

lisi



A global industrial group specializing in the design and manufacture of assembly solutions

Let's create together the excellence of the industry of the future

DISCOVER



AEROSPACE | AUTOMOTIVE | MEDICAL

The rapid developments of our environment

shake up our organizations on a daily basis
and each sector must respond
to specific challenges in order to remain
at the heart of its ecosystem



AEROSPACE

Propose disruptive solutions for
carbon-free aviation



AUTOMOTIVE

Create connected vehicles that meet
the challenges of electromobility



MEDICAL

Manufacture state-of-the-art technological products
to facilitate access to surgery for all

LISI

The experience of nearly **250-year old** Group



€1.79 Bn

2024 Sales Revenue



10,262

Employees



42

Production facilities



13

Countries

A recognized expert in 3 sectors,
we are with you at all times in designing and manufacturing your assembly solutions

lisi AEROSPACE

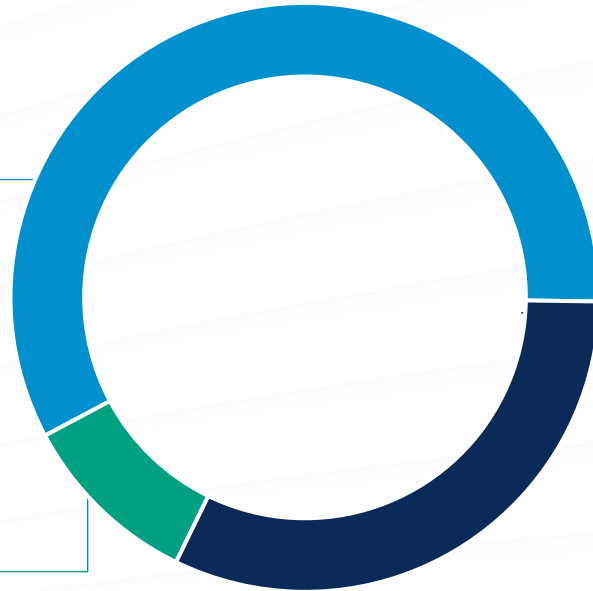
58%
of sales
revenue

LISI AEROSPACE designs and produces **a very wide range of assembly systems, hydraulic fittings and structural components with high added value** for the world's largest players in the aerospace sector

lisi MEDICAL

10%
of sales
revenue

LISI MEDICAL manufactures **medical devices: orthopedic implants and instruments for minimally invasive surgery**



lisi AUTOMOTIVE

32%
of sales
revenue

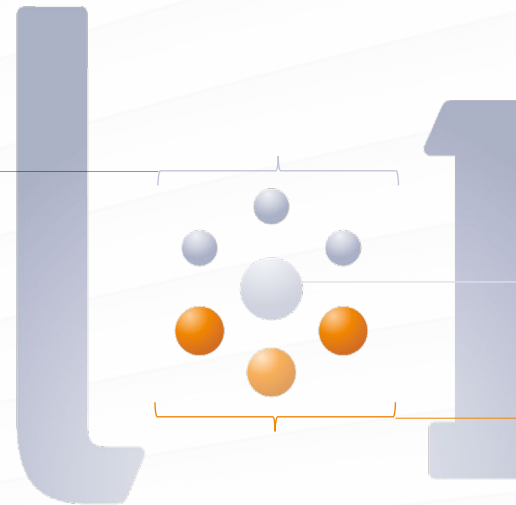
LISI AUTOMOTIVE designs and produces **assembly solutions and safety components** for automotive manufacturers and parts manufacturers worldwide



3P approach

Creation of a Sustainable Development and CSR Department to pursue our transformation on **3P**:

PEOPLE | PLANET | PROFIT



” **Our purpose**
Shape and Share
sustainable links

LISI SYSTEM

Our foundation performance and operational excellence in 3 programs:

LEAP | EHSE | COS

A long-term partner of the world's largest players

for the pursuit of excellence and innovation,
they already trust us to meet their challenges of tomorrow

AND YOU?

lisi AEROSPACE

AIRBUS

AIRBUS ATLANTIC

AIRBUS HELICOPTERS

BOEING

DASSAULT AVIATION

EMBRAER

incora™

MTU Aero Engines

SAFRAN

lisi AUTOMOTIVE



FORVIA faurecia



HITACHI



Renault Group



TI Fluid Systems



lisi MEDICAL

INTUITIVE SURGICAL®

Johnson & Johnson

Medtronic

SmithNephew

stryker



Our purpose

Shape and Share Sustainable Links



Our vision

With an industrial heritage rooted in nearly 250 years of history, we aim to become world leader in each of our areas of activity and to be a driving force in terms of social responsibility, operational excellence and innovation.



Our strategy

Prioritizing a long-term vision and positioning ourselves in an agile way in expanding markets. We focus on high value-added products and differentiate ourselves through operational excellence and innovation.

Our strategy is based on 4 axes.

Our long-term vision is to shape excellence through an innovative, competitive, sustainable and global industry.

[1# LONGEVITY]

Occupying fast-growing markets in an **agile** and **long-term** approach, to stay close to our customers and meet their **needs and expectations**.

[2# EXCELLENCE]

Asserting our **leadership position** by standing out through our performance with **high added value products**.

[3# INNOVATION]

Supporting our customers through **our cutting-edge expertise** and **our disruptive innovations** in our products and processes

[4# SUSTAINABILITY]

Leading the way in terms of sustainable development with our **3P** approach, **People Planet, Profit** and our *LISI System*.

5 shared values

at the heart of our purpose



LOOKING BEYOND

#SUSTAINABILITY



COMMUNICATING
WITH
TRANSPARENCY

#INTEGRITY



CULTIVATING
INNOVATION

#INNOVATION



DEVELOPING
OUR
KNOW-HOW

#HUMAN



AIMING ALWAYS
HIGHER

#EXCELLENCE



Excellence at LISI is to place technology at the service of the teams, to ensure that ideas for improvements become reality on the ground. Simplicity, pragmatism, efficiency to achieve excellence.

Soraya Evain

Quality Director BG Fasteners at Saint-Ouen-l'Aumône (LISI AEROSPACE)





Our teams work daily

to cultivate our purpose

2 INTERNAL EXPERTISE NETWORKS

Offers tailor-made training programs
(technical, personal development, leadership etc.)

Develops internal networks
that pool several sites, several countries,
businesses or divisions

01. Community of experts

Promotes collaboration between teams
R&D, scientific and technical segments
on focused topics
on product and process innovation
150 employees

02. Digital community

Brings together digital game changers to support
business transformation
30 members across 7 countries

Our definition of industrial performance

The long-term expansion of our factories is a source of pride and a major step towards our goals.

A 3rd building was inaugurated on LISI AEROSPACE site at Saint-Ouen-l'Aumône

Certified "High Environmental Quality, the new building includes 2,500 m² of production space and 1,500 m² of offices.

This new facility, equipped with the latest digitalization and robotization technologies, will enable us to increase production rates and develop new products, in particular high-pressure hydraulic fittings.

Diversification continues for the LISI AUTOMOTIVE division

By contributing to the development of autonomous vehicles with new equipment in the Czech Republic that will enable the production of mechanical components dedicated to these vehicles. And at the same time, by increasing the production of lightweight solutions at the Monterrey and Tangier sites to enhance the performance of tomorrow's vehicles.

LISI MEDICAL continues to expand in the United States in Minnesota

With the ongoing expansion of the Big Lake site, including the creation of an ultra-modern 4.0 facility, a key lever for attracting and retaining talent.

The LISI SYSTEM

our performance and operational excellence foundation in 3 programs



E-HSE LISI EXCELLENCE HSE

Measure and manage risk

An improvement program dedicated to health and safety issues and the preservation of the environment

Integrates an internal audit system to measure the level of program deployment across all sites



LISI EXCELLENCE ACHIEVEMENT PROGRAM

Achieve industrial excellence

Enables the plants to increase production quality and gain rigor through deployment of proven organizational systems

Organization by Units and Autonomous Production Groups (APU/APG)

Lean Management

Other specific tools (TPM, completion of SMED projects or Kaizen events. etc)



CONTROLLING OPERATING SYSTEM

Optimize management processes

Helps to procedures (administrative and management control) and make quick decisions to adapt to new market conditions

Expertise in all of our businesses



Multi-specialist in a wide range of manufacturing processes

Deformation of metals: forging, forming, cold heading, extrusion, stamping, etc.

Metal additive manufacturing

Adjustment and treatment: machining, heat treatment, surface treatment.

Plastic injection



Recognized expertise in a host of areas

Forging, materials, surface treatment, machining, simulation, control & inspection, maintenance, design



In search of talent for the industry of tomorrow

Methods technician, forging operator, APU manager, production supervisor, simulation engineer, CNC operator, data analyst, machining technician, etc.

2.015

New recruits

874

Apprentices and trainees

372.024

Training hours

An essential capacity for innovation

in our plants and teams to contribute to the industry of the future

PRODUCTS INNOVATION

- I Eco-design
- I Active participation in the design of carbon-free aviation and the car of the future
- I Creation in direct collaboration with our customers to manufacture their products of tomorrow

NEW TECHNOLOGIES

- I 3D printing
- I New multi-material assembly processes, metal deformation ... etc.

PLANT 4.0 & ARTIFICIAL INTELLIGENCE

- I Collaboration with 10 start-ups to deploy digital solutions on site: *lean management, workforce planning, production planning, product life cycle, automated control, etc.*
- I 2 solutions in the experimental phase on quality management and the investment process.

€27.9 M

Amount
of R&D expenses
in 2024

36

Inventions
in 2024*

*Invention disclosure filed in the form of a Soleau envelope or 1st patent filing

Robotics & Automation

Global approach to robotization and automation of certain manufacturing processes
407 robots used for 10,000 employees

Our 3P approach with our 7 axes

a real roadmap with short and medium term objectives to establish our CSR strategy

| |
|---------------|
| 2024 Realized |
| 2030 Target |

PEOPLE

01.Protect our employees

TF1

5.7

5.0

02. Retain our talents

% of female executives

28.4%

ND

PLANET

03. Protect our environment

% of energy savings in MWh due to projects compared to the N-1 consumption

1.8%

ND

04. Work with our territories

% of sites in water stress zones that have implemented their action plan

65%

100%

PROFIT

05. Go beyond our customers' expectations

New products as % of sales revenue:

LISI AEROSPACE

7.6%

ND

LISI AUTOMOTIVE

12.4%

ND

LISI MEDICAL

2.0%

ND

06. Involve our suppliers

% of strategic suppliers assessed on CSR criteria

67%

100%

07. Secure our financial resources

Improvement of key financial indicators and generate a positive Free Cash Flow

We meet international standards, such as the Global Compact and the UN Sustainable Development Goals





Our brand
operational excellence and innovation
to meet the needs of tomorrow

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AEROSPACE

By preparing the technologies of tomorrow,

we participate in the major
R&D programs to improve
the performance of tomorrow's aircraft

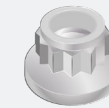
OUR AMBITION

Actively participate
in carbon-free aviation

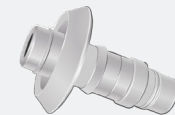
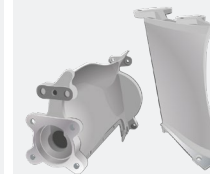
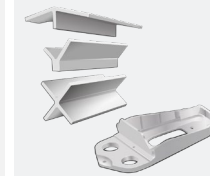
Almost 50 years of expertise
to develop
the aircraft of tomorrow,
safer and more respectful
of the environment

OUR FAMILIES OF ICONIC PRODUCTS

Fasteners
and Hydraulic
Fittings



Formed and forged
primary structure
components



Additive
manufacturing



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AUTOMOTIVE

Through constant innovation,

we contribute to improve the reliability and safety of the connected, autonomous, light and electric, vehicles of tomorrow.

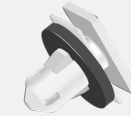
OUR AMBITION

Be a key contributor to the major transformation of the automotive industry

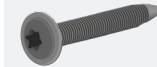
Connected vehicles, optimization of assemblies, automation, clean mobility, lightening etc.

OUR FAMILIES OF ICONIC PRODUCTS

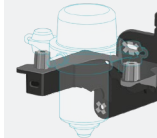
Automotive assembly solutions



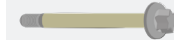
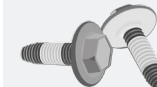
Multimaterial assembly solutions



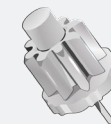
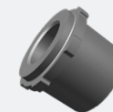
NVH assembly solutions, cabling and trim



Mechanical fasteners for electric drive chain



Cold-forged advanced safety components



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MEDICAL

By assisting our customers,

we bring our expertise on the industrial level of orthopedic implants and in the field of minimally invasive surgery

OUR AMBITION

Facilitate access to surgery for all

through a "more than a part" positioning

OUR FAMILIES OF ICONIC PRODUCTS

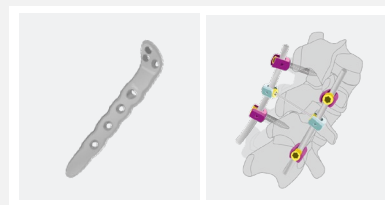
Minimally invasive surgery instruments



Reconstruction implants



Spinal and traumatology implants



A recognized differentiation



BEST MANAGED COMPANIES 2024

that distinguishes excellence, the quality of management and our performance.

A- CDP SCORE 2024

which recognizes our policy of impact in favor of territories and climate change.

ECOVADIS SILVER 2024

that rewards the sustainability and quality of our CSR management

3
labeled sites



Awarding iconic
French industrial achievements
Saint-Ouen-l'Aumône (LISI AEROSPACE)
Villefranche-de-Rouergue (LISI AEROSPACE)
Mélissey (LISI AUTOMOTIVE)

100%

of the production sites



EN 9100



IATF 16949



ISO 13485

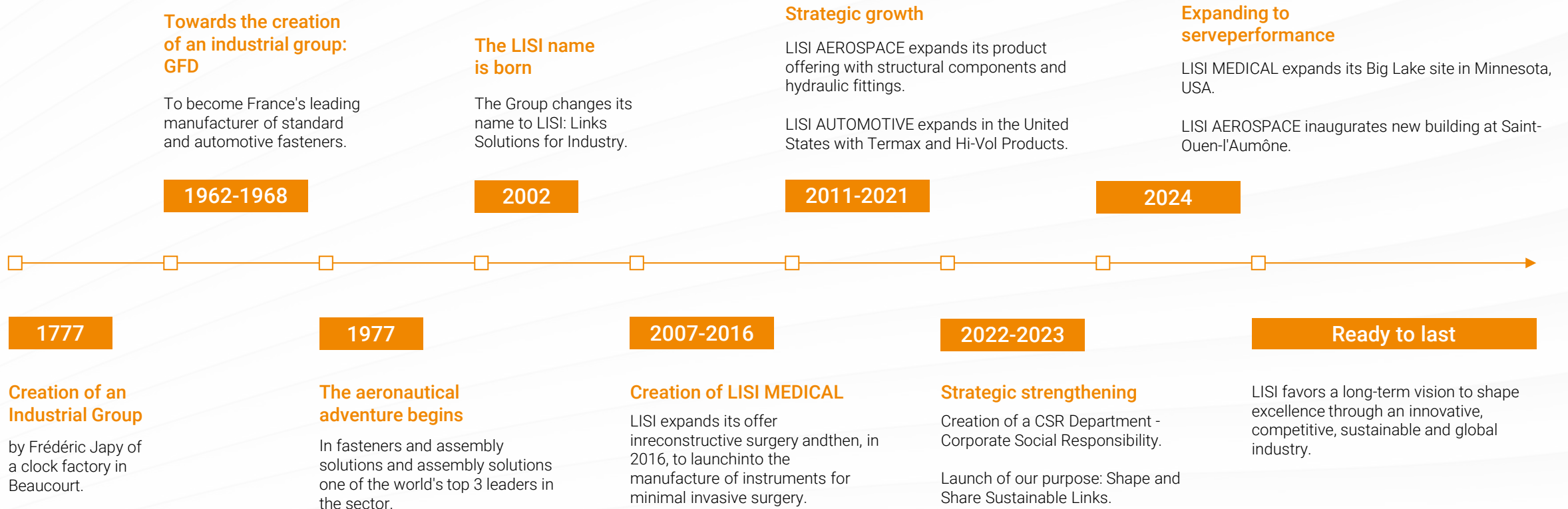
85%

of the certified sites



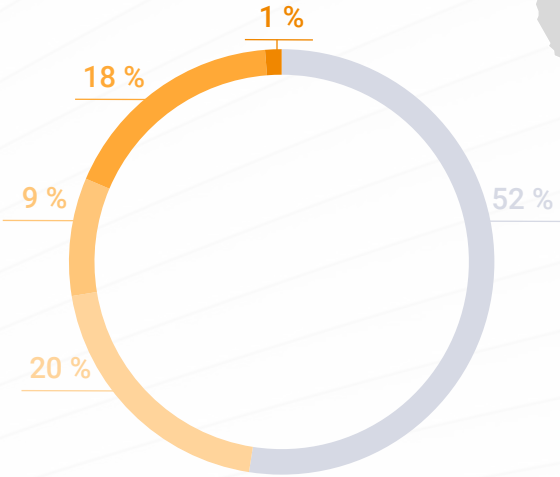
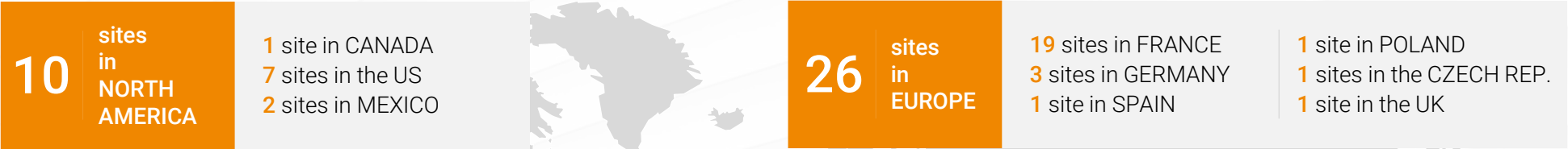
Since our inception

we have always morphed at fast pace to adapt to market developments



We produce worldwide

to be close to you, wherever you are



■ France ■ North America ■ Asia ■ Europe outside France ■ Africa



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AERONAUTIQUE | AUTOMOBILE | MEDICAL