

# lisi 2025

INTEGRATED REPORT / KEY HIGHLIGHTS

PRECISION /  
PERFORMANCE /  
INNOVATION  
SUSTAINABILITY /

## A NEW MILESTONE

**LISI AEROSPACE**  
A DISCIPLINED,  
SUSTAINABLE GROWTH  
TRAJECTORY

**LISI AUTOMOTIVE**  
THE AUTOMOTIVE  
INDUSTRY MOVING TOWARD  
A SUSTAINABLE FUTURE

**INDUSTRIAL  
EXCELLENCE,**  
AN ONGOING  
COMMITMENT



# CONTENTS

## 02

### PROFILE LISI, A FAMILY-OWNED GROUP

---

- 4 Editorial / 2025, a year of strategic realignment
- 6 An industrial legacy spanning nearly 250 years
- 8 LISI Group / Enduring businesses, a global footprint
- 10 Operational management
- 12 The Board of Directors
- 14 Our business model
- 16 Our strategy / Four levers to support ambition and performance

## 18

### THE GROUP'S HALLMARKS

---

- 20 LISI AEROSPACE
- 26 LISI AUTOMOTIVE

## 32

### PERFORMANCE EXCELLENCE AS AN UNWAVERING STANDARD

---

- 34 Challenges / Balancing economic performance and responsibility to achieve excellence
- 37 LISI Boost / Accelerating performance
- 40 Artificial Intelligence  
A new frontier for LISI

- 42 HR Transfo / Turning Human Resources into a driver of sustainable competitiveness
- 44 Customer Application Development / Bringing R&D closer to customer requirements
- 46 China / LISI AUTOMOTIVE turns competitive pressure into an industrial edge
- 48 CSR / Initiatives & Awards 2025

## 50

### INNOVATION TEST, LEARN, IMPROVE

---

- 52 Aligning innovation with market expectations
- 54 OPTIBLIND™: a solution developed with our customers, designed to meet their industrial challenges
- 56 Cutting buy-to-fly: the TYX challenge
- 58 WATCH OUT: an industrial philosophy
- 60 Electrified Heavy-Duty Vehicles: LISI AUTOMOTIVE rolls out its solutions

## 62

### OTHER INFORMATION ABOUT LISI

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# LISI

## A FAMILY- OWNED GROUP

Dating back to 1777, the LISI Group is built on the legacy of its founding families. From the outset, they shared a long-term vision and common ambition: **shaping excellence through an innovative, competitive and sustainable industry.**

With a global footprint, the LISI Group now comprises two divisions – **LISI AEROSPACE and LISI AUTOMOTIVE** –, 38 production sites and a workforce of more than 9,600. The LISI Group maintains a family spirit that prioritizes a long-term vision.

Its vision, based on **a CSR approach known as “3P” – People, Planet, Profit** –, places sustainable development at the core of its strategy and rests on shared values. It forms the foundation of the divisions’ performance and excellence.





## CONTENTS

- 4** EDITORIAL / 2025, A YEAR OF STRATEGIC REALIGNMENT
- 6** AN INDUSTRIAL LEGACY SPANNING NEARLY 250 YEARS
- 8** LISI GROUP  
ENDURING BUSINESSES,  
A GLOBAL FOOTPRINT
- 10** OPERATIONAL MANAGEMENT
- 12** THE BOARD OF DIRECTORS
- 14** OUR BUSINESS MODEL
- 16** OUR STRATEGY / FOUR LEVERS  
TO SUPPORT AMBITION AND  
PERFORMANCE

PROFILE

## EDITORIAL

**Jean-Philippe Kohler**  
Chairman

**Emmanuel Viellard**  
CEO

# 2025 A YEAR OF STRATEGIC REALIGNMENT



“ Our two pillars – innovation and operational excellence – sustain our efforts and shape our long-term vision. ”

2025 will remain a landmark year in the Group's history. With organic growth above 10% for the fourth consecutive year and a significant improvement in our results, we have reached new levels of performance. A key highlight of the year, the disposal of LISI MEDICAL enables us to refocus on our two core businesses: aerospace, which has experienced strong growth since 2019, and automotive, which is evolving in a rapidly changing market environment.

### STAYING THE COURSE...

For LISI AEROSPACE, we are meeting the capacity demands of a rapidly growing market and strengthening our position as the world's No. 2. For LISI AUTOMOTIVE, we have continued our strategy to lower the break-even point while supporting the automotive industry's transition to electric vehicles through the development of high added-value products.

Our two pillars — innovation and operational excellence — support these efforts and drive our long-term vision. The Group is also investing in disruptive technologies that are reshaping the way we work: these innovations naturally enhance our operational excellence through the LISI Boost program, which unifies our continuous improvement initiatives and accelerates the transformation of our plants. Finally, artificial intelligence is enriching our understanding of systems, while never replacing human expertise.

### ... IN A COMPLEX ENVIRONMENT

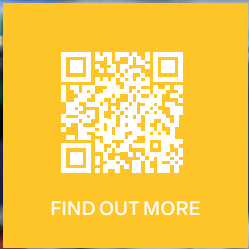
All these results are driven by our 9,634 employees worldwide, and this transformation is grounded in a conviction: staying close to the field and encouraging the sharing of experience. This is at the heart of our purpose: “Shape and Share Sustainable Links.” This vision guides our CSR approach, “3P” – People, Planet, Profit – both pragmatic and ambitious, extending the responsibility carried by our founding families for nearly 250 years. Our commitment to CSRD\* reflects our determination to align operational realities with demanding future objectives.

Our inclusion in the SBF 120 and CAC Mid 60 indices, along with our 2025 results, further demonstrates our strength and our ability to deliver on our commitments in a complex environment. This performance reinforces the confidence of our stakeholders and confirms the relevance of our long-term strategy, true to the legacy of our two founding families.

\* The Corporate Sustainability Reporting Directive (CSRD) is a European directive adopted in 2022 that strengthens companies' obligations to disclose information on environmental, social, and governance (ESG) matters.

# AN INDUSTRIAL LEGACY SPANNING NEARLY 250 YEARS

**OUR PURPOSE**  
**SHAPE  
AND SHARE  
SUSTAINABLE  
LINKS**



1777

## THE BEGINNINGS: STEEL WIRE

Frédéric Japy founded a watchmaking factory in Beaucourt. He was later joined by other families from Montbéliard and Belfort involved in steel wire processing. LISI was born from the convergence of these family-owned businesses.

1977

## THE AEROSPACE JOURNEY

The Group entered the design and manufacture of fasteners and assembly solutions for the aerospace industry. Today, the aerospace division ranks among the world's Top 2 in the sector.

2002

## THE GROUP BECAME LISI

To differentiate itself from competitors and position itself as a multi-specialist on the international stage, the Group adopts the name LISI: Link Solutions for Industry.



## 2011-2021

### STRATEGIC GROWTH

LISI AEROSPACE expanded its product range to include structural components and hydraulic fittings. LISI AUTOMOTIVE strengthened its presence in the United States through the acquisition of Termax and Hi-Vol Products.

## 2022-2023

### STRATEGIC CONSOLIDATION

Creation of a CSR Department and definition of our purpose: Shape and Share Sustainable Links.

## 2025

### CONSOLIDATION

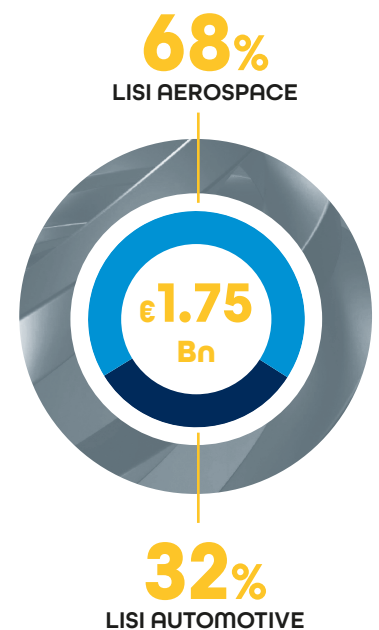
The Group refocused on its aerospace and automotive businesses with the disposal of its medical business to SK Capital. LISI AUTOMOTIVE acquired POLYSEMBLE HUNGARY in Győr to strengthen its assembly solutions portfolio in Central Europe.

# LISI GROUP

## ENDURING BUSINESSES, A GLOBAL FOOTPRINT

### BUSINESS AND PURPOSE

With nearly 250 years of history, the LISI Group draws on operational excellence and innovation to design and manufacture high added-value fastening solutions and components for the aerospace and automotive industries. It partners with customers worldwide to address today's challenges and help build a more sustainable industry. LISI's purpose – Shape and Share Sustainable Links – places social and environmental responsibility at the core of its strategy and collective approach. This shared commitment across all employees gives meaning to the Group's actions, guides the way it operates to achieve its objectives, and lays the foundation for its future development.



### 2025 AT A GLANCE

**€1.75 Bn**  
SALES REVENUE

**€161m**  
EBIT

**€56.1m**  
FREE CASH-FLOW \*

\* Cash flow from operations minus net industrial capex and changes in working capital requirements.

FOOTPRINT

**38**

PRODUCTION SITES  
ACROSS 14 COUNTRIES

**24**

SITES IN  
EUROPE

- 16 sites in France
- 3 sites in Germany
- 1 site in Spain
- 1 site in Hungary
- 1 site in Poland
- 1 site in the Czech Republic
- 1 site in the UK

**4**

SITES  
IN ASIA

- 2 sites in China
- 1 site in India
- 1 site in Turkey



**€99.9m**

INDUSTRIAL CAPEX

**€28.7m**

R&D EXPENSES

**9,634**

EMPLOYEES

## PROFILE

# OPERATIONAL MANAGEMENT

## THE EXECUTIVE COMMITTEE

It brings together 10 members from Group Senior Management and the two divisions' leadership. Its role is to ensure the sharing of all strategic and operational decisions across the Group.

● Member of the Executive Committee

## LISI



● **Emmanuel VIELLARD**  
CEO



● **Raphaël VIVET**  
Chief Financial Officer



● **Christophe MARTIN**  
Senior VP Industrial & Purchasing



● **Cécile LE CORRE**  
General Counsel



**Christian DARVILLE**  
Senior VP Administration & Strategic  
development North America



● **Anne-Delphine BEAULIEU**  
Chief Sustainability Officer & Digital  
Transformation



● **Alexis POLIN**  
Chief HR Officer



● **Pierre-Emmanuel KOHLER**  
VP Information and Technology

# THE LEADERSHIP BOARD

It brings together 24 members representing key functions from each division and Group Senior Management. It defines and implements the Group's operational strategy.

## LISI AEROSPACE



**Emmanuel NEILDEZ**  
CEO



**Guillaume VINDEVOGEL**  
Deputy CEO LISI AEROSPACE



**Frédéric BALCERZAK**  
Senior VP General Manager Business  
Group Structural Components



**Cédric DEJEAN**  
Senior VP General Manager Business  
Group Fasteners



**François-Xavier DU CLEUZIQU**  
Senior VP Strategy &  
Procurement



**Guillaume LEMANACH**  
General Manager Fasteners Europe



**Bénédicte MASSARÉ**  
Senior VP Finance



**Yannick MORVAN**  
Chief Quality and Technology  
Officer



**Scott WOOD**  
Senior VP General Manager Business  
Group Fasteners North America

## LISI AUTOMOTIVE



**François LIOTARD**  
CEO



**Martin BELEY**  
Senior VP General Manager Business  
Group Safety Mechanical Components



**Éric FERNANDEZ**  
Senior VP General Manager Business  
Group Threaded Fasteners



**Thierry JULIAT**  
Senior VP General Manager Excellence  
Systems & Global Supply-Chain



**Vincent QUINAUX**  
Senior VP General Manager Business  
Group Clipped Solutions



**Wes J. GARDOCKI**  
CEO LISI AUTOMOTIVE Termax



**Françoise ZAUGG**  
Finance, Marketing & Internal  
Control Director

# THE BOARD OF DIRECTORS

as of December 31, 2025



## Chairman of the Board of Directors

① Jean-Philippe KOHLER

## Members of the Board of Directors

② Bernard BIRCHLER ●

③ Isabelle CARRERE

④ Françoise GARNIER ●

⑤ SAS CIKO represented by Capucine KOHLER

⑥ Ingrid COYER ▲  
employee representative board member

⑦ Compagnie Industrielle de Delle  
represented by Geoffroy KOHLER

⑧ Marie-Hélène  
PEUGEOT-RONCORONI

⑨ Pierre Eric POMMELLET ●

⑩ Véronique SAUBOT\* ●



- 11 VIELLARD MIGEON & Cie represented by Cyrille VIELLARD
- 12 Florence VERZELEN ●
- 13 Emmanuel VIELLARD CEO
- 14 Mohamed EZZENZ ▲ employee representative board member

**Secretary of the Board of Directors**

- 15 Cécile LE CORRE

- Independent board member
- ▲ Employee representative board member

\* Vice-Chairwoman and Senior Director.

# OUR BUSINESS MODEL

## OUR RESOURCES

### Our teams

- 9,634 committed and engaged employees across 14 countries.
- A corporate university, LKI.

### Our know-how

- 204 experts within a LISI internal network.
- Nearly 40 members across all sites working on digital and AI.
- More than 40 AI agents across maintenance, IT, quality, and finance, supporting approximately 200 daily active users.
- Over 200 employees trained in AI across 4 countries.
- 20 patents filed in 2025.<sup>(1)</sup>

### Our industry

- 38 production sites across 14 countries.
- Including 3 sites recognized as "Vitrines de l'Industrie du Futur".
- A ratio of 363 robots per 10,000 employees.<sup>(2)</sup>
- Approximately 10 collaborations with start-ups.

### Our commitment

- ISO 14001 & ISO 45001: a certification policy for all our sites.
- Internal excellence program LISI E-HSE, with all employees trained in the HSE program.
- A signatory to the Global Compact, French Business & Climate Pledge.

### Our robust financial situation

- €1,091M in equity.
- Net debt (€233.7M, -€254.8M/2024).

## PURPOSE

# SHAPE AND SHARE SUSTAINABLE LINKS

In line with its CSR policy, the LISI Group is accelerating its 3P strategy — PEOPLE, PLANET, PROFIT — by leveraging LISI Boost, its standards and tools, as well as its two core pillars, which form the Group's DNA: operational excellence and innovation.

### 3P APPROACH

A CSR strategy implemented at all levels of the company to support our purpose; our approach is structured around the 3P framework: **PEOPLE, PLANET, PROFIT.**



**PURPOSE**  
Shape and Share Sustainable Links.

### LISI BOOST

Our operational excellence program to manage our plants and position LISI as a global industrial benchmark.

<sup>(1)</sup> Filing of an invention through an e-Soleau envelope or initial patent application.

<sup>(2)</sup> Articulated robots only. LISI deploys a wider range of automated solutions.

**OUR 3Ps WITH OUR 7 AXES**

The infographic is set against a background of a large gear. It features a central white box with a vertical list of seven icons, each representing an axis. The icons are grouped under three main categories: PEOPLE (top three), PLANET (middle three), and PROFIT (bottom one). Each icon is accompanied by a number and a brief description.

- PEOPLE**
  - 1** Protect our employees (Icon: Heart with pulse line)
  - 2** Retain our talent (Icon: Gender symbol with arrow)
  - 3** Protect our environment (Icon: Book with pencil)
- PLANET**
  - 4** Work with our territories (Icon: Double-headed vertical arrow)
  - 5** Go beyond our customers' expectations (Icon: Bar chart with upward arrow)
  - 6** Involve our suppliers (Icon: Water tap with drop)
- PROFIT**
  - 7** Secure our financial resources (Icon: Sun)
  - 8** (Icon: Eye with globe) Go beyond our customers' expectations
  - 9** (Icon: Infinity symbol) Involve our suppliers
  - 10** (Icon: Buildings) Secure our financial resources
  - 11** (Icon: Recycled boxes) Secure our financial resources
  - 12** (Icon: Flower-like symbol) Secure our financial resources

**OUR ADDED VALUE**

**Our teams**

- **An attractive and supportive social model**, including profit-sharing, incentive schemes, employee share ownership and employee savings plans.
- **€629M** in personnel expenses, or **36% of sales revenue**.
- **28% female representation in management**.
- **TF1<sup>(3)</sup> = 5.8**

**Our customers**

- **€99.9M in industrial capex** to meet customer demand, or 5.7% of sales revenue.
- **€28,7M in R&D expenses**.

**Our suppliers & partners**

- **€540M in procurement spend** (raw materials, goods, tools, and other supplies).
- **69% of CSR-sensitive suppliers** assessed in 2025.

**Our environment**

- **-43% of our greenhouse gas emissions** versus the 2019 baseline on Scopes 1 & 2 and €3.1M in capex dedicated to carbon footprint reduction initiatives.
- **2% energy savings** in MWh due to projects versus the N-1 consumption (on a constant scope basis).
- **1.4% of renewable energies** produced on site.

**Government and local authorities**

- **67% of sites** located in water-stressed areas have an action plan.

**Our shareholders and financial partners**

- Free Cash Flow: **3.2% of sales revenue**.
- **€0.46 dividend** per share.<sup>(4)</sup>

<sup>(3)</sup> Number of workplace accidents with and without lost time per million hours worked.

<sup>(4)</sup> Dividend proposed at the General Meeting on 04/24/2026.

# FOUR LEVERS TO SUPPORT AMBITION AND PERFORMANCE

**R**ooted in the Group’s purpose —“Shape and Share Sustainable Links”—LISI’s mission is to design and deliver high added-value fastening solutions and components for the aerospace and automotive industries. As the heir to industrial expertise built over several generations, the Group draws on this technical heritage to combine performance, innovation and resilience, while contributing to a more inclusive and sustainable society.

The disposal of the LISI MEDICAL division in October 2025 marks a key milestone in the Group’s history. It enables LISI to refocus on its two core industrial businesses, in a context of strong growth in aerospace and profound transformation in the automotive industry. This strategic refocusing strengthens the coherence of the Group’s portfolio and confirms its intention to concentrate resources on markets where it holds a sustainable competitive edge.

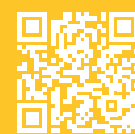
## A WELL-BALANCED STRATEGY

In this contrasted environment, LISI is deploying a balanced strategy: strengthening its positions in high-growth markets while differentiating its offering through operational excellence, innovation, and the adoption of disruptive technologies (notably with WATCH OUT, see page 58). The LISI Boost program (see page 37) plays a central role in this dynamic by unifying performance and continuous improvement initiatives across the Group, while the digitalization of processes and the gradual integration of artificial intelligence enhance analytical and decision-making capabilities, without ever replacing human expertise.

This roadmap is organized around four interdependent levers.



**1**  
**LONGEVITY,**  
first of all, which ensures the Group’s ability to invest sustainably while remaining close to the field, its customers, and its teams. It reflects the Group’s strong industrial roots as well as the long-term vision it stands for.



FIND OUT MORE



**2**

**EXCELLENCE,**

embodied by the LISI Boost program, which structures continuous improvement initiatives, strengthens the Group's industrial competitiveness, and ensures a shared culture of continuous improvement.

**3**

**INNOVATION,**

a driver of differentiation and growth, delivering added value through digitalization and the integration of disruptive technologies.

**4**

**SUSTAINABILITY,**

lastly, which reflects the Group's CSR commitment around the 3Ps — People, Planet, and Profit — to balance environmental responsibility, social impact, and sustainable value creation.





# THE GROUP'S HALLMARKS

As global industrial players, LISI AEROSPACE and LISI AUTOMOTIVE are the two backbones of the LISI Group's business.

These two core divisions bring together technological expertise, operational excellence, and innovation to serve global aerospace and automotive markets.

## CONTENTS

**20** LISI AEROSPACE

**26** LISI AUTOMOTIVE

# LISI AEROSPACE

## A DISCIPLINED, SUSTAINABLE GROWTH TRAJECTORY

In a fast-growing aerospace market, LISI AEROSPACE is expanding its industrial capabilities and accelerating its innovation programs.

Emmanuel Neildez looks back on a pivotal 2025, marked by major capacity milestones and transformative investments.

### 2025 AT A GLANCE

€ **1,191.1m**  
(+ 15.6% / 2024)

**68%**  
OF GROUP SALES

**6,630**  
EMPLOYEES

**19**  
SITES ACROSS

**8**  
COUNTRIES





*Our industrial model and investment strategy allow us to sustain the global ramp-up while positioning ourselves for the future. ••*



## INTERVIEW

**Emmanuel Neildez**

CEO  
LISI AEROSPACE

### **How did the aerospace market perform in 2025?**

Since 2022, the aerospace sector has followed a trajectory of steady and robust growth. The year 2025 fully aligns with this trend, with growth across all market segments. This unprecedented environment is fueling the division's activity, strengthening our market share, and confirming the strength of our positioning with major OEMs. It is also accompanied by a highly demanding operational context, with strong mobilization across all our sites to support production ramp-ups.

### **How is the division managing this acceleration?**

For several years, we have been implementing a structured and phased ramp-up plan. It is built on three complementary workstreams: first, capacity investments, with the acquisition of next-generation equipment and extended production hours; second, the recruitment and upskilling of our employees, supported by enhanced training programs and career management through the HR Transfo plan (see page 42); and finally, the strengthening of long-term partnerships with our key subcontractors. In 2026, this momentum will be reinforced by the operational rollout of significant infrastructure investments, including the expansion of the Villefranche-de-Rouergue site (Occitanie region), the doubling of the Vignoux-sur-Barangeon site (Centre-Val de Loire region), and the modernization of the Saint-Brieuc plant (Brittany region).



**This unprecedented, sustained momentum is strongly supporting the division's activity, increasing our market share, and confirming the strength of our positioning with major OEMs.**

### **What are the key investment and innovation priorities?**

We reached significant capacity milestones in 2025, as previously mentioned, while preparing for the future. Our R&D programs are progressing in line with our roadmap: the OPTIBLIND™ blind fastening system is expected to achieve its first qualification in 2026, the final step before industrialization (see page 54). The TYX process, meanwhile, opens major opportunities to reduce both material usage and energy consumption in the production of structural parts. Our ambition is to position these innovations on next-generation single-aisle aircraft, whose technical and environmental requirements will be far more demanding than those of current generations.

### **How are you advancing on decarbonization and workforce skills transformation?**

Here again, we are continuing the trajectory set in recent years. On the consumption side, we are integrating increasingly energy-efficient equipment and continuously optimizing our manufacturing

processes. We are also working with our raw material suppliers to improve recycling rates and reduce upstream carbon emissions. At the same time, digitalization and automation are profoundly transforming our jobs. To support this shift, the HR Transfo program helps us strengthen career management, retain our talent, and develop the internal skills we will need in the future. This approach aligns our organization with the most advanced industrial standards.

### **What are LISI AEROSPACE's ambitions toward 2040?**

Our objective is to be a strategic partner on next-generation aircraft and across all our product lines. To achieve this, we rely on product and process innovation to meet competitiveness challenges, operational excellence to maintain and strengthen customer trust, and deeper customer intimacy built on long-term dialogue and continuous engagement with key customers.

# OUR FLAGSHIP PRODUCTS

LISI AEROSPACE designs, develops, and manufactures fasteners as well as assembly and structural components for the world's leading aerospace companies. Its innovations help enable the design of safer, more fuel-efficient aircraft.

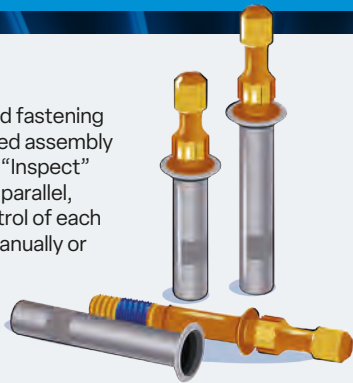


FIND OUT MORE

## FASTENERS

### OPTIBLIND™

is an innovative structural blind fastening solution that enables one-sided assembly of structures. The integrated "Inspect" control system, developed in parallel, ensures real-time quality control of each fastener, whether installed manually or in fully automated processes.



### LATCHES

The LISI AEROSPACE latches range is designed for tension and shear applications in confined environments. It combines innovation and operational excellence. Development, industrialization, and production capabilities have been significantly strengthened in France and California, including the doubling of our Vignoux-sur-Barangeon site.



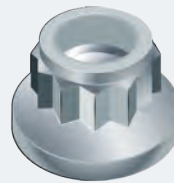
### HYDRAULIC FITTINGS

LISI AEROSPACE offers the most comprehensive range of aerospace hydraulic fittings, including separable and crimped, straight and forged designs in aluminum, stainless steel, and titanium. They are produced at our facilities in California and France, where development and industrialization capacities have tripled over the past three years.



### NUTS

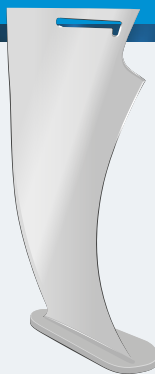
LISI AEROSPACE offers a broad range of high added-value nuts, with industrial excellence recognized by major aircraft manufacturers. The STARLITE™ family is expanding with new titanium versions featuring the in-house developed HI-KOTE™ coating.



## STRUCTURE

### BLADE

Compressor blades compress air prior to combustion in engines and are critical components. LISI AEROSPACE masters their manufacturing through three processes: oversized forging for agility, precision forging for cost-effective series production, and billet machining for prototyping.



### LEADING EDGE

LISI AEROSPACE is a leader in the leading-edge market. These critical components ensure the structural strength of composite blades exposed at the front of engines and contribute to their aerodynamic performance. Its integrated manufacturing process optimizes raw materials and enables large-scale production of up to 30,000 parts per year.



### WAVEGUIDES

These components guide electromagnetic waves from one point to another within satellites. LAAM (LISI AEROSPACE Additive Manufacturing), a recognized expert in aerospace metal additive manufacturing, transforms these complex assemblies into single-piece components with optimized geometries for enhanced performance and reliability.



# 2025 PARIS AIR SHOW

## INNOVATION, TALENTS, AND DIGITAL TRANSFORMATION



**F**rom June 16 to 22, 2025, LISI AEROSPACE took part in the International Paris Air Show, a key event for the industry, with a booth designed as a true journey through its expertise. Structured around the division's main business areas and its historical products (fasteners and structural components), this nearly 250-square-meter space showcased the full range of capabilities supporting civil, defense, and space programs. Throughout the week, meetings with the division's customers and partners fostered high-level discussions and helped advance future projects, such as the launch of the DIGIFAST program (see opposite page). A new feature this year, several employees selected by lottery were able to attend the event and experience the air displays along the runway, an immersive and unifying experience.

### **OUR COMMITMENT TO DIVERSITY**

Many female students supported by the "Elles Bougent" association, which is committed to increasing women's representation in industry, as well as representatives from the media platform "Les Meufs de l'Industrie", met with LISI AEROSPACE teams. Hosted by Marie-Anne Vidal, Metallurgy Methods Project Manager LISI AEROSPACE Villefranche-de-Rouergue, Elisabeth Willocq, R&T Director – Engine and Structural Components LISI AEROSPACE, and Asmaa Chagna, Chemical Products Manager LISI AEROSPACE, the event highlighted the Group's commitment to diversity in industrial careers.



## INTRODUCTION OF DIGIFAST CONTROLLING CRITICAL ASSEMBLIES

The Paris Air Show provided an opportunity for LISI AEROSPACE and CETIM to announce a collaboration agreement aimed at improving the control of bolted assembly installation. Named DIGIFAST, this project is a new milestone in the Smart Fasteners program launched in 2022 and supported through 2024 by the French Civil Aviation Research Council (CORAC) and the French Civil Aviation Authority (DGAC). DIGIFAST aims to develop, by 2027, a tightening torque measurement and control device that is high-performing, reliable, easy to use, and integrable into industrial production lines as well as aircraft maintenance operations. It will validate the robustness of the ultrasonic measurement technology demonstrated by Smart Fasteners in a representative industrial environment and prepare its industrialization. The goal is to advance technological maturity in order to secure critical assemblies and ultimately enable large-scale deployment and commercialization of this innovation in support of LISI Group's industrial performance. DIGIFAST will address the requirements of the aerospace industry, as well as those of other industrial sectors (automotive, energy, etc.) where tightening control is a critical safety issue.



## SPOTLIGHT ON DIGITAL AND IA

Finally, the Digital & AI hub showcased concrete use cases developed with partner startups (Fabriq, Mercateam, Ellistat, Aletiq, etc.). Led by Anne-Delphine Beaulieu, Chief Sustainability Officer & Digital Transformation LISI, and Paul Malard, Industry 5.0 & AI Project Manager LISI, this space illustrated the Group's transformation journey in support of industrial performance and operational excellence.

# LISI AUTOMOTIVE

CREATING VALUE  
IN A CHANGING  
MARKET

## INTERVIEW

**François Liotard**

CEO  
LISI AUTOMOTIVE

In the face of major shifts in the automotive industry, LISI AUTOMOTIVE is adapting its strategy to strengthen competitiveness and create long-term value. François Liotard, CEO of the division, discusses the 2025 priorities, key performance drivers, and growth outlook.



## 2025 AT A GLANCE

€**558.5m**  
(- 3.7% / 2024)

**32%**  
OF GROUP SALES

**2,907**  
EMPLOYEES

**19**  
SITES ACROSS

**9**  
COUNTRIES

“ *In a rapidly changing automotive industry, our ambition is to be a leading player in the transition to electrified, connected, and sustainable vehicles.* ”

**How do you look back on 2025?**

The year 2025 clearly represents a key milestone for LISI AUTOMOTIVE. In an automotive market with no meaningful volume growth, we continued to execute our strategy: focusing our product portfolio on high added-value solutions and sustainably reducing our breakeven point. Against this backdrop, revenue totaled €558.5M, down from 2024. However, this performance should be viewed in the context of the structural progress achieved.

Over the past two years, we have reduced our breakeven point by nearly 10% by working across four key levers: first, optimizing our product mix,

notably through the disposal of our Nomel subsidiary; second, developing higher added-value activities, reinforced by the acquisition of an industrial site in Hungary dedicated to plastic assemblies for lightweight electric vehicles; third, improving the economic performance of our suppliers while strengthening operational excellence and productivity across our plants; and finally, optimizing our fixed cost base by redeploying certain industrial activities in Europe and North America to more competitive locations. This transformation has mobilized all our teams and represents a key foundation for the future.



### **Where do you stand on decarbonization and digital transformation?**

Our products for electric vehicles directly contribute to the automotive industry's decarbonization efforts. We are also acting on our own operations through three types of initiatives: first, efficiency, notably by significantly reducing our water consumption; second, the use of low-carbon energy, with the installation of solar panels at two sites in Europe and two sites in China; and third, the

decarbonization of our procurement, in particular through the use of low-carbon steel produced using electricity.

At the same time, digitalization and artificial intelligence are also key drivers of performance. High-volume production data, enabled by the rollout of our Manufacturing Execution System (MES), allows real-time management with direct visibility into key performance indicators. The use of generative AI and image processing enhances quality control efficiency and accelerates commercial responsiveness.

### **How do you see the Group evolving toward 2040?**

The automotive industry is both mature and undergoing profound change. In a zero-sum market, where one manufacturer's growth comes at the expense of another, anticipation is essential. By 2040, battery electric, connected vehicles with high electronic content are expected to dominate the market. Our ambition is to be a fully engaged player in this transformation, expanding our customer base, delivering high added-value solutions for electrified, autonomous, and connected vehicles, and proactively managing our breakeven point, regardless of how the market evolves.

### **What are your priorities for 2026?**

We remain fully committed to executing our strategy. We are steadily advancing the implementation of our product plan dedicated to vehicle electrification. This plan spans our full range of expertise: sealing fasteners for batteries, safety mechanical components for electric braking systems, and clipped solutions that contribute both to vehicle lightweighting and cable fastening, including high-voltage power cables. This product plan is highly ambitious: if all these solutions were integrated into a single electric vehicle, they would represent up to €200 of LISI AUTOMOTIVE products per vehicle.

### **How is your geographic positioning evolving, particularly in China?**

We aimed to rebalance our exposure by engaging more closely with the Chinese industrial ecosystem, which accounts for nearly one-quarter of global automotive production. A targeted commercial strategy has enabled us to initiate promising discussions with OEMs such as BYD, Leapmotor, Li Auto, and Great Wall Motors. At the end of 2025, this ecosystem represents just over 4% of the division's revenue, either directly or through parts manufacturers.

## OUR FLAGSHIP PRODUCTS

LISI AUTOMOTIVE produces high added-value fastening solutions and components that enable the design of safer, lighter, electrified, and connected vehicles. The division operates at a high level of excellence and contributes to the transformation of the automotive industry.

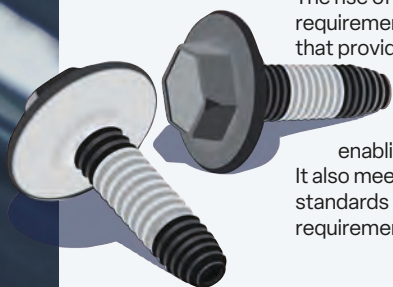


FIND OUT MORE

### DRIVE CHAIN

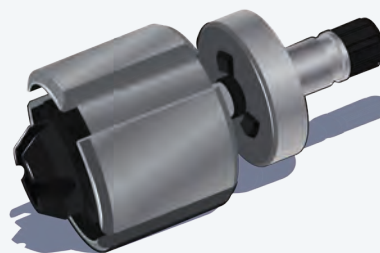
The rise of electrification introduces new requirements, particularly assemblies that provide full sealing.

Our range of fasteners for electric powertrain systems ensures complete sealing while enabling secure component assembly. It also meets enhanced cleanliness standards in line with the most demanding requirements of electric mobility.



### ELECTRIC PARKING BRAKES

These high-precision mechanical components play a critical role in vehicle safety and reliability. As electrification and automation continue to increase, the precision, robustness, and repeatability of our parts are essential to ensuring proper vehicle performance and safety.



### CABLE CHANNELS

The increase in onboard electronic functions and high-voltage architectures, as well as the growing electrification of vehicles, make cable channels a key element of vehicle safety. Our range ensures the protection and organization of vehicle wiring harnesses.

### AIRBAG TETHERS

They enable the airbag to deploy safely, preventing nearby interior trim components from becoming projectiles. This ensures passenger safety inside the vehicle.

Our parts are designed to meet safety requirements for the next 15 years and beyond. This solution is available in either a one-piece or two-piece design, depending on application needs.



# 2025 KEY HIGHLIGHTS



## DEPLOYMENT OF THE **KAIROS** AUTOMATION PROJECT

The KAIROS project is deployed at the Delle 2 logistics site (in the Territoire de Belfort, near the Swiss border) and represents a key milestone in the industrial transformation led by the LISI AUTOMOTIVE division. Launched in 2023, this automation and robotics program supports the Group's objectives in terms of strengthening industrial performance and improving working conditions. The structural transformation of the workshop it entails enables the automation of repetitive tasks such as handling containers, preparing bags, labeling, and palletizing batches of parts.

### KEY PROJECT DATA

**€1.7m**  
IN CAPEX

**40**  
AUTOMATIC  
SORTING MACHINES  
RELOCATED AND  
MODIFIED

**5**  
NEW INTEGRATED  
MACHINES

**74%**  
OF EXPECTED  
GAINS ACHIEVED

### IMPROVEMENT OF WORKSTATION ERGONOMICS

The project is expected to significantly improve workstation ergonomics by eliminating material handling steps. The reorganization of the entire autonomous production unit (APU) responsible for sorting also makes it possible to streamline flows, reduce equipment footprint, and optimize the allocation of employees to each machine. The project has freed up industrial space to accommodate new developments, improved working conditions for teams, and generated significant productivity gains, notes Guillaume Renouf, Plant Manager of Delle & Dasle. By the end of 2025, 80% of the target volume had been transferred to the new Kairos line, and 74% of the expected gains had been achieved. Full deployment is scheduled for completion by the end of 2026.

# AQUIWEB

## A 4.0 CONNECTIVITY SYSTEM FOR LISI AUTOMOTIVE WORKSHOPS

“Aquiweb helps ensure data reliability at the source and quickly turn it into actionable operational levers.”

**Astrée**  
Software

**Thomas Crettenand** Operational Management  
System Leader, LISI AUTOMOTIVE Delle.

The Aquiweb project, deployed in 2025, addresses a dual objective: simplifying the flow of information from the shop floor to the management system and supporting operators in the execution of their daily tasks. This digital tool, developed by Astrée Software — who has been supporting LISI AUTOMOTIVE since 2019 — initially centralizes production data (parts produced, scrap, downtime causes, work instructions), quality data (inspections, measurements, associated documentation), and maintenance data (level 1 preventive maintenance). The continuity of data — from shop floor capture through reporting and analysis — enables faster decision-making and reliance on factual data to define corrective actions. The aim is to contribute to lowering the breakeven point through sustained productivity improvements, notably by targeting the most critical machine downtimes over defined periods.

### ONE CENTRALIZED INTERFACE

For operators, this single digital interface—designed to gradually replace paper-based systems—provides real-time alerts when actions are required, such as inspections, downtime qualification, or maintenance operations. “Aquiweb ensures data accuracy at the source and quickly turns information into actionable operational insights,” notes Thomas Crettenand, Operational Management System Leader at LISI AUTOMOTIVE Delle. At this stage, 100% of the cold forging machines in Delle have been equipped. Deployment is continuing in the Delle 2 workshop, with the machining workshop next in line. The project also includes the phased installation of an initial heat-treatment furnace to enhance production monitoring and traceability, including temperature, atmosphere, and quality control data.

The Fuenlabrada site in Spain was also equipped in 2025. A new version of Aquiweb, currently under review for rollout in 2026, will introduce enhanced features aimed at continuously improving satisfaction among sites already using the solution.

### PROJECT PROGRESS

**100% OF COLD FORGING MACHINES NOW FULLY EQUIPPED**

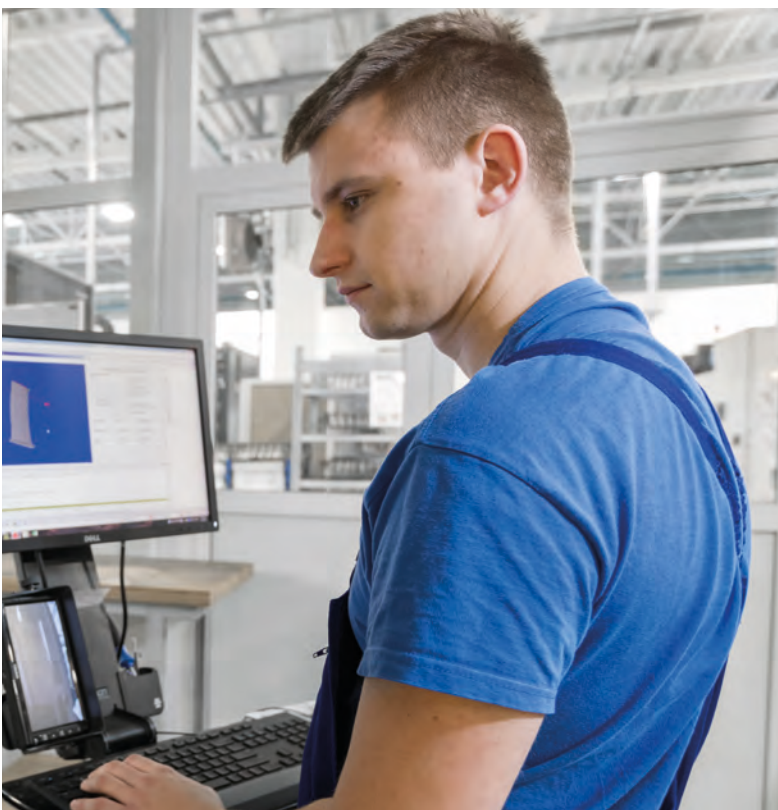
**QUALITY INSPECTIONS LAUNCHED IN JANUARY 2026**

**DEPLOYMENT IN PROGRESS AT THE DELLE WORKSHOP**

**MACHINING WORKSHOP: CABLING AND INSTALLATION TO FOLLOW**

**HEAT TREATMENT FURNACE: CURRENTLY UNDERGOING TESTING**

**NEW VERSION UNDER REVIEW FOR 2026**



# EXCELLENCE AS AN UNWAVERING STANDARD



The pursuit of operational excellence is at the **core** of the LISI Group's industrial strategy. It enables the Group to keep moving forward and to continuously adapt to changes in the markets in which it operates. To achieve this, the Group integrates the best of artificial intelligence and relies on its LISI Boost program. Designed as a transformation lever, this program aims to strengthen competitiveness, optimize processes at each plant, and embed demanding standards across the Group.



## CONTENTS

- 34** CHALLENGES / BALANCING ECONOMIC PERFORMANCE AND RESPONSIBILITY TO ACHIEVE EXCELLENCE
- 37** LISI BOOST / ACCELERATING PERFORMANCE
- 40** ARTIFICIAL INTELLIGENCE / A NEW FRONTIER FOR LISI
- 42** HR TRANSFO / TURNING HUMAN RESOURCES INTO A DRIVER OF SUSTAINABLE COMPETITIVENESS
- 44** CUSTOMER APPLICATION DEVELOPMENT / BRINGING R&D CLOSER TO CUSTOMER REQUIREMENTS
- 46** CHINA / LISI AUTOMOTIVE TURNS COMPETITIVE PRESSURE INTO AN INDUSTRIAL EDGE
- 48** CSR / INITIATIVES & AWARDS 2025

PERFORMANCE

**JOINT INTERVIEW**

**Anne-Delphine Beaulieu**

Chief Sustainability Officer & Digital  
Transformation LSI

**Raphaël Vivet**

Chief Financial Officer LSI

# CHALLENGES

## BALANCING ECONOMIC PERFORMANCE AND RESPONSIBILITY TO ACHIEVE EXCELLENCE



The LISI Group’s performance is now underpinned by a clearly assumed balance between financial performance and CSR ambitions.

Anne Delphine Beaulieu and Raphaël Vivet share their vision of a sustainable, value creating business model.

**How would you assess the Group’s non financial performance today?**

**Anne-Delphine Beaulieu** - Non financial performance is a pillar in its own right of the Group’s strategy. It is managed with the same level of rigor as financial performance, using shared indicators that are integrated into our monthly dashboard. Every significant project now includes an assessment of its carbon impact, and our social indicators are fully embedded in our decision making processes. We also track CSR objectives that are aligned with a 2030 roadmap for the Group.

This momentum is widely recognized: for the fourth consecutive year, our non financial ratings have improved, including an A score from CDP Climate, a B score from CDP Water, and continuously improving assessments from EcoVadis and Ethifinance. This is also a cultural transformation, embodied by our People, Planet, Profit approach, which underpins our CSR strategy. Non financial performance is now a key driver of both our resilience and our long term value creation.

**Raphaël Vivet** - Non financial performance has now reached a strategic level equivalent to financial performance. This vision is fully aligned with the Group’s purpose – “Shape and Share Sustainable Links” – which is reflected very concretely in our governance framework. The establishment of a dedicated Sustainability and CSR department, our 3P approach – People, Planet, Profit –, and the integration of CSR criteria at the core of our strategic pillars are all powerful illustrations of this commitment.

*In a rapidly changing world, aligning operational excellence with positive impact is no longer optional; it forms the foundation of our sustainable value creation.*

**-43%**  
REDUCTION IN CARBON EMISSIONS  
SINCE 2019

**3rd**  
CONSECUTIVE YEAR  
OF IMPROVEMENT IN OUR ENERGY  
MIX (DRIVEN BY THE INSTALLATION  
OF PHOTOVOLTAIC PANELS)

**100%**  
OF OUR CSR RATINGS  
HAVE IMPROVED

In our investment decisions, we systematically assess the environmental impact, the social implications, and the project's ability to create sustainable value beyond the short term. With the entry into force of the CSRD\*, this approach is becoming even more structured and more transparent, both internally and for our stakeholders.

**How do financial performance and CSR ambition together inform your strategic choices?**

**A-D B**- Our conviction is clear: performance and responsibility are two sides of the same standard of excellence. In a rapidly changing world, our investors, employees, customers, and local communities expect us to demonstrate this ability to combine operational excellence with positive impact.

We place human development at the heart of our strategy. An inclusive culture, diversity, and environmental commitment are becoming collective strengths that give our actions deeper meaning. This is what enables us to attract and retain professionals who are looking for a resilient and responsible company, where economic performance goes hand in hand with shared value creation and lasting impact in our local communities.

**R V** - As a listed Group on the SBF 120, we are also expected to meet high standards of transparency

**AMBITIONS FOR 2030  
A DEMANDING BUT WELL CONTROLLED  
ROADMAP**

LISI approaches its 2030 CSR ambitions with confidence. The Group relies on a structured governance framework and its 3P approach – People, Planet, Profit –, which now guides all of its decision making. This robust foundation enables disciplined operational execution on CSR matters, and investments are also conceived from a global performance perspective. While the continued improvement in its non financial ratings strengthens the credibility of its trajectory, several areas of vigilance remain. "Decarbonization efforts must intensify in a context of sustained business growth, and the development of our talent remains a key strategic lever," notes Anne-Delphine Beaulieu. Although the foundations are solid and the commitment is genuine, achieving the 2030 targets will require a significant acceleration on these two key levers.

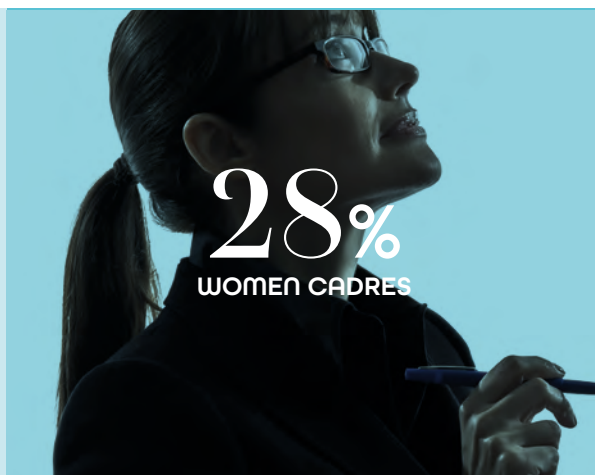
regarding CSR criteria. Investors today analyze our non financial indicators with the same level of scrutiny as our economic results. The ratings we have mentioned (CDP, EcoVadis) are true markers of credibility and play a tangible role in our access to financing: for example, our partners are developing loan instruments whose conditions can be improved based on the achievement of specific CSR targets.

\* The Corporate Sustainability Reporting Directive (CSRD) is a 2025 European Union directive that establishes a new sustainability reporting framework for listed and non-listed companies, including large corporations, mid-caps and SMEs.

15

**SITES INVOLVED IN ENERGY  
SAVING PROJECTS  
THAT HAVE EXCEEDED  
THEIR TARGETS**

28%  
WOMEN CAPRES



# LISI BOOST

## ACCELERATING PERFORMANCE



*This management system builds on the core foundations we have already put in place. Its ambition is to accelerate operational excellence and innovation by returning to the fundamentals of continuous improvement and aiming for the highest standards in the industry.*

**Christophe Martin**, Senior VP Industrial & Purchasing LISI.

**Operational excellence and innovation remain central drivers of LISI's industrial performance. The LISI Boost program creates a new collective momentum and positions the Group for the future...**

In an industrial environment characterized by intensifying competitive pressures, LISI Group is strengthening its excellence management tools with LISI Boost. Designed as an accelerator of operational performance, this new program aims to bring all of the Group's sites together around a common framework, while building on the best practices, tools, and expertise deployed in previous years through the LISI System program.

### A FRAME OF REFERENCE

Rolled out over the 2026–2029 strategic plan horizon, LISI Boost is built around three “accelerators” (see opposite). Each site undergoes a comprehensive diagnostic to assess its industrial performance and maturity, in order to prioritize the actions to be taken. The resulting roadmaps draw on proven practices: training and coaching, workstation standards, compliance with work instructions, and the animation of management routines, including structured

problem solving. For each project, the performance improvement is continuously measured using key performance indicators.

Shared across all teams, LISI Boost has now become the Group's reference framework for managing industrial excellence and innovation. It puts people at the heart of performance and structures team commitment around risk management and collective value creation.

### 3 BOOSTERS, 6 ROADMAPS, SUPPORTED BY AI

LISI Boost is built on three boosters: Back to Nominal, Empowerment, and Nextgen Factory. For each of these, six roadmaps based on LISI Group methods and tools are activated according to the diagnostics carried out at each site. As a communication, training, and decision support tool, AI enhances understanding of the system and complements on the ground analysis by leveraging available data, without ever replacing human expertise.



LISI AEROSPACE STRUCTURAL COMPONENTS

## INITIAL FEEDBACK FROM PARTHENAY

As part of the rollout of LISI Boost, the LISI AEROSPACE Structural Components Business Group has launched practical pilots focused on the Group's day to day problem solving processes, with the implementation of the QR QC (Question Response – Quality Control) approach. This improvement tool, centered on standard adherence, is dedicated to everyday issues: simple to deploy, it makes it possible to characterize a problem, analyze it — including by challenging the relevance of existing standards — and address it by implementing actions that enhance those work standards. “QR enables us to address day to day irritants quickly and as a team, by going back to fundamentals,” emphasizes François-Xavier Carton, Performance Improvement Manager Structural Components LISI AEROSPACE.

### GREATER EMPOWERMENT

The gradual rollout of the approach was carried out in each Autonomous Production Unit (APU) at the Parthenay site (western France, west of Poitiers) from June to November 2025. This phase made it possible to identify key players, train them in problem solving, establish dedicated daily time slots for addressing issues, and then manage the increase in team

autonomy. An initial assessment shows a positive shift in practices: “we are seeing a genuine cultural change: the approach is leading us to move from ‘who?’ to ‘why?’, systematically questioning standards and maintaining a strong presence in the field,” notes Cécile Andrieu, VP Quality & Continuous Improvement Structural Components LISI AEROSPACE. Several areas requiring attention have been identified, in particular the sustainability of the method and its adoption by new joiners, and these are already feeding into the next stages of deployment.



***At Parthenay, teams solve problems together, as close as possible to the shop floor, using a simple methodology shared by everyone. This cultural shift creates lasting value.”***

**Frédéric Balcerzark**, Senior VP General Manager Business Group Structural Components LISI AEROSPACE.

## LISI AUTOMOTIVE

## TERMAX LAKE ZURICH CONSOLIDATING PERFORMANCE

Following the transformation and expansion of the TERMAX site in Lake Zurich, Illinois, completed in early 2025, the teams launched a new phase focused on operational efficiency, built around the 5S continuous improvement standards. Implemented as part of LISI Boost, the program has already delivered significant initial gains: productivity has increased by nearly 6% with optimized headcount, driven in particular by the introduction of a centralized automatic feeding system in the plastic materials department.

Late orders have decreased by 15%, even as new customs requirements have increased the complexity of shipping procedures.

Finally, the Overall Equipment Effectiveness (OEE), which measures equipment efficiency (availability, performance, quality) – has improved by around 3% across all workshops, with a strong contribution from the stamping press department. This momentum illustrates how operational excellence tools are being firmly embedded within the LISI Boost approach.

*"Since the program was rolled out and the site transformed, productivity has increased by nearly 6%, with optimized headcount."*

Wes Gardoki, Chief Executive Officer  
LISI AUTOMOTIVE Termax.



## LISI AEROSPACE FASTENERS

## FASTENERS ACADEMY A STRATEGIC LEVER

As part of the rollout of LISI Boost, the LISI AEROSPACE's Fasteners Business Group established the Fasteners Academy in March 2025, a center of excellence dedicated to training and to fostering a culture of performance and operational excellence across the division. Located in Saint-Ouen-l'Aumône (north of Paris), the Academy serves as a key enabler in supporting the evolution of management practices across all Business Group sites.

### A VISION ALIGNED WITH LISI BOOST

International in scope, the Fasteners Academy is structured around two complementary hubs: one in Saint-Ouen-l'Aumône serving French and European sites, and a second in City of Industry, California, serving North American operations. This organization enables the consistent deployment of a unified vision of operational excellence based on Lean standards, fully aligned with the LISI Boost model. Developed in partnership with Cubik, the Academy's in-person and digital learning pathways are built on real-world scenarios and are deployed across all levels of the organization: Strategic Lean (management), Lean Office (support functions), and Lean Manufacturing (production).

These programs strengthen frontline leadership, help better connect managers to the shop floor, and encourage the sharing of best practices within technical communities of expertise and across the supply chain.

In 2026, new programs will be rolled out in the United Kingdom, Turkey, and the United States, further confirming the central role of the Fasteners Academy in the LISI AEROSPACE division's strategy to enhance performance and develop organizational capabilities.



*The Fasteners Academy logo, specially designed for this initiative, symbolizes the path to excellence by bringing together hands-on learning and continuous performance improvement. It reflects the role of LISI AEROSPACE's fasteners in precisely connecting and securing aerospace structures.*

AI is emerging as a key performance driver at LISI.

Dual perspectives from Anne-Delphine Beaulieu and Pierre-Emmanuel Kohler on a technology accelerating digital transformation.



# ARTIFICIAL INTELLIGENCE

## A NEW FRONTIER FOR LISI



### JOINT INTERVIEW

#### **Anne-Delphine Beaulieu**

Chief Sustainability Officer & Digital Transformation LISI

#### **Pierre-Emmanuel Kohler**

VP Information and Technology LISI

#### **Is AI the next stage in the Group's digital transformation?**

**Anne-Delphine Beaulieu** - At LISI, artificial intelligence is part of a long-term digital transformation journey while also representing a major technological shift. However, this new industrial chapter would not have been possible without the foundations we have built. In recent years, investments in the digitalization of industrial processes, the structuring of available data, and system interoperability have created the conditions required for the effective deployment of AI, enabling it today to fully realize its potential.

AI now makes it possible to leverage industrial data at scale, automate complex decision-making loops, and reach a new level of operational maturity. Rather than a "layer" added on top of existing systems, AI is a true accelerator of our digital excellence.

**Pierre-Emmanuel Kohler** - AI represents a paradigm shift in our industrial approach. We are progressively moving from controlled systems to systems capable of anticipating and making decisions. Where digitalization enhanced traceability and operational control, AI introduces prediction, simulation, and autonomy. It not only improves

operational performance — by anticipating deviations and optimizing real-time decision-making — but also reshapes our design, production, and maintenance processes.

**What is your vision of AI, and what transformations will it bring to the Group’s functions and roles?**

**A-D B** - Our conviction is clear: AI amplifies skills, it does not replace them. Machines handle repetition, large-scale analysis, and continuous optimization; humans provide judgment, decision-making, relationships, and innovation. This human-machine collaboration is reshaping roles across the organization: operators, technicians, engineers, and planners are evolving toward greater analytical responsibility and higher added-value activities. At the same time, new roles are emerging in areas such as data, predictive maintenance, and the ethical governance of AI. This transformation is supported by a structured training policy and will be driven by our corporate university, LKI (LISI Knowledge Institute).

**P-E K** - Operationally, AI strengthens the robustness, performance, and sustainability of operations. It is reshaping certain functions across the value chain while also creating new professional opportunities. The success of this transformation depends on specific conditions: providing a clear direction, investing in skills, co-developing solutions with the field, and enabling workforce mobility. Our responsibility is to manage an inclusive and secure transition in support of collective performance.

**What is the 2026 deployment timeline?**

**A-D B** - The year 2025 was foundational, marked by rapid operational adoption, the establishment of AI governance, and the deployment of initial priority use cases. The next phases will focus on scaling use cases, broadening training initiatives, and embedding AI into the Group’s core processes.

**P-E K** - By 2026, the key priority will be strengthening our technological sovereignty and expanding the deployment of AI agents, particularly in predictive maintenance. This phased approach enables us to balance performance, security, and control over our technology choices.

**IA AND CYBERSECURITY: ENHANCED VIGILANCE**

The rise of artificial intelligence is profoundly reshaping the cyber risk landscape for industrial companies. The increase in data volumes processed, the growing interconnection of systems, and the use of generative AI models are heightening challenges related to data confidentiality, data integrity, and technological dependence. These risks are addressed in a structured manner through dedicated AI governance that integrates cybersecurity, ethics, and infrastructure sovereignty considerations. Ongoing work is also focused on data hosting strategies and the autonomy of deployed solutions. LISI adopts an approach that combines clear usage frameworks, platform security, and user awareness of cybersecurity threats (including phishing, malware, and reinforced financial control processes). LISI’s [AI Charter](#), drafted in 2024, promotes the prudent and responsible use of these tools. *“AI can only create sustainable value if it is built on secure and controlled foundations,”* notes Pierre-Emmanuel Kohler.

**The transformation in numbers**

Before 2025	2025	Impact
Theoretical knowledge	+ 200 people trained	Cross-functional skills development
Limited access to AI	Deployment across 4 countries	Successful operational rollout
No AI agent	40 AI agents created	Business process automation underway
No framework	Structured governance	Governance and prioritization
Passive monitoring	Active monitoring	Anticipation and agility



*AI is not a mere technological evolution; it opens a new industrial chapter. ”*

**Pierre-Emmanuel Kohler** VP Information and Technology LISI.

# HR TRANSFO

## TURNING HUMAN RESOURCES INTO A DRIVER OF SUSTAINABLE COMPETITIVENESS



*HR Transfo impulse a strategic transformation that aligns our practices with LISI AEROSPACE's growth ambitions.* “

### INTERVIEW

#### Cécile Willems

Chief Human Resources Officer LISI AEROSPACE

By harmonizing HR practices, anticipating future needs, and accelerating the transfer of know-how, HR Transfo strengthens and secures LISI AEROSPACE's operational excellence.

#### What is the purpose of the HR Transfo program?

**Cécile Willems** - HR Transfo is a strategic initiative launched in early 2025 to evolve the HR function toward a more proactive and predictive approach. This structural transformation is designed to better support the growth of LISI AEROSPACE by anticipating skills needs and positioning HR as a key partner in site performance.

The program is built on three pillars: Talking Talent, focused on identifying and retaining talent; the Skills Matrix Roadmap, designed to anticipate and secure critical capabilities; and Training Standards, aimed at



capturing and standardizing key know-how. Rolled out across the division's global footprint, the approach now enables a shared HR language while taking local specificities into account.

#### Talking Talent is the foundation of the program. What role does it play?

Talking Talent emerged in the post-COVID context, during a ramp-up phase in which talent attraction and retention had become critical challenges. The methodology requires each site to project itself forward: is its current organization still fit for purpose in light of growth objectives and future needs? It enables target organizations to be challenged and key talent to be identified, with the ambition of building individualized career development pathways including milestones, training, and advancement opportunities. This approach applies to all employee categories — from top management to shop-floor employees — and supports the development of succession plans while actively involving managers in the career development of their teams.



### A CONCRETE LEVER FOR SITE MANAGEMENT

For Scott Wood, Senior VP General Manager Business Group Fasteners North America LISI AEROSPACE, the transformation of HR practices driven by HR Transfo has tangibly changed the way industrial sites are managed. When he arrived in Torrance, California, the HR function was effective but largely administrative: *“the decisive shift was to view HR matters as full-fledged business issues,”* he emphasizes. HR teams were then repositioned at the heart of operations, closer to production lines; they are now expected to understand machinery, industrial constraints, and delivery requirements in order to effectively support managers. *“HR leaders today are immersed in operational realities, not just procedures,”* Scott Wood adds. This proximity has enabled managers to benefit from more pragmatic and responsive support, with decisions directly aligned with on-the-ground needs. For teams, this evolution translates into greater consistency, clearer expectations, and improved anticipation of human challenges. HR Transfo has triggered a lasting cultural shift: HR is now seen as a management partner, enabling performance, stability, and collective engagement.

### How do the other two pillars complement this approach?

With the Skills Matrix Roadmap, we map critical skills and key processes. This enables us to precisely assess current capabilities, anticipate future needs, and proactively secure identified critical competencies. The third pillar, Training Standards, formalizes common training standards across our priority processes. The objective is twofold: to preserve critical know-how and to standardize training across functions. We are entering a new phase with the digitalization of content — videos, step-by-step tutorials, quizzes, and more — enabling us to deliver training programs whose ROI\* can be measured in terms of engagement, upskilling, operational performance, and business impact.

\* ROI: return on investment.

# CUSTOMER APPLICATION DEVELOPMENT

## BRINGING R&D CLOSER TO CUSTOMER REQUIREMENTS

The Customer Application Development (CAD) department enables fast, pragmatic, and tailored technical responses, reducing time-to-market.

Established in 2024 within LISI AEROSPACE's R&D organization, the Customer Application Development (CAD) department aims to strengthen proximity with the division's customers on innovation and development topics, notably to accelerate response times to specific requirements. Initially deployed in a technical support role for sales teams, R&D engineers have seen their responsibilities expand from product application to business development, with a key objective: to be involved as early as possible in the design of aerospace programs. "In our industry, this stage is critical to avoid missing opportunities," notes Julien Goyer, Products and Applications Manager, LISI AEROSPACE Fasteners.

### A DEDICATED ENGINEERING UNIT

The CAD, built around a dedicated team of fastening specialists, has been deployed across Europe and the United States to structure this approach and turn proximity into a true competitive advantage.

Its mission is twofold. In the short term, it delivers fast, tailored technical responses to specific customer requirements, drawing on a comprehensive product portfolio ranging from standard solutions to high added-value offerings. Over the medium to long term, it enables the introduction of new technologies and helps shape the development of innovative concepts for future civil, defense, and space programs. "The CAD acts as a technical advisory partner: it assesses market needs, recommends solutions, and develops, when necessary, specific technologies," notes Julien Goyer.

This organization strengthens LISI AEROSPACE's differentiated positioning as one of the few aerospace equipment manufacturers capable of combining both design and manufacturing.

### DEVELOPMENT PARTNER

CAD engineers therefore act as development partners for both major OEMs and smaller customers, while also driving continuous improvement in products and processes. Operationally deployed in 2025, CAD is also addressing assembly-related challenges, including automation of assembly lines and optimization of fastening technologies, to support aircraft manufacturers' ramp-ups in production rates. By 2026, the objective is to accelerate the development of the business in North America, where several major players are evaluating LISI AEROSPACE technologies for their future programs.

## AN AGILE CAD, FULLY INTEGRATED AND CLOSE TO NORTH AMERICAN CUSTOMERS

*"Implemented in California, Customer Application Development was designed first and foremost to meet customer needs," explains Scott Wood, Senior VP General Manager Business Group Fasteners North America LISI AEROSPACE. "Geographic proximity to major OEMs\* and Tier 1 suppliers enables CAD engineers to work almost in real time with customer engineering teams, significantly shortening feedback cycles."*

The CAD's agility is built on three key drivers: strong integration with sales, quality, and operations teams; fast local decision-making to address urgent requests; and an approach that combines global standards with local specificities. *"This organization enables us to deliver pragmatic responses to design and qualification challenges, while remaining highly responsive to the demands of the U.S. market,"* emphasizes Scott Wood.

\* OEM (Original Equipment Manufacturer) : major aerospace OEMs that design and assemble aircraft.





*Competition in China is a key strategic factor, but also a catalyst for advancing our industrial roadmap.* “



**Wes Gardocki**,  
Chief Executive Officer  
LISI AUTOMOTIVE Termax.



## CHINA

# LISI AUTOMOTIVE TURNS COMPETITIVE PRESSURE INTO AN INDUSTRIAL EDGE

With nearly one-third of global automotive production, China offers significant opportunities. It is also a highly price-competitive market.

The challenge is to strike a balance between cost competitiveness and the creation of technological value in a market that is both strategic and demanding.

This local competition acts as a strong catalyst, reinforcing the imperative of operational excellence. In Suzhou, LISI AUTOMOTIVE is continuing to advance its automation and process optimization strategy in order to reduce costs while ensuring quality. *“Competition in China is a key strategic factor, but also a catalyst for advancing our industrial roadmap,”* notes Wes Gardocki, CEO, LISI AUTOMOTIVE Termax. The recognized industrial competitiveness of LISI Group’s sites enables

the LISI AUTOMOTIVE division to address a broad range of platforms — electric, hybrid, and internal combustion — while strengthening its partnerships with major suppliers and new energy vehicle manufacturers. The objective is clear: to support the transformation of the Chinese market while securing volumes across both established and emerging programs.

### CRITICAL COMPONENTS: THE VALUE OF KNOW-HOW

LISI leverages its core strengths by drawing on differentiated expertise and focusing on high value-added products. At LISI AUTOMOTIVE Shanghai, the Safety Mechanical Components (SMC) Business Group deploys product families historically developed in Europe, characterized by high technical complexity and stringent reliability requirements. *“The transfer of know-how to our Chinese facility enables us to deliver highly complex products at competitive cost levels,”* explains Martin Beley, Senior VP General Manager of the Safety Mechanical Components Business Group, cited



above. These components — used notably in braking and retaining systems — rely on highly controlled manufacturing processes, combining process stability, systematic quality control, and endurance over several hundred thousand cycles.

### LOCAL ENGINEERING AND APPLIED INNOVATION

To address the specific expectations of Chinese OEMs, local engineering capabilities have also been strengthened. In Suzhou and Shanghai, teams co-develop tailored solutions with customers, adapting existing components where needed. These collaborations have led to the launch of a range of products for the local market, including high-retention clips, plastic Birds Beak clips, and localized versions of our attachment clips. This approach enables a broader and more adapted product offering while maintaining the same standards of quality, traceability, and functional safety.

### OUR 2030 ROADMAP

LISI AUTOMOTIVE continues to expand its operations in China, with capacity extensions, automation, forging investments, and CSR initiatives shaping its local roadmap. In Suzhou, the integration of new production

lines and the use of green energy are aligned with a strategy of sustainable performance. In Shanghai, a significant increase in floor space and production capacity supports business growth. In an uncertain global economic environment, LISI AUTOMOTIVE's China strategy is a cornerstone of the Group's broader repositioning: manufacturing locally, innovating close to customers, and turning market complexity into a sustainable growth driver.

*The transfer of know-how to our Chinese plant enables us to deliver highly complex products at competitive cost levels.* “



**Martin Beley,**  
Senior VP General Manager  
Business Group Safety Mechanical  
Components.

# CSR

## INITIATIVES AND AWARDS 2025

In 2025, the LISI Group earned a series of labels and awards acknowledging the collective efforts of its employees in the field of corporate social and environmental responsibility. These distinctions further validate the strategic choices guiding the Group toward its decarbonization and CSR commitments.

**PEOPLE / INITIATIVE**

### WOMEN IN LISI LIFE: FOSTERING BOLDNESS

In 2025, LISI launched WILL – Women in LISI Life –, a network dedicated to the professional growth of the Group’s female employees. More than just a name, WILL embodies a drive to act: to uncover talent, foster boldness, and support every career journey.

Designed as a space for exchange, development, and support, WILL aims to spark concrete inclusion initiatives. Championed by committed leaders, the network draws on a large-scale international consultation to co-build, with female employees, a practical, adaptive, and open framework in support of collective performance.



**PROFIT / NON-FINANCIAL ISSUES**

### LISI PUBLISHED ITS FIRST CSRD REPORT IN 2025

This publication marks a key milestone in strengthening the structure and transparency of the Group’s non-financial reporting. Aligned with the European Corporate Sustainability Reporting Directive, it raises the bar on environmental, social, and governance disclosure, delivering reliable, comparable, and decision-useful information to stakeholders.



**PLANET / CARBON DISCLOSURE PROJECT**

**CDP SCORE IMPROVED IN 2025**

LISI achieved an A- rating in the Carbon Disclosure Project (CDP) climate ranking – up from D in 2021 – and a B for water in 2025 (first participation). This framework assesses corporate transparency and performance in managing environmental impacts across climate, water, and deforestation. An A- rating places the Group in the Leadership category, recognizing strong environmental transparency and meaningful climate action.



**PEOPLE / AWARD**

**LISI, BEST MANAGED COMPANIES 2025**

The LISI Group was awarded the Best Managed Companies label for the fourth consecutive year. Granted this year to 28 French companies, this distinction recognizes the Group’s CSR approach – structured around the 3P framework – People, Planet, Profit – and reflects the ongoing commitment of its teams to excellence and performance.



**PROFIT / AWARD**

**71/100 AT THE ETHIFINANCE ESG RATING**

In 2025, LISI achieved a score of 71/100 in the Ethifinance ESG Ratings (formerly GAIA Rating), earning the gold medal. Covering nearly 140 criteria across environment, social matters, governance, and stakeholder management, this independent European rating positions the Group well above its sector peers. The result attests to the maturity of LISI’s ESG commitments and its growing recognition among investors as a top performer in its industry.



**PROFIT / AWARD**

**STRATEGIC AUTONOMY: CHOISEUL CONQUÉRANTS 2025**

For the third consecutive year, LISI was selected in the prestigious *Choiseul Conquérants 2025* ranking. Named among the “Spearheads of Strategic Autonomy” – a category reflecting deep commitment to Industry 4.0 – LISI reaffirms the central role it plays in France’s reindustrialization.



**AWARD**

**ECOVADIS SILVER 2025**

In 2025, LISI was awarded the EcoVadis Silver medal with a score of 78/100, placing it in the top 6% of companies globally for CSR performance. Having gained +11 points over three years, this progression reflects a structured and sustained commitment. Assessed against demanding criteria spanning environment, social responsibility, ethics, and responsible purchasing, this recognition confirms the maturity of the Group’s practices and its standing among the most committed players in sustainable development.



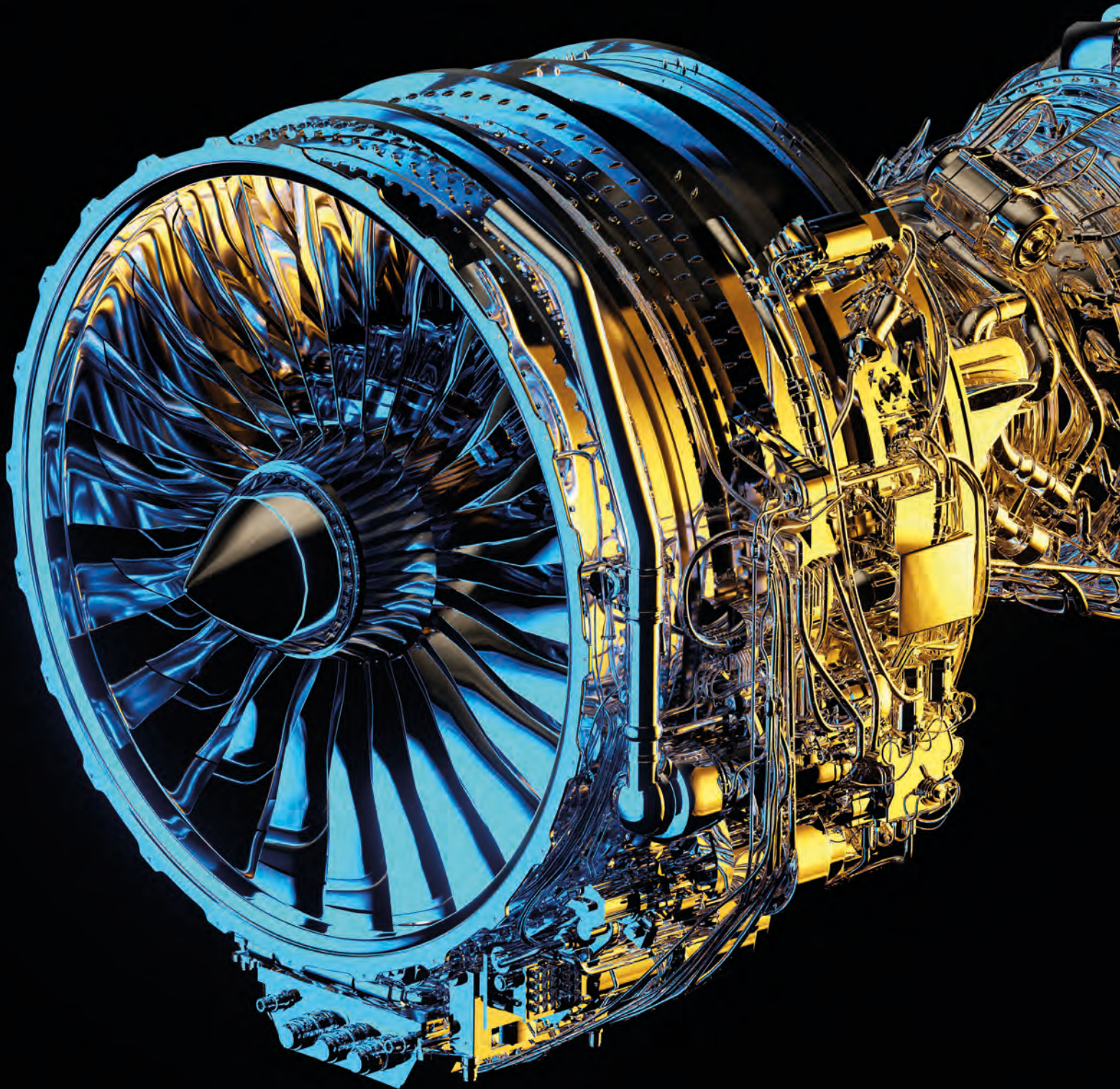
# INNOVATION

## TEST, LEARN, IMPROVE

LISI has adapted its innovation approach to enhance the relevance of its developments and better meet market expectations. This approach is grounded in a core belief: **innovation must be embedded in a cross-functional process**, that is both managed and focused on creating industrial and commercial value. Several examples illustrate this approach.

### CONTENTS

- 52** ALIGNING INNOVATION WITH MARKET EXPECTATIONS
- 54** OPTIBLIND™: A SOLUTION DEVELOPED WITH OUR CUSTOMERS, DESIGNED TO MEET THEIR INDUSTRIAL CHALLENGES
- 56** CUTTING BUY-TO-FLY: THE TYX CHALLENGE
- 58** WATCH OUT: AN INDUSTRIAL PHILOSOPHY
- 60** ELECTRIFIED HEAVY-DUTY VEHICLES: LISI AUTOMOTIVE ROLLS OUT ITS SOLUTIONS



**INTERVIEW**

**Pauline Lacom**

Marketing and Strategy Manager  
LISI AUTOMOTIVE

# ALIGNING INNOVATION WITH MARKET EXPECTATIONS



“By structuring its innovation process around key stages, LISI AUTOMOTIVE enhances the efficiency of its innovation projects and increasing their industrial and commercial relevance.”

#### What prompted LISI AUTOMOTIVE to evolve its innovation process?

**Pauline Lacom:** LISI AUTOMOTIVE has evolved its innovation management framework to enhance the coherence and effectiveness of its projects. The objective was to establish a structured framework enabling the prioritization of initiatives, the arbitration of investments, and a clear distinction between experimental research projects and innovation initiatives with commercial potential. This approach is designed to focus innovation resources on developments addressing identified market needs.

#### What principles underlie this new process?

**P.L.** The process is based on a cross-functional, customer-centric approach. Innovation is treated as a collective effort, involving all relevant functions from the earliest stages. This structure enables technical expertise to be combined with a structured analysis of market needs and ensures that innovation projects are aligned with the division's overall strategy.

#### How is it structured in practice?

**P.L.** The first stage in this process is a structured phase of collective ideation. Working sessions bring together, as needed, employees from R&D, engineering, marketing, and sales. These discussions are informed by predefined market themes or identified technological challenges, with the aim of fostering the emergence of new product ideas, solutions, and, ultimately, innovative processes.

In the second stage, the Resource Allocation Committee for Research and Innovation (CARRI) conducts an initial selection. This new mechanism is a key pillar of the process governance. Based on structured questionnaires, each project is assessed, scored, and prioritized. The committee then decides on resource allocation and determines whether projects should proceed, be put on hold, stopped, or redirected. The third stage consists of a purely technical review of the selected projects. It enables progress tracking, milestone validation, and ensures technological maturity through to completion.

Finally, the fourth stage corresponds to the launch phase, once the solution is ready. It triggers the necessary marketing and commercial actions to bring the product to market.

#### What role do customer expectations play in this framework?

**P.L.** Customer expectations are the guiding thread of the entire process. They are continuously integrated through the marketing and sales teams and inform decisions related to prioritization, resource allocation, budgeting, and timelines. This innovation process enables LISI AUTOMOTIVE to enhance the efficiency of its development efforts and sustainably strengthen the competitiveness of its product offering.

“ *OPTIBLIND™ is a solution designed to address competitiveness, quality, and production ramp-up challenges in the aerospace and space industries.* ”

# OPTIBLIND™

## A SOLUTION DEVELOPED WITH OUR CUSTOMERS, DESIGNED TO MEET THEIR INDUSTRIAL CHALLENGES



### INTERVIEW

#### Estelle Gasnier

Fastener R&D Projects Manager  
LISI AEROSPACE Fasteners



#### What innovations characterize the OPTIBLIND™ system?

**Estelle Gasnier:** OPTIBLIND™ is a next-generation blind fastener designed and developed by LISI AEROSPACE for structural assemblies in the aerospace and space industries. The concept is distinguished by its pull-and-thread installation process, which combines a pulling phase followed by a threading phase, delivering higher performance levels than previously used methods, particularly on composite structures. Engineered with future automation in mind, the fastener is a complete system integrating the fastening element, installation tools, and an in-process verification function to ensure proper installation. This end-to-end approach enhances assembly reliability, reduces installation times, and supports the development of customers' future assembly lines.



**Where does OPTIBLIND™ stand in customer deployment?**

**E.G.** We have entered an active commercialization phase, marking the culmination of a development program initiated more than ten years ago. The fastener range is now mature and industrialized for initial production runs, and installation tools—initially in a manual version—are currently being validated with several customers. Strong customer interest has been confirmed across both the space and aerospace sectors. The first order was recorded at the end of 2025 from a space industry supplier, with implementation planned as early as 2026. In partnership with Airbus, technical and industrial qualification initiated in 2024 is nearing completion, with initial implementation expected by 2027 on the A350. In parallel, advanced discussions are ongoing with numerous European and U.S. customers regarding qualification and deployment.

**What's the next step?**

**E.G.** The key priority is now scaling up to industrial production. 2026 will be a year of capacity expansion for both fasteners and tooling at our Villefranche-de-Rouergue (southern France, northeast of Toulouse) and Vignoux-sur-Barangeon (in central France, south of Bourges) sites, as well as the continued development and gradual deployment of automation on customers' assembly lines. The OPTIBLIND™ system was designed to ultimately support the ramp-up of current programs and to prepare future aerospace programs, where automation and quality control will be critical success factors.





*Compared with conventional methods, the TYX process enables lower material consumption and therefore reduces the buy-to-fly ratio.* ••

**Matthieu Minvielle**, Industrial Director, LISI AEROSPACE Marmande Beyssac.

## CUTTING BUY-TO-FLY: THE TYX CHALLENGE

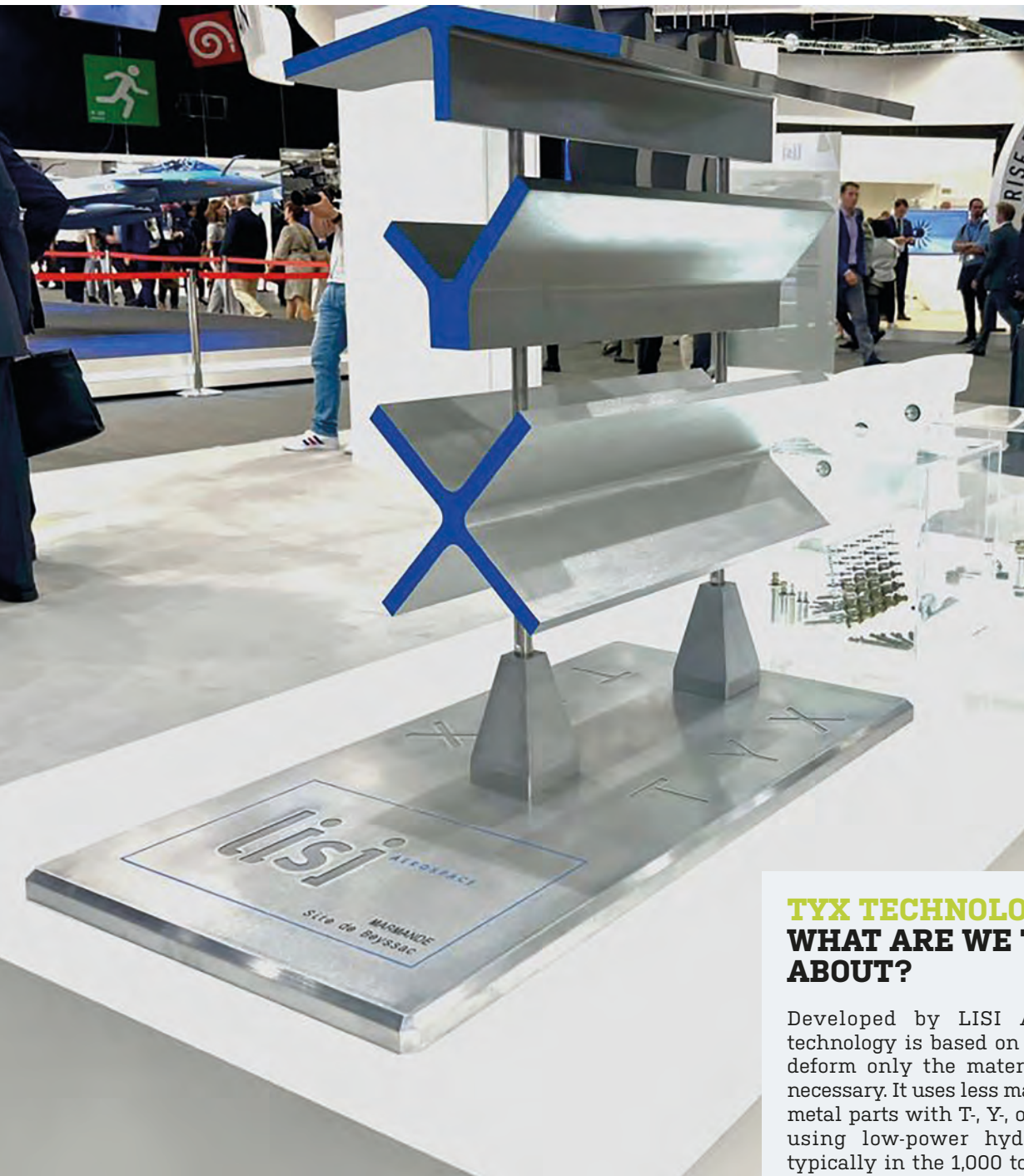
Used in series production for complex titanium parts, the TYX technology is reaching new milestones. First flight applications are expected by 2027.



Initially deployed in series production for titanium structural components (flanges, joining fittings), TYX technology (see box below) is now being extended to aluminum parts. Prototypes of three aluminum part numbers were delivered in 2025, and early customer feedback confirms the relevance of the approach: machining and assembly trials demonstrate highly repeatable geometry. *“These tests have shown equivalence, and in some cases improved performance versus forged parts in terms of dimensional conformity,”* notes Elisabeth Willocq, R&T Director – Engine and Structural Components, LISI AEROSPACE. Current work is focused on fully demonstrating process repeatability and robustness in preparation for qualification and certification phases.

In December 2025, a TRL5\* maturity milestone (validation in a representative environment) was achieved with a customer on aluminum parts. The objective is to reach TRL6 (demonstration on an industrial pilot line) in the third quarter of 2026, a prerequisite for the launch of industrialization of an initial part number targeted for entry into service at the end of 2027. A first contract for series parts designed with this technology has been secured, marking the dawn of industrial deployment. *“This new approach enables lower material consumption than conventional processes – and therefore a reduced buy-to-fly ratio – as well as improved machinability,”* notes Matthieu Minvielle, Industrial Director, LISI AEROSPACE Marmande Beyssac. Beyond material performance, TYX technology also opens up new design possibilities, enabling geometries that are difficult to achieve with conventional processes.

\* TRL – Technology Readiness Level: a measurement system used to assess the maturity of a technology.



## TYX TECHNOLOGY WHAT ARE WE TALKING ABOUT?

Developed by LISI AEROSPACE, TYX technology is based on a simple principle: deform only the material that is strictly necessary. It uses less material and produces metal parts with T-, Y-, or X-shaped sections using low-power hydraulic presses — typically in the 1,000 to 3,000-ton range — where equivalent forged parts may require power levels more than 20 times higher. By concentrating forming forces only where needed, the process significantly reduces applied loads, energy consumption, and stress on tooling.



*WATCH OUT is not an additional piece of equipment; it is an industrial philosophy that reinforces our drive toward operational excellence. ..*

**Cédric Dejean**, Senior VP General Manager Business Group Fasteners.

# WATCH OUT AN INDUSTRIAL PHILOSOPHY

Developed with the support of LISI, a founding partner, and EMTEK, WATCH OUT is LISI AEROSPACE's autonomous machining program. It is becoming a key enabler across its European and North American industrial sites.

Established over the past two decades, the collaboration between LISI AEROSPACE and its industrial AI partner WATCH OUT has been built around a clear objective: securing the machining of high added-value aerospace fasteners in a context of significant labor market constraints. The two partners have progressively developed autonomous production cells integrating sensors, artificial intelligence, and embedded control systems.

## A KEY ENABLER

Over time, this unique technological partnership has become a key industrial enabler for the Group. LISI's equity investment in WATCH OUT, completed in 2024, marks the transition to industrial-scale deployment. In 2025, an initial series of machines was successfully brought into production. Twenty-two machines have been ordered — thirteen of which have already been installed at the Saint-Ouen-l'Aumône site (north of Paris) — with additional investment waves

planned through 2027: a further 30 machines are to be deployed by then. The objective is to expand capacity across European sites, particularly in Saint-Ouen-l'Aumône, Villefranche-de-Rouergue (southern France, northeast of Toulouse), and Saint-Brieuc (in Brittany, northwestern France), before extending deployment to the United States.

The system architecture is built around three components: preparation, autonomous machining, and AI-optimized quality control. In the event of a deviation, the system immediately identifies the root cause and corrects it. Each part produced enriches the data set and continuously refines machining strategies. *"WATCH OUT is not just an additional piece of equipment; it is an industrial philosophy that reinforces our drive toward operational excellence,"* emphasizes Cédric Dejean, Senior VP General Manager Business Group Fasteners.

## EVOLVING ROLES

Beyond performance, the project is transforming the actual roles. At Saint-Ouen-l'Aumône, the first "industrialization specialists," who act as true system pilots, are now fully operational. They oversee multiple cells via a mobile application and no longer intervene on individual machine settings, but on overall machining strategies. Operators define the technical framework, analyze data generated at each cycle, and validate or adjust machining methods based on AI-driven recommendations.



## WATCH OUT AN INTELLIGENT MICRO-FACTORY

*"WATCH OUT is a machining cell that observes, learns, decides, and continuously improves on its own, 24/7. In our view, this is the best way to describe the system,"* explains Cédric Dejean, Senior VP General Manager Business Group Fasteners. Equipped with highly sensitive sensors that monitor every operation in real time and supported by AI that analyzes and corrects performance, this intelligent micro-factory is redefining the standards of precision manufacturing. It automatically adjusts process settings, records every part produced to enable continuous improvement, adapts to variations without human intervention, and optimizes performance based on continuously collected and analyzed data. At the end of the cycle, the inspection cell evaluates each part, issues a go/no-go decision, and immediately identifies root causes in the event of a defect.

“Our solutions are capable of withstanding extreme operating conditions while delivering clear cost advantages over low-cost competitors.”

**Christoph Rieger-Bender,**  
Key Account Manager,  
LISI AUTOMOTIVE Heidelberg.

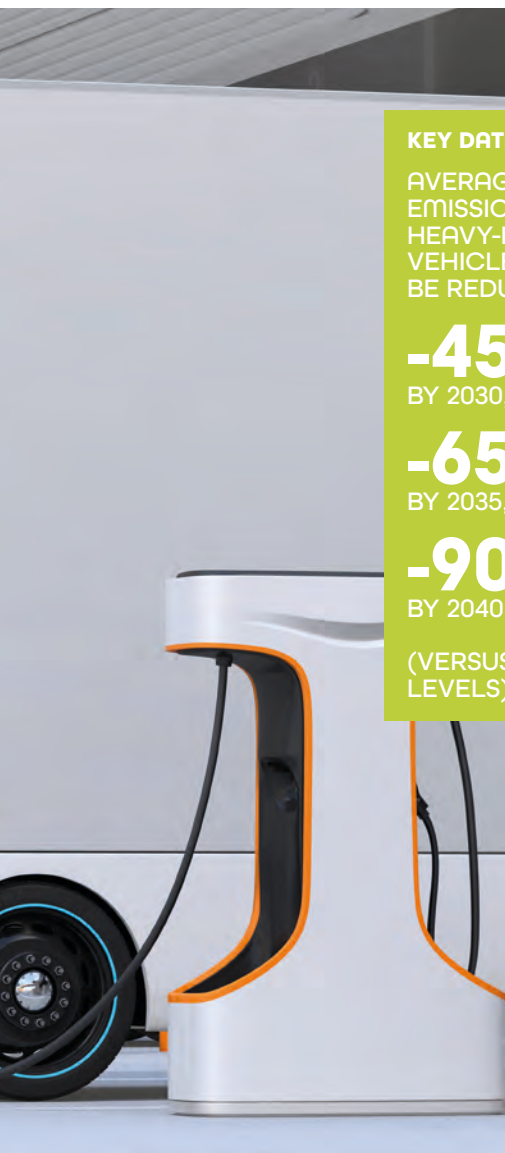


# ELECTRIFIED HEAVY-DUTY VEHICLES

## LISI AUTOMOTIVE DEPLOYS ITS SOLUTIONS

The transition to e-mobility is fundamentally reshaping the commercial vehicle industry. In this context, LISI AUTOMOTIVE is accelerating the diversification of its product offering to meet the specific needs of the emerging electric heavy-duty vehicle market, a segment with strong technological and industrial potential.

Historically recognized for its expertise in fastening solutions and high-voltage cable supports, LISI AUTOMOTIVE also designs and manufactures key components for electrical interface protection, ensuring long-term reliability in environments subject to high vibration and heavy load conditions. “Our high-voltage cable supports are now a reference in this market. They meet very high multifunctional requirements and are already in serial production,” explains Bernd



**KEY DATA**

AVERAGE CO<sub>2</sub> EMISSIONS FROM HEAVY-DUTY VEHICLES MUST BE REDUCED BY

**-45%**  
BY 2030,

**-65%**  
BY 2035, AND

**-90%**  
BY 2040

(VERSUS 2019 LEVELS).

**A MARKET UNDERGOING RAPID TRANSFORMATION**

The electrification of the European heavy-duty vehicle market is accelerating. Driven by the European Green Deal, electrification is progressively becoming an industry standard to achieve the CO<sub>2</sub> reduction targets set by Brussels. Battery electric trucks currently represent the main development pathway, although hydrogen solutions based on fuel cells are emerging as a promising alternative for long-haul applications. In a context where charging infrastructure remains limited, next-generation diesel powertrains continue to play a role as a transitional technology.

significant weight and vibration constraints. Steel mounting fastening solutions, designed using optimized architectures, already meet these requirements while remaining cost-competitive.

*“Our solutions are capable of withstanding extreme loads while delivering significant economic advantages over low-cost competitors,”* explains Christoph Rieger-Bender, Key Account Manager, LISI AUTOMOTIVE Heidelberg (Germany). Finite element analysis (FEA), conducted in close collaboration with LISI AUTOMOTIVE’s R&D team in Grandvillars (near the French-Swiss border) and the relevant customers, has validated component performance under shock loads of up to 21 g in vertical acceleration, as well as the dynamic vibration loads typical of heavy-duty applications.

At a time when the entry of new players — particularly from Asia — is increasing cost pressure, LISI AUTOMOTIVE is confirming the relevance of its three-pronged strategy: a proactive commercial approach, close co-development with customers, and strengthened cross-functional collaboration across the division’s R&D entities. This dynamic now enables the company to deliver differentiated solutions, accelerate development cycles, and establish a sustainable position in new markets.

Brecheis, Sales Director, LISI AUTOMOTIVE Heidelberg, (Germany). “A chassis-mounted cable support design combining multiple materials has already been successfully industrialized.”

**DEVELOPMENT OPPORTUNITIES**

Beyond this initial achievement, LISI AUTOMOTIVE sees significant development opportunities with other truck manufacturers and major Tier 1 suppliers, for whom equivalent solutions are not yet in serial production. The objective is clear: to leverage this initial technical success to establish a strong and sustainable position in a fast-growing segment.

In parallel, LISI AUTOMOTIVE is developing dedicated fastening solutions for battery systems, a critical challenge for 40-ton electric trucks subject to



# OTHER INFORMATION ABOUT LISI

Beyond the numbers and performance metrics, this section provides a gateway to the full range of resources that define LISI's identity.

From nearly 250 years of history to our CSR ambitions, and including financial publications and career opportunities, it brings together all the key entry points to deepen your understanding of the Group and stay up to date with our latest news.

All of this content is available at [www.lisi-group.com/en](http://www.lisi-group.com/en).



## Universal Registration Document 2025

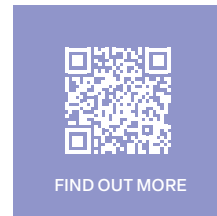
[www.lisi-group.com/en](http://www.lisi-group.com/en), [Investors section](#)

A document prepared in accordance with French and European regulations, including the Annual Financial Report, the Management Report, as well as the consolidated and parent company financial statements for the fiscal year. It also includes LISI's non-financial reporting (DPEF), covering environmental, social, and societal information, as well as the resolutions submitted for shareholder approval at the Annual General Meeting.

## LISI Overview

[www.lisi-group.com/en](http://www.lisi-group.com/en), [Group section](#)

An overview of the LISI Group's profile, global footprint, key figures, governance, and history. Scan the QR code to watch a video showcasing the Group's nearly 250-year heritage.



## Corporate Social Responsibility (CSR)

[www.lisi-group.com/en](http://www.lisi-group.com/en), [CSR section](#), [Our 3P approach](#)

A comprehensive presentation of the LISI Group's CSR strategy and objectives is provided in Chapter 4 of the 2025 Universal Registration Document.

## Careers

[www.lisi-group.com/en](http://www.lisi-group.com/en), [Careers section](#)

Explore our global job opportunities across a wide range of functions, including Procurement, Operational Excellence, Finance, Production, Quality, R&D, Supply Chain, as well as CSR and Information Technology.

## Distribution list

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## LISI ON SOCIAL MEDIA



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## Acknowledgments

We would like to thank all LISI Group employees, as well as the partners who contributed to the preparation of this report.

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