR 2026

The Race to 2030 pathway is not set in stone. It grows every year with new, more ambitious commitments.

For 2026, the ACO is stepping up on all fronts: carbon offsetting, spectator engagement, actions at the race events and sustainable procurement.

ACCELERATING CARBON OFFSETTING

The ACO is ramping up its investments in carbon offsetting projects. The goal is to achieve carbon neutrality sooner, by increasing our contribution to certified sequestration programmes.

Speeding up the process reflects our intention to not wait until 2030 before taking massive action.

STRENGTHENING SPECTATOR ENGAGEMENT

We cannot cut the carbon emissions of our events without getting our spectators onside. In 2026, a new version of the Green Ticket is being introduced to spur our fans to think soft mobility first and boost their contribution to our climate strategy. This arrangement embodies a shared commitment between the ACO and its audience in which we all play our part.

By choosing to behave in an environmentally responsible way, spectators are rewarded with points for Impact Challenge, the competition integrated into our 24H EXPERIENCE app. In return, the ACO agrees to invest 5% of ticket sales into its carbon reduction strategy.

Impact Challenge is gathering momentum. Our goal is to ensure it continues and to bring on board all our interested parties in addition to race fans.



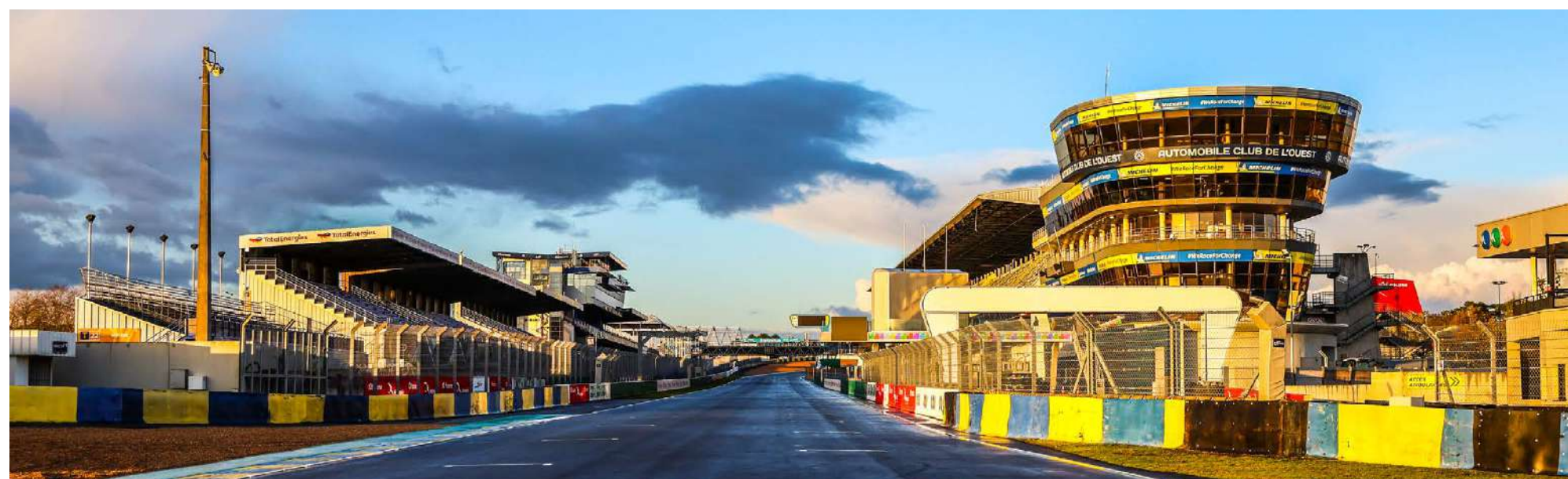
RACE TO 2030 : OUR COMMITMENTS FOR 2026

STRUCTURING SUSTAINABLE PROCUREMENT

The supply chain is an important driver of our impact.

In 2026, the ACO is consolidating its service provider benchmark and broadening its scope to merchandising providers and majority suppliers to the organisation. This extension guarantees that our CSR requirements apply throughout our business ecosystem.

We shall take another step forward in 2027 with the implementation of a strategy to ensure continuous improvement of our suppliers' and service providers' EcoVadis scores. Each partner will receive support to help them progress and be given a target score that will be monitored going forward. Our aim is to do, and then show how.



EXTENDING OUR ACTIONS ACROSS OUR RACE EVENTS

Two showcase programmes will see their scope expand in 2026.

Our initiative to encourage the participation of women in motorsport will spread beyond the 24 Hours of Le Mans to all our races. The clear aim is for the ACO to become a leading proponent of mixed-sex sport across all its events, and not just its flagship race.



The partnership with the Garage École du Mans will also reach a new level. Sustainable Endurance Award regulations will now require competitors to offer work experience to the school's students. The teams entering our competitions must help train tomorrow's automotive mechanics. This change strengthens the ties between sporting performance and social responsibility.



CONCLUSIONS & OPENING

THE TRANSFORMATION IS ON THE MOVE

Throughout this report, one thing is clear: the ACO's CSR initiative is no longer just a project. It's an everyday reality for all our activities.

In 2025, the ACO showed that passion for motor cars and social responsibility can move forward together. ISO 20121 certification and FIA 3-star accreditation highlight the rigour of our management system.

The Race to 2030 programme structures our pathway to carbon reduction with target figures and measurable results.

Impact Challenge and the Green Ticket Programme are engaging our spectators within a collective dynamic.

The Sustainable Endurance Award is encouraging teams and manufacturers to adopt more virtuous practices.

Our partnerships with the Garage École du Mans, Mécénat Chirurgie Cardiaque, SRT41 and the Alliance pour la Décarbonation de la Route are enshrining our action within an ecosystem of committed stakeholders.

This transformation has not come about overnight. It is the culmination of several years of hard work involving all of our stakeholders: ACO staff, the thousands of volunteers who are the lifeblood of our races, our Club members, local authorities, partners and sponsors, manufacturers and teams, and spectators from all over the world.

The results are tangible. The waste recovery rate is rising year after year. The circuit's energy transition is moving forward. Accessibility at our events is improving. Road safety awareness campaigns are reaching out to thousands of adults and children every year. Technological

innovation is paving the way to tomorrow's transport solutions.

And yet, we still haven't reached our destination. The Race to 2030 pathway is dotted with demanding targets that force us to continue our efforts. Every year sees progress, but also new challenges to be fulfilled.

This CSR report reflects our commitment to transparency. In it, we report on our actions, results and areas for improvement. Open and honest communication is essential to maintaining our credibility with all our stakeholders.

At the ACO, we are certain about one thing as we approach the next chapter in our story: motorsport has a future, if it reinvents itself. This is precisely what we're doing, day after day, race after race.



PREPARING FOR TOMORROW, TOGETHER

2026 is a pivotal year for the 24 Hours of Le Mans. Our brand identity will be revamped to accompany the change to our flagship event, with new values at the heart of the project: more humanity, more meaning, more sharing.

This does not mean that we are giving up what the 24 Hours of Le Mans is all about. It's a clear-headed response to the realities of our time. To stay in the race tomorrow, the ACO must go on reinventing mobility solutions, competition formats and partnerships. We need to adapt to a world where faster, bigger and stronger are perhaps not the answer. Where we perhaps need better, fairer and more sustainable instead.

This perspective will bring us back to basics: approaches that are more locally focused, more rooted in our territory and kinder to the planet. Tomorrow's motorsport will have to strike a balance between the emotion of racing and the environmental and societal issues of the day. Transmission will be our core value throughout this transformation.

Transmitting passion to future generations. Transmitting know-how to young people. Transmitting motorsport's outstanding heritage. Transmitting good practice in road safety.

What makes the ACO unique is its ability to offer a rare, memorable life experience. The 24 Hours of Le Mans and all the other events that we organise are not just races. They are moments of emotion, of sharing, of going above and beyond together. The extraordinary impact on those who experience our events is our most precious asset. We shall preserve it.

Innovation will continue to be our guide.

The ACO reaffirms its goal: to drive the transformation of motorsport. A transformation that trades off none of the passion, but reinforces it with a new dimension: that of responsibility to future generations.



LEXICON

A

ACCESSIBILITY

Capacity of a site, a service or an event to be used by all, including people with a disability, autonomously and safely.

ACO FORMATIONS

ACO service dedicated to road risk prevention, defensive driving and eco-driving.

ALLIANCE POUR LA DÉCARBONATION DE LA ROUTE

Coalition of public and private stakeholders working to cut greenhouse gas emissions linked to road transport.

AUDIT

Independent assessment designed to verify the compliance of practices with a benchmark, standard or commitment.

B - C

CARBON BALANCE

Tool for measuring the greenhouse gas emissions generated by all the activities of an organisation, given in tonnes CO2 equivalent.

CARBON NEUTRALITY

A situation in which residual greenhouse gas emissions are offset in order to achieve a net zero balance.

CARBON OFFSETTING

Funding of projects designed to reduce or capture CO2 emissions to offset residual emissions.

CLIMATE PATHWAY

A costed and scheduled action plan aimed at reducing greenhouse gas emissions over time.

CONTINUOUS IMPROVEMENT

Approach aimed at improving an organisation's practices, performance and impact in a progressive and sustainable manner.

CSR (CORPORATE SOCIAL RESPONSIBILITY)

Voluntary integration of environmental, social and ethical issues into an organisation's activities and governance.

CSR COMMITTEE

Internal body in charge of managing, coordinating and monitoring the implementation of the ACO's CSR strategy.

D

DECARBONISATION

All actions aimed at reducing the greenhouse gas emissions of an activity or an organisation.

DUODAY

National operation where a person with a disability has the opportunity to discover a job or a trade through a day's work experience.

E

ECOSYSTEM

All the interconnected parties involved in the ACO's events: race teams, manufacturers, partners, authorities, associations and spectators.

ECO-DRIVING

Driving practices aimed at reducing energy consumption, CO2 emissions and road risks.

ECOVADIS

International platform that assesses the CSR performance of businesses according to environmental, social, ethical and sustainable procurement criteria.

ENERGY SOBRIETY

Reduced energy consumption through more efficient and sensible use of equipment and practices.

ENGAGEMENTS

Name given to the three cornerstones of the ACO's CSR strategy: planet, responsible economy and for all.

F - G

GREEN TICKET PROGRAMME

Ticket offer encouraging spectators to adopt modes of transport with a low carbon impact, contributing to the ACO's climate strategy.

H

HYDROGEN

Energy source that can be used in gaseous or liquid form, enabling low-emission mobility when produced by zero-carbon methods.

I

IMPACT CHALLENGE

Fun competition designed to encourage the public to adopt responsible behaviour during ACO events.

INCLUSION

Approach where everyone can play a full role in the workplace and in social environments, without discrimination.

ISO 20121

International standard for sustainable event management, aimed at controlling the social, environmental and economic impacts of events.

J - M

MISSIONH24

ACO programme in collaboration with H24Project aimed at introducing hydrogen-powered prototypes into racing. This demonstrator programme is participating in the rollout of hydrogen.

N - P

PRM

People with reduced mobility, generally depicted by a wheelchair user.

Q

QUALIOPi

Certification attesting to the quality of training organisations' processes.

R

RACE TO 2030

The ACO's strategic programme setting out its climate pathway to 2030.

ROAD SAFETY

All actions aimed at reducing road traffic accidents through prevention, training and outreach programmes.

S

SCOPES 1, 2 AND 3

Categories of greenhouse gas emissions: direct emissions, emissions from the use of purchased energy, all other indirect emissions.

STAKEHOLDERS

Parties inside or outside the ACO influencing or influenced by the ACO's activities.

SUPPLY CHAIN

All suppliers, service providers and subcontractors contributing to the ACO's activities.

SUSTAINABLE DEVELOPMENT

Mode of development that reconciles economic performance, social equity and environmental protection without compromising future generations.

SUSTAINABLE ENDURANCE AWARD

Award integrated into sporting regulations to reward teams engaged in exemplary environmental or societal initiatives.

SUSTAINABLE MOBILITY

Transport solutions designed to reduce the environmental and social impacts of mobility.

SUSTAINABLE PROCUREMENT

Procurement policy introducing environmental, social and ethical criteria into the choice of, signing of a contract with, and monitoring of suppliers.

T - Z

VOLUNTEERS

People willingly involved in organising and ensuring the safety of the ACO's events, without remuneration.

Indicators	Unit	2024	2025
PROFILE & GOVERNANCE			
PROFILE			
Total workforce	Nb	286	286
Number of volunteers	Nb	6440	6440
PERMANENT ACTIVITIES: CLUB			
Number of Members	Nb	40000	40000
Number of track days	Nb	3	2
Number of regional events	Nb	147	221
> including road safety workshops	Nb	/	133
PERMANENT ACTIVITIES: SEMINARS & CONGRESSES			
Number of seminars organised	Nb	506	400
Number of attendees	Nb	26278	113000
> including French Firefighter Congress attendees	Nb	/	80000
Number of meetings and conventions	Nb	180	240
Number of racing driver courses	Nb	105	70
Number of karting challenges	Nb	174	130
PERMANENT ACTIVITIES: TRACK HIRE			
Total number of track days (Bugatti + Maison Blanche)	Nb	178	147
Number of attendees	Nb	33567	27720
> participants	Nb	22758	18794
> accompanying persons	Nb	10809	8926

Indicators	Unit	2024	2025
PROFILE & GOVERNANCE			
PERMANENT ACTIVITIES: 24 HOURS OF LE MANS MUSEUM			
Number of visitors	Nb	208562	166681
Number of guided tours	Nb	875	1071
PERMANENT ACTIVITIES: KARTING DES 24 HEURES			
Number of karting sessions	Nb	29500	21164
Number of licence holders attending karting/motorcycle track days	Nb	1662	1978
PERMANENT ACTIVITIES: 24 HOURS OF LE MANS OFFICIAL STORES			
Number of items sold	Nb	500000	550000
Number of countries to which items are dispatched	Nb	70	70
PERMANENT ACTIVITIES: LICENSING			
Number of active licence agreements	Nb	160	160
Number of trademarks protected in over 50 countries	Nb	100	120
PERMANENT ACTIVITIES: ACO FORMATIONS			
Number of days of risk prevention training for professionals delivered	Nb	700	800
EVENTS			
NUMBER OF SPECTATORS			
> 24H Motos	Nb	78800	71200
> 24 Hours of Le Mans	Nb	329000	332000
> Le Mans Classic	Nb	/	238000
> 24H Camions	Nb	80800	80100

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