

2025

UNIVERSAL
REGISTRATION
DOCUMENT

A NEW MILESTONE

PRECISION / PERFORMANCE /
INNOVATION SUSTAINABILITY /

lisi

This is a free translation into English of the (universal) registration document of the Company issued in French and it is available on the website of the Issuer. This document has not been submitted to a AMF directive.

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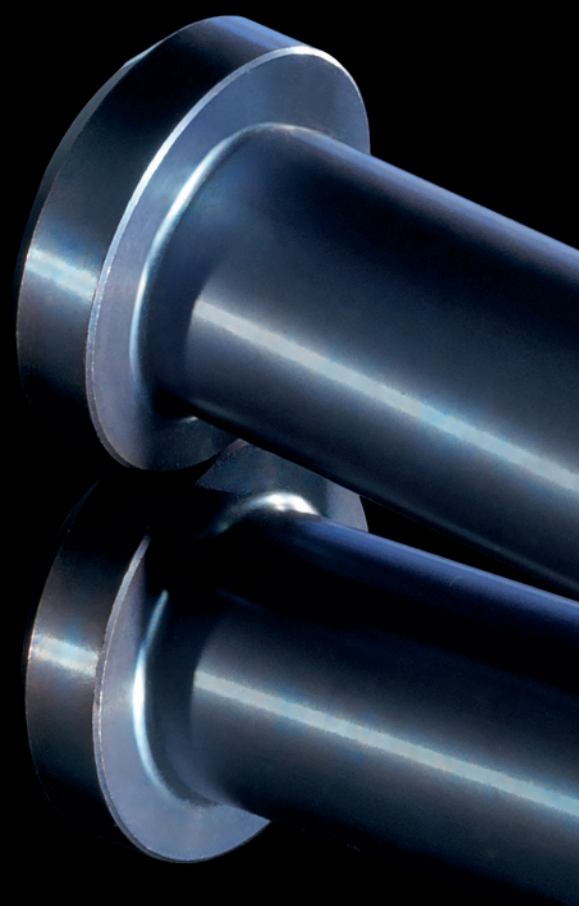
LISI

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.





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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**



FIND OUT MORE

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

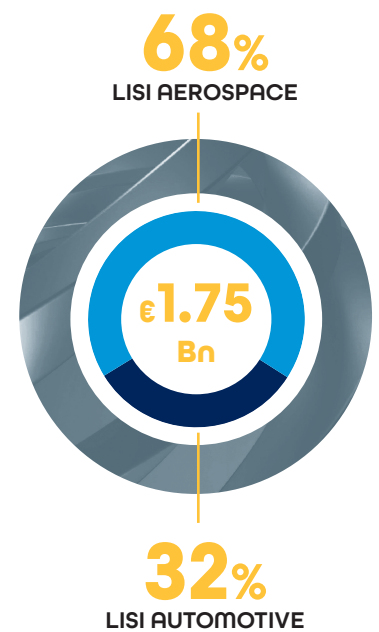
The Group refocused on its aerospace and automotive businesses with the disposal of its medical business to SK Capital. LISI AUTOMOTIVE acquired POLYSEMBLE HUNGARY in Győr to strengthen its assembly solutions portfolio in Central Europe.

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

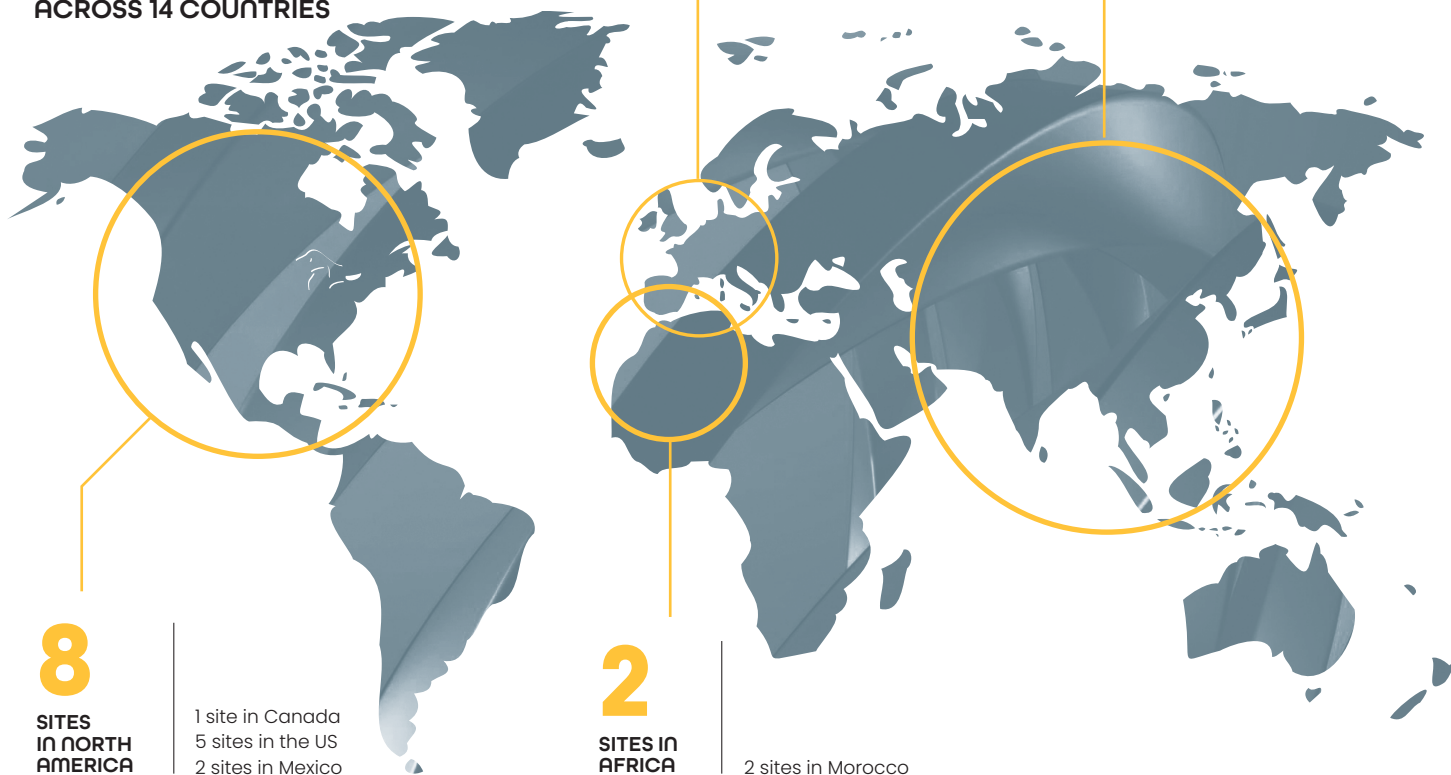
SITES IN
EUROPE

- 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



8

SITES
IN NORTH
AMERICA

- 1 site in Canada
- 5 sites in the US
- 2 sites in Mexico

2

SITES IN
AFRICA

- 2 sites in Morocco

€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 Manger 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.⁽¹⁾

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.⁽²⁾
- 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.

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

⁽²⁾ Articulated robots only. LISI deploys a wider range of automated solutions.

OUR 3Ps WITH OUR 7 AXES

The infographic is set against a dark blue background with a white central box. It lists seven axes grouped into three categories: PEOPLE, PLANET, and PROFIT. Each axis is represented by a colored icon, a number, and a brief description.

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

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⁽³⁾ = 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.⁽⁴⁾

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

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

FOUR LEVERS TO SUPPORT AMBITION AND PERFORMANCE

Rooted 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.

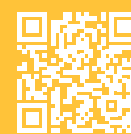
A WELL-BALANCED STRATEGY

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 60). The LISI Boost program (see page 39) 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.

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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 44); 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 56). 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.

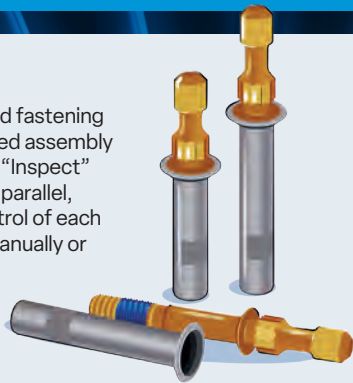


FIND OUT MORE

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.



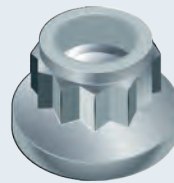
HYDRAULIC FITTINGS

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

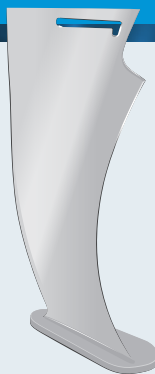
LISI AEROSPACE offers a broad range of high added-value nuts, with industrial excellence recognized by major aircraft manufacturers. The STARLITE™ family is expanding with new titanium versions featuring the in-house developed HI-KOTE™ coating.



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



From 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 line 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.

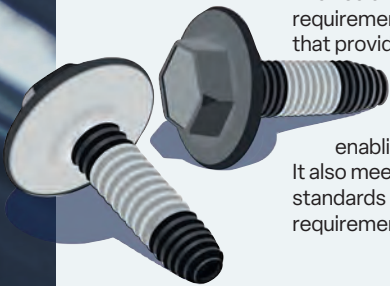


FIND OUT MORE

DRIVE CHAIN

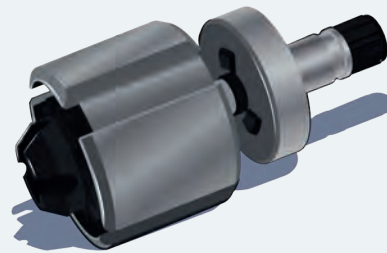
The rise of electrification introduces new requirements, particularly assemblies that provide full sealing.

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

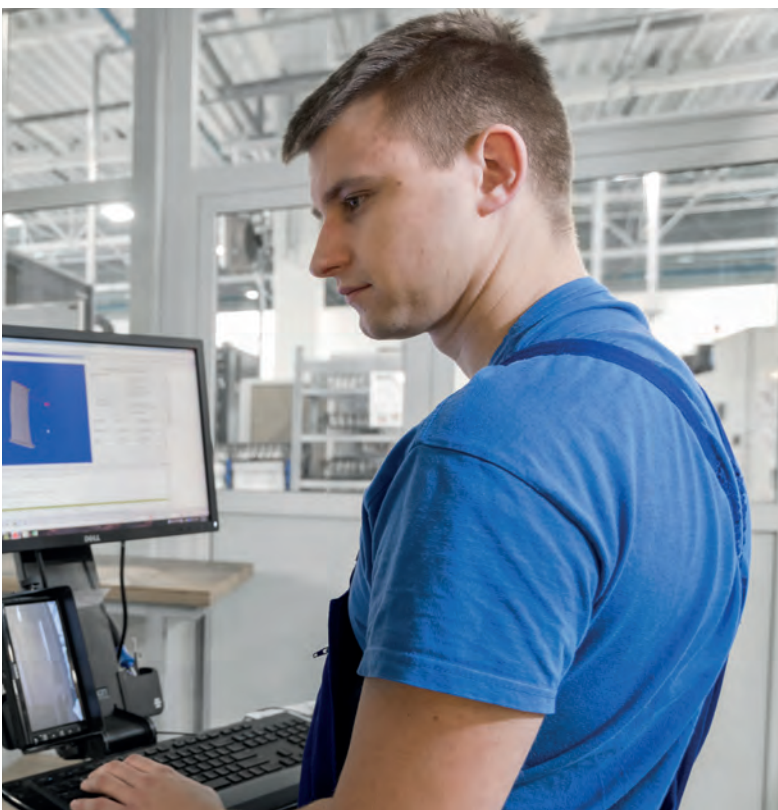
QUALITY INSPECTIONS LAUNCHED IN JANUARY 2026

DEPLOYMENT IN PROGRESS AT THE DELLE WORKSHOP

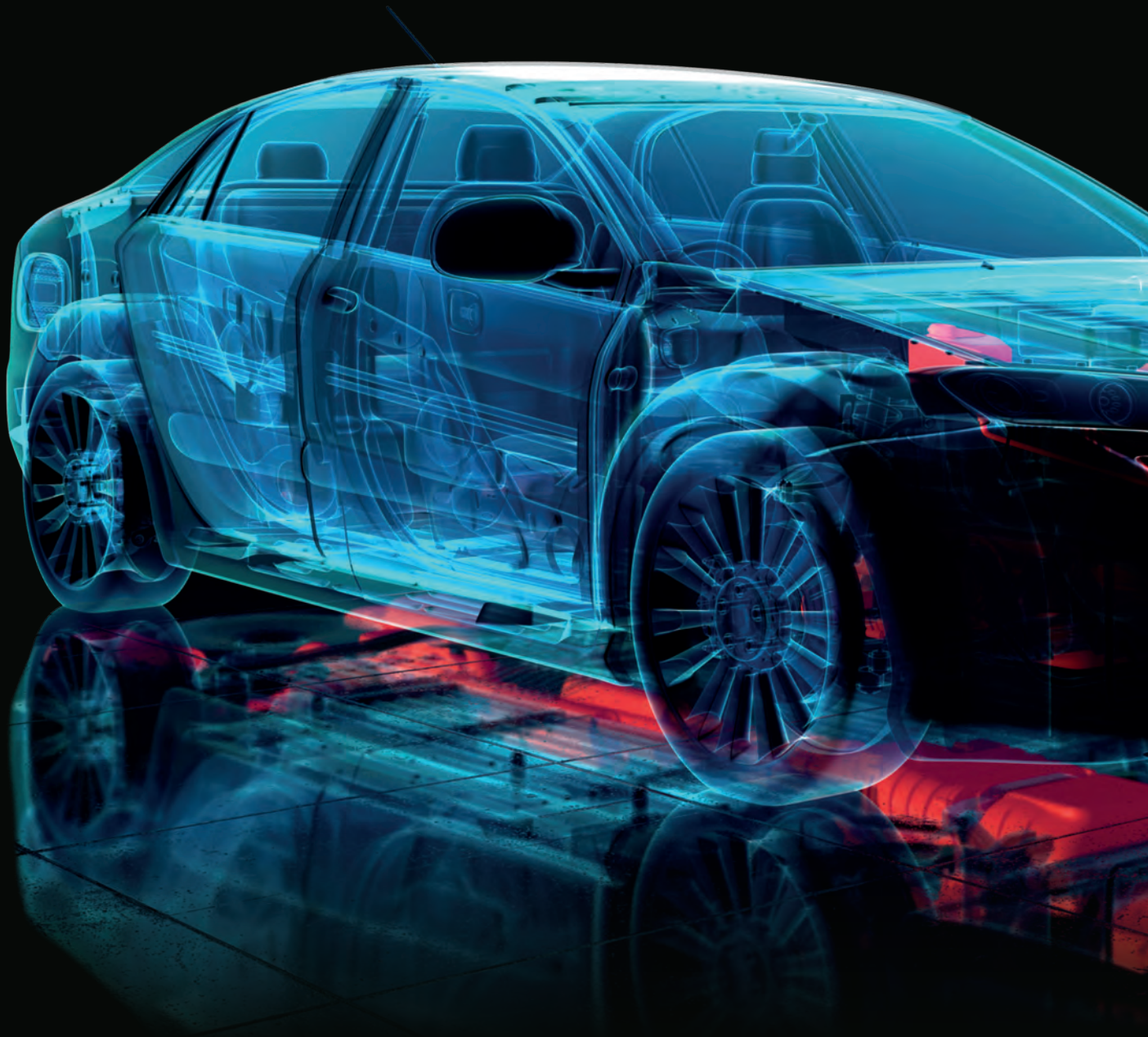
MACHINING WORKSHOP: CABLING AND INSTALLATION TO FOLLOW

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 LSI 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 LSI 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.



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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.

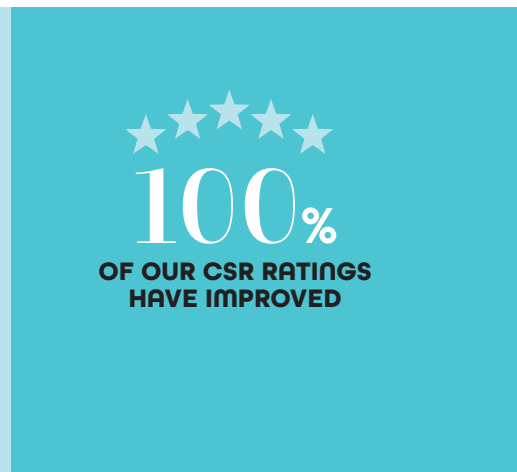
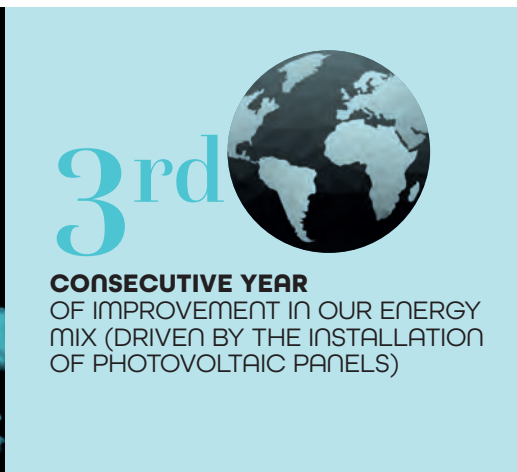
How would you assess the Group’s non financial performance today?

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.



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.

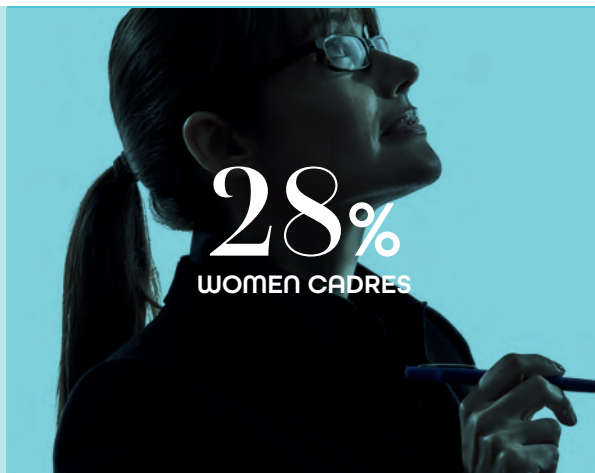
regarding CSR criteria. Investors today analyze our non financial indicators with the same level of scrutiny as our economic results. The ratings we have mentioned (CDP, EcoVadis) are true markers of credibility and play a tangible role in our access to financing: for example, our partners are developing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



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.

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.

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.



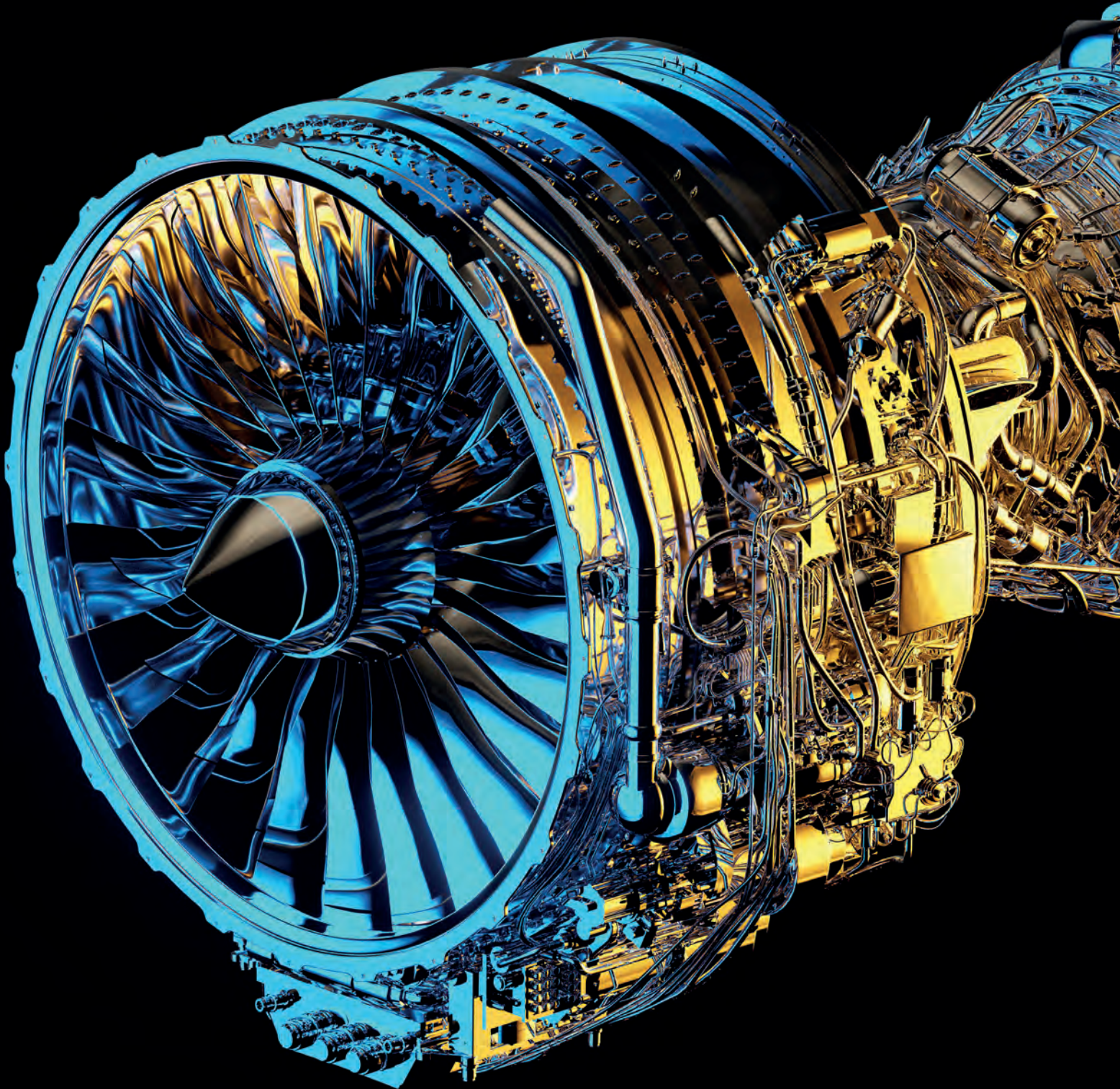
INNOVATION

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.

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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 Villedor (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.



FIND OUT MORE



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

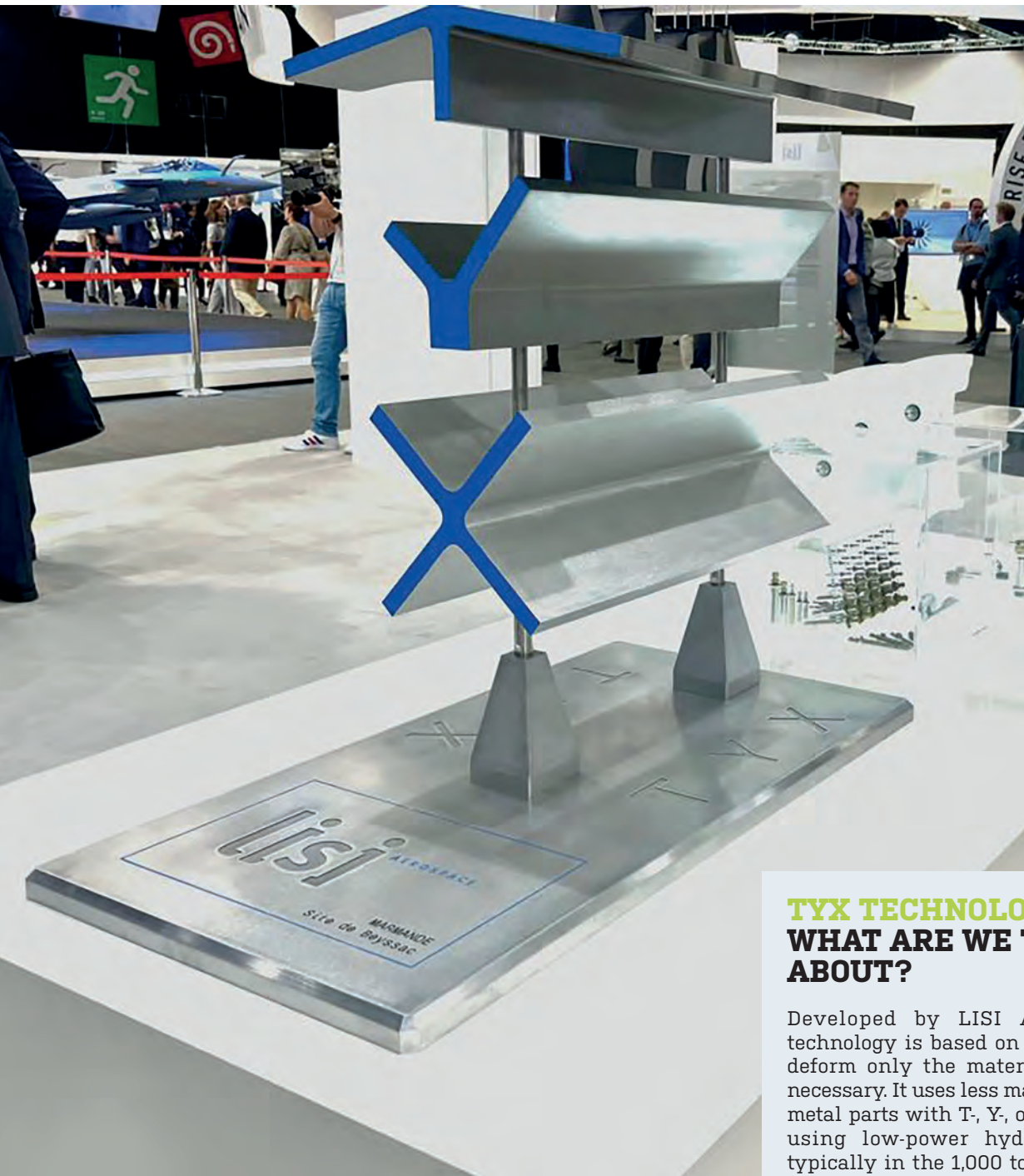
Used in series production for complex titanium parts, the TYX technology is reaching new milestones. First flight applications are expected by 2027.



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 CO₂ 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 CO₂ 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.



Universal Registration Document 2025

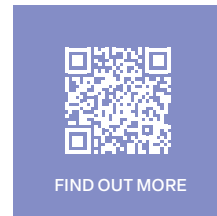
www.lisi-group.com/en, [Investors section](#)

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, [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, [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, [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

www.lisi-group.com/en, [Distribution list section](#)

To receive our quarterly newsletters and press releases by email, you can subscribe to our mailing list.

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2

CONSOLIDATED FINANCIAL STATEMENTS

2 CONSOLIDATED FINANCIAL STATEMENTS

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1 Information concerning the LISI Group

1.1 Key figures

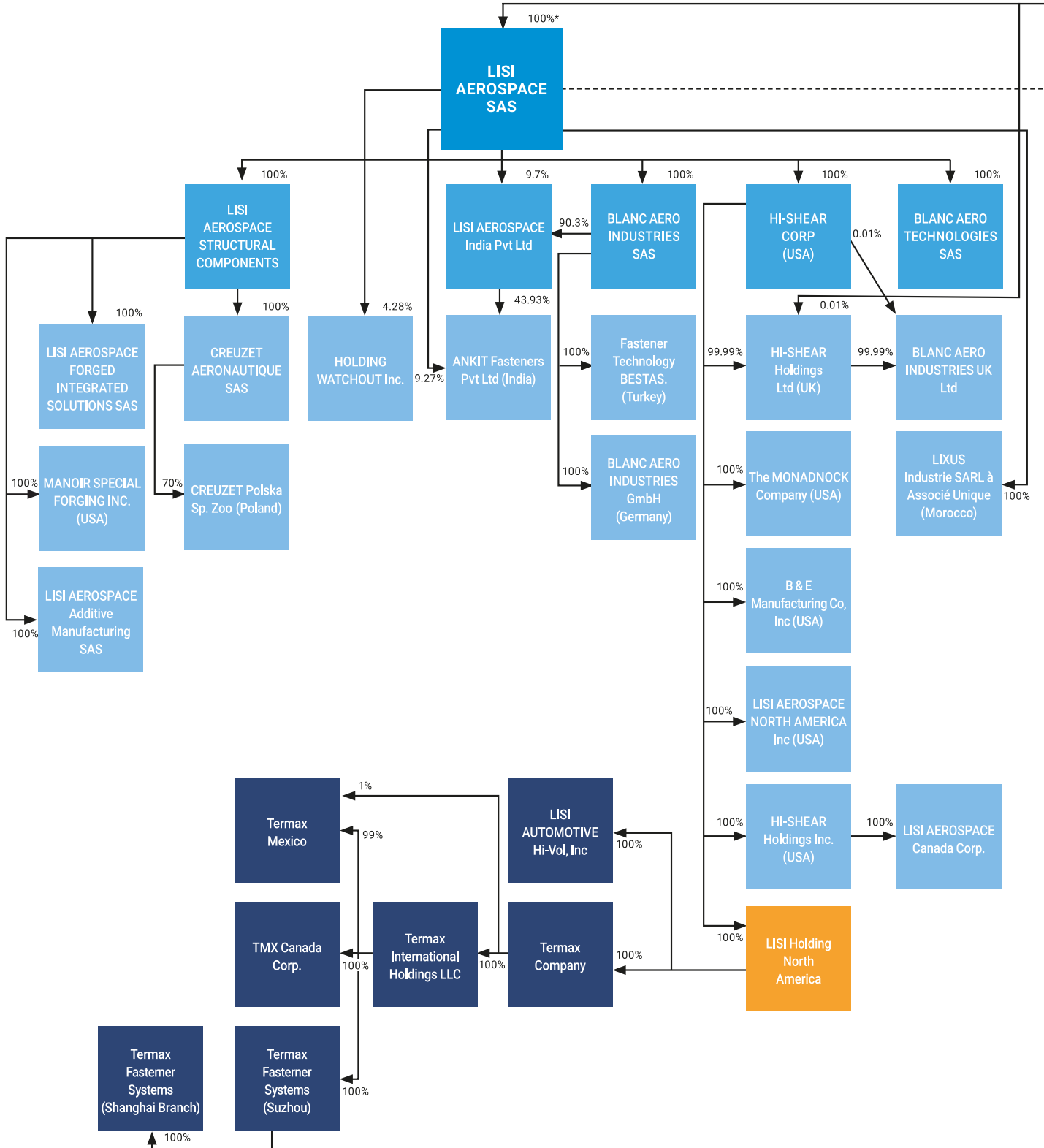
(in € millions)	2025	2024	2023	2022	2021
Revenue	1,747.9	1,608.7	1,630.4	1,425.2	1,163.9
Current operating profit (EBIT)	161.0	98.7	90.7	89.1	66.6
Income for the period attributable to owners of the parent	139.7	56.0	37.5	57.0	44.0
Shareholders' equity and minority interests	1,091.0	1,006.2	938.7	1,118.4	1,053.5
Net debt	233.7	488.5	501.1	291.5	272.8
Registered employees at period end	9,634	10,262	10,014	9,676	9,480

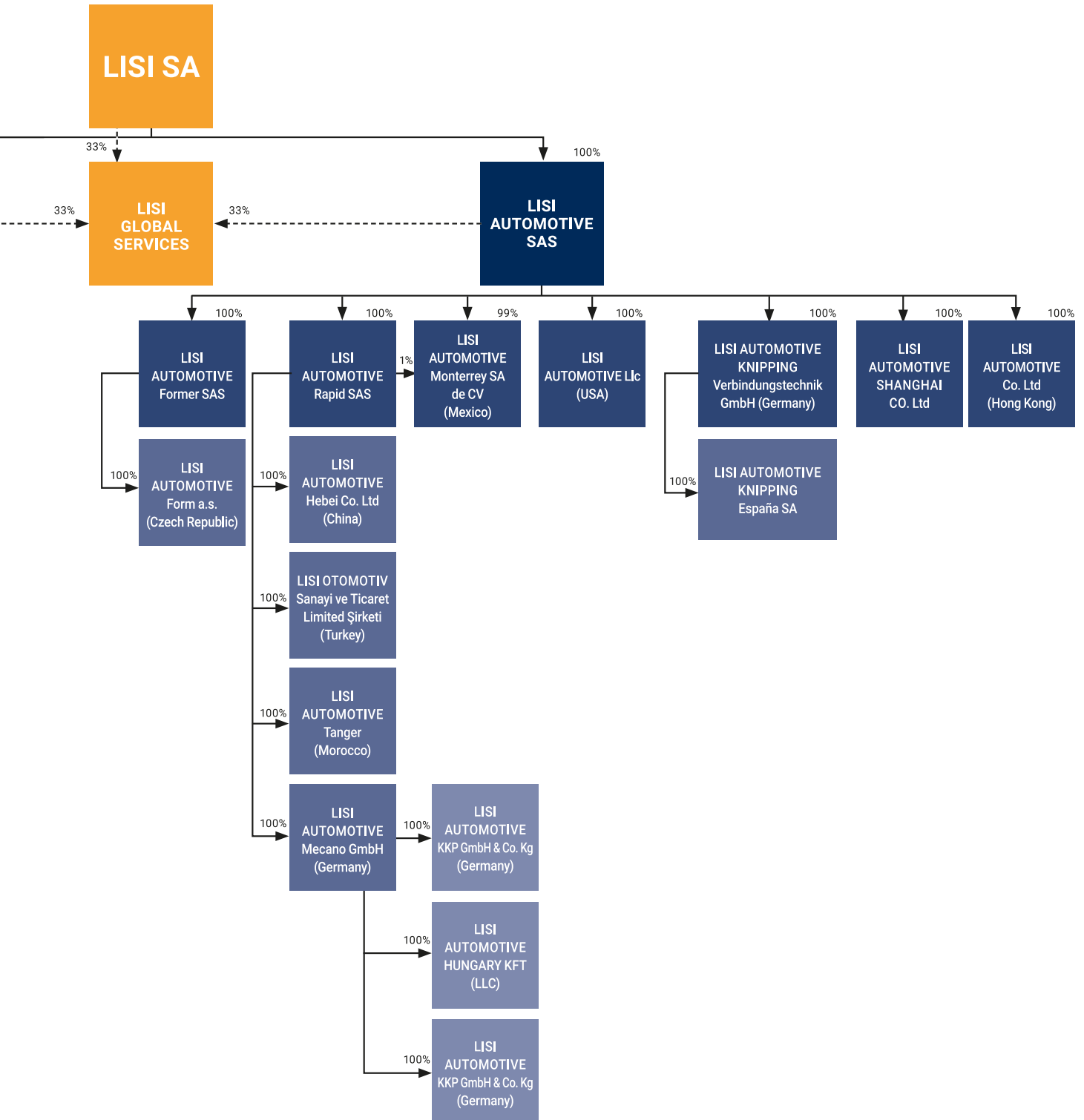
1.2 Functional organization chart



* secondary sites

1.3 Legal organization chart





1.4 Group activities and outlook

LISI Consolidated

In 2025, the LISI Group posted organic growth of over 10% for the fourth consecutive year, with a significant increase in its financial results in line with its objectives

- Published revenue (excluding medical) reached a record level of €1,747.9 million, up +8.7% compared to 2024 (2024 revenue restated to exclude LISI MEDICAL stood at €1,608.7 million), reflecting in particular the strong ramp-up in all segments of the aerospace market;
- EBIT amounted to €161.0 million, up +63.2% compared to 2024 (restated for LISI MEDICAL). The current operating margin thus improved by +3.1 points to 9.2%;
- Free cash flow is strongly positive in both of the Group's divisions, LISI AEROSPACE and LISI AUTOMOTIVE, standing at €56.1 million after net CAPEX of nearly €100.0 million;
- The financial structure was strengthened with net financial debt falling to 0.9x EBITDA following the sale of the LISI MEDICAL division (compared to 2.3x in 2024).
- Outlook:
 - The strength of the aerospace division's order book points to another year of growth for the Group in 2026. Assuming comparable market conditions, the LISI Group has set itself the objective of improving its benchmark financial indicators (in particular EBIT) and generating a positive free cash flow in 2026.

Sale of LISI MEDICAL

On October 31, 2025, the LISI Group sold 100% of the capital of its LISI MEDICAL division to SK CAPITAL, a US private investor, for a net price of €270.4 million. The Group acquired a minority stake of 9.988% in the holding company comprising all of the assets acquired by SK CAPITAL (stake valued at €18.1 million).

In addition to the 9.988% reinvestment, the forward sale price may be increased by two elements:

- the first, up to a maximum of €10.0 million if a first return on investment threshold is exceeded when SK CAPITAL resells the division,
- the second, an amount equal to 10% of the sale proceeds received by SK CAPITAL above a second threshold.

Accounting treatment of the sale of LISI MEDICAL

The accounting treatment of the sale of LISI MEDICAL to SK CAPITAL on October 31, 2025 is subject to the application of IFRS 5 "Non-current Assets Held for Sale and Discontinued Operations."

In order to ensure a clear reading of the performance of continuing operations, IFRS 5 requires the restatement of the financial items for the period relating to the entities sold and the isolation of the effects of the sale. All these items are presented and detailed in the notes to the consolidated financial statements (see 3.3.3).

Key figures published

12 months ending December 31		2025	2024 Restated**	Changes
KEY ELEMENTS OF THE INCOME STATEMENT				
Revenue	M€	1,747.9	1,608.7	+8.7 %
EBITDA	M€	261.5	183.6	+42.5 %
EBITDA margin	%	15.0	11.4	+3.6 pt
Current operating profit (EBIT)	M€	161.0	98.7	+63.2 %
Current operating margin	%	9.2	6.1	+3.1 pt
Net profit (loss)	M€	139.7	56.0	X 2,5
Net earnings per share	€	3.06	1.23	X 2,5
Net result from continuing operations	M€	63.3	44.1	+43.5 %
Net income per share from continuing operations	€	1.38	0.97	+42.3 %
KEY ELEMENTS OF THE CASH FLOW STATEMENT				
Operating cash flow	M€	198.3	170.0	+28.3 M€
Net CAPEX	M€	-99.9	-100.4	-0.5 M€
Operating Free cash flow*	M€	56.1	57.7	-1.6 M€
KEY ELEMENTS OF THE FINANCIAL STRUCTURE				
Net debt	M€	233.7	488.5	-254.8 M€
Ratio of net debt to equity	%	21.4	48.6	-27.2 pts

* Free cash flow: net operating cash flow minus net CAPEX and changes in working capital requirements.

** In accordance with IFRS 5, the 2024 figures have been restated following the sale of the LISI MEDICAL division on October 31, 2025.

It should be noted that at the date of disposal on October 31, 2025, the LISI MEDICAL division had accumulated €149.9 million in revenue over 10 months, compared with €185.3 million for the 12 months of 2024.

As a result, the increase in 2025 revenue at constant exchange rates for the LISI AEROSPACE division (+€189.0 million) offset the deconsolidation of LISI MEDICAL.

Comments on activity for the 2025 fiscal year

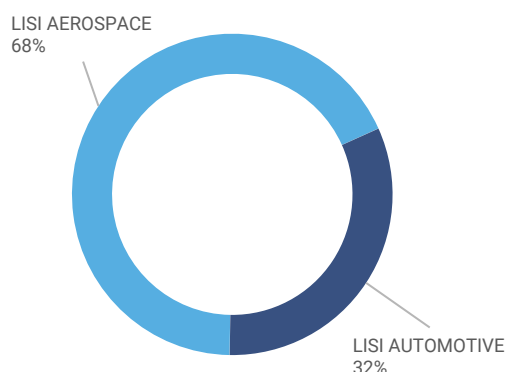
Consolidated revenue for 2025 reached a record level of €1,747.9 million, up 8.7% compared to 2024, and takes into account the following factors:

- an average negative currency impact of -€34.2 million (2.0% of revenue), mainly resulting from the weakening of the average US dollar exchange rate against the euro;
- a scope effect of -€11.3 million (0.6% of revenue) linked to the removal of LISI AUTOMOTIVE Nomel from the scope of consolidation on December 31, 2024;

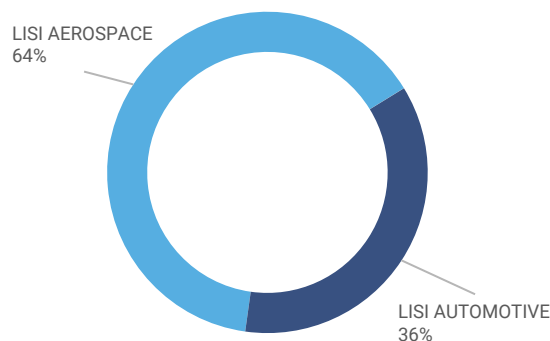
- a scope effect of +€1.3 million (0.1% of revenue) linked to the integration of LISI AUTOMOTIVE Hungary from the scope of consolidation on September 30, 2025.

In line with the objective of maintaining positive organic growth in 2025, revenue growth at constant exchange rates and scope stood at +11.5% for the full year.

Breakdown of 2025 revenue



Breakdown of 2024 revenue



Registered headcount at end-December

	2025	2024	Change N/N-1	
LISI AEROSPACE	6,630	6,279	351	+5.6%
LISI AUTOMOTIVE	2,907	3,076	-169	-5.5%
LISI MEDICAL		812	-812	
LISI Corporate	97*	95*	2	+2,1 %
TOTAL GROUP (EXCLUDING TEMPORARY WORKERS)	9,634	10,262	-628	-6,1 %
Temporary workers	1,060	962		

* of which GIE (Shared Services Center): 53 people in 2025 and 52 people in 2024.

Change in reported revenue by quarter (in millions of euros)

	Q1		Q2		Q3		Q4		TOTAL	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
LISI AEROSPACE	252.5	294.4	252.5	306.5	237.1	282.6	287.9	307.7	1,030.1	1,191.1
LISI AUTOMOTIVE	157.3	148.3	153.3	143.8	136.6	137.4	132.5	129.1	579.7	558.5
LISI Consolidé	409.6	442.0	405.6	449.7	373.5	419.5	420.1	436.7	1,608.7	1,747.9

	Q1 2025		Q2 2025		Q3 2025		Q4 2025		Total 2025	
	Δ reported	Δ organic	Δ reported	Δ organic	Δ reported	Δ organic	Δ reported	Δ organic	Δ reported	Δ organic
LISI AEROSPACE	+16.6%	+14.4%	+21.4%	+24.8%	+19.2%	+23.9%	+6.9%	+11.5%	+15.6%	+18.3%
LISI AUTOMOTIVE	-5.7%	-3.7%	-6.2%	-3.2%	+0.6%	+3.8%	-2.6%	+1.5%	-3.7%	-0.6%
LISI Consolidé	+7.9%	+7.2%	+10.9%	+14.5%	+12.3%	+16.6%	+4.0%	+8.5%	+8.7%	+11.5%

Comments on Q4 activity

At constant exchange rates and scope, fourth-quarter revenue reached a record level of €436.7 million, up +4.0%

compared to the same period last year, with a high base effect (+14.2% in the fourth quarter of 2024).

Comments on the Group's results

The current EBITDA margin reached 15.0% of revenue, up +3.6 points compared to the same period last year. It benefited from significant leverage, notably due to:

- a strong volume effect in the aerospace division;
- improved industrial productivity resulting from training efforts for the numerous recruits in 2023 and 2024 in the LISI AEROSPACE division;
- the impact of inflation on sales prices, with the latest negotiations with customers finalized in 2025;
- efforts to lower the break-even point in the LISI AUTOMOTIVE division.

The net effect of provisions and reversals of provisions was negative in 2025 at -€7.6 million, compared with +€8.0 million in 2024.

Current operating income amounted to €161.0 million, up +63.2% compared to 2024, representing a current operating margin of 9.2% compared to 6.1% in 2024.

Non-recurring operating income and expenses amounted to -€20.8 million, compared with -€23.1 million in 2024, mainly corresponding to the finalization of an amicable agreement with the city of Torrance (California) relating to a historical environmental risk concerning the Hi-Shear site.

The financial result was -€52.4 million (-€15.1 million in 2024). This is mainly due to the following factors:

- the effects of the revaluation of foreign currency debts and receivables and the change in the fair value of hedging instruments for -€32.1 million compared to +€11.1 million in 2024;
- financial expenses, which represent the cost of long-term net debt, amounted to -€25.9 million (-€30.3 million in 2024);
- gains on current cash investments amounted to €5.6 million, higher than in 2024 (€4.1 million).

The corporate tax rate is 27.9%, in line with the Group's historical rates. The impact of the sale of LISI MEDICAL, recorded under "Income from discontinued operations," amounted to +€76.4 million. As a result, net income reaches a record high of €139.7 million (8.0% of revenue), a very sharp increase compared to 2024 (€56.0 million, 3.5% of revenue, or 2.5 times higher).

Operating free cash flow (€56.1 million) was positive in both of the Group's divisions thanks to increased cash flow from operations and effective control of working capital requirements.

It should be noted that the sale of LISI MEDICAL did not affect operating free cash flow.

At €198.3 million, cash flow from operations is up compared to the same period last year (€170.0 million) and represents 11.3% of revenue. It enables the financing of the entire €99.9 million investment program (5.7% of revenue), which is slightly lower than in 2024 (€100.4 million).

LISI AEROSPACE invested €63.8 million in 2025 to increase its production capacity in order to support its customers' ramp-up and continue to modernize its equipment, notably by:

- increased production capacity for hydraulic screws and fittings for the "Fasteners" business, particularly in its US plants, and for forged parts and leading edges for the "Structural Components" business;
- expanding production areas at the Villefranche-de-Rouergue and Vignoux-sur-Barangeon sites in the "Fasteners" business in France;
- investments in Research & Development on long-term innovation projects.

Efforts to improve performance and modernize production facilities continued, particularly in the LISI AUTOMOTIVE division (€28.0 million in investments).

Examples include:

- the delivery and installation of two new cold forging presses for the Delle and Dasle sites (France) to produce parts for electric vehicles (battery tray fasteners and electric motor cradle reinforcements);
- orders for machining and inspection equipment to produce aluminum components for electric parking brakes in Shanghai (China);
- the modernization of the surface treatment line in Grandvillars (France) for the preparation of wire for the division's European cold forming sites.

Working capital requirements stood at 73 days of revenue (72 days in 2024), with inventories expressed in number of days of revenue also down for the third consecutive year (99 days compared with 103 days in 2024).

Taking these factors into account and in line with the targets set, operating free cash flow is largely positive at €56.1 million (3.2% of revenue). Adjusted for the unfavorable conversion impact of the weakening of the dollar against the euro, the divisions' operating free cash flow is positive at €87 million.

Group debt at a historic low following the sale of the LISI MEDICAL division

Net debt stands at €233.7 million, down €254.8 million compared to 2024. It benefits from the early repayment of certain loans made possible by the sale of the LISI MEDICAL division. It represents 21.4% of equity (48.6% as at December 31, 2024). Based on current EBITDA, the net financial debt ratio stands at 0.9x (2.3x as of December 31, 2024), well below the covenant level authorized by the banking partners (3.5x).

Return on capital employed before tax was 12.2%, a significant improvement on the 2024 figure (7.7%).

Furthermore, annual depreciation tests did not reveal any loss of value.

The Board of Directors will propose to the Combined Shareholders' General Meeting that the dividend for the 2025 fiscal year be set at €0.46 per share (€0.39 in 2024).

Sustainability**A structured CSR approach that is constantly evolving:**

Four years after the adoption of the People, Planet, Profit framework, the Group's CSR approach is taking new steps forward with the integration of geo-climatic risks and the strengthening of water accounting, which is now aligned with the requirements of the CDP Water. These developments are part of a strategic approach that treats sustainable performance as a governance choice rather than a regulatory obligation.

PEOPLE: Placing each individual at the heart of our environment

In 2025, several social indicators showed positive trends: the resignation rate fell to 5.9% and staff turnover stood at 18.1%, of which 12.9% in Europe. The HSE golden rules framework has been increased from four to ten fundamental commitments.

In 2025, the LISI Group launched "WILL" (Women in LISI Life), its first internal women's network. The initiative was rolled out to 1,700 women in Europe, with a response rate of 20%. Significant participation rates were recorded in Turkey (93%), Spain (33%) and Morocco (30%). The 2,534 qualitative contributions collected will feed into the definition of diversity and inclusion priorities in 2026.

When it comes to gender diversity, several indicators have declined: the proportion of women managers fell to 28.0%, due to an imbalance in recruitment during the last quarter. The proportion of women among resignations reached 35.3%. Action plans are being developed with the women from the WILL (Women in LISI Life) office.

PLANET: a transition gaining momentum with new tools**Partnerships and risk mapping**

Two partnerships were signed in 2025: one with ANSA Services for the monitoring and management of carbon trajectory projects, and one with AXA Climate for the assessment of geo-climatic exposures. A mapping of raw vulnerabilities has been carried out across all the Group's sites. The three highest physical risks identified are extreme heat, water stress and flooding.

Environmental results

The GHG footprint for 2025 shows a reduction of -23% compared with 2024 and -43% compared with the 2019 baseline year (comparable Scopes 1+2+3 partial scope). In terms of energy, 23 energy-efficiency projects have resulted in savings of 7,895 MWh, representing 2% of annual consumption. Seven sites in six countries have solar power generation capacity. The share of renewable energy rose from 0% in 2022 to 7.3% in 2025 of total electricity generation. Water consumption fell by 19.8%, driven in particular by the actions carried out at the Bologne site (France), which accounts for around a third of the Group's total consumption. The share of recycled waste reached 75%.

2030 carbon trajectory: current status and conditions for implementation

In 2025, the Group achieved its interim targets and remained on track with the trajectory set out in 2019, with a 43% reduction in Scope 1 and 2 emissions and a 43% reduction in the broader Scopes 1, 2 and partial Scope 3. This result was achieved in a context of 11.5% organic growth in consolidated revenue, which generated an additional 47 ktCO₂ of emissions, of which 43% were offset by decarbonization actions (-20 ktCO₂).

The 2030 targets, *i.e.* a 57% reduction in Scope 1 and 2 emissions and a 30% reduction across the broader scope, remain achievable without significant leeway. The growth outlook in the aeronautics sector points to a structural rise in emissions: additional production capacity, increased energy consumption, and higher purchases of raw materials, goods and services.

Achieving these objectives relies on several levers: energy efficiency and process optimization, as well as the continued roll-out of renewable energy, notably through power purchase agreements in Germany, Turkey and the United States. Regarding Scope 3, priority will be given to the carbon footprint of raw materials and purchases.

The return to the level of investment in decarbonization observed over the 2023-2024 period (in terms of both the number of projects and their impact) is essential to achieving these 2030 trajectory objectives.

PROFIT: Performance as a long-term project

In 2025, the Group published its first consolidated Sustainability Report implementing the CSRD directive. A working group dedicated to renewable energy procurement has been set up to analyze power purchase agreements in high-emission countries.

Within the supply chain, the target of assessing sensitive suppliers was achieved at 69%, in line with the commitments made.

Non-financial rating

The Group's non-financial ratings have improved for the fourth consecutive year (Ecovadis, Ethifinance). The Group maintained its A- rating in the CDP Climate assessment and received a B rating in its first submission to the CDP Water assessment.

Outlook

The Group remains vigilant in the face of global geopolitical and macroeconomic uncertainties, particularly changes in customs policies and currency exchange rates.

The aerospace development plan is the Group's main growth driver, with excellent visibility over the long term. Conversely, the persistent uncertainty surrounding developments in the global automotive market requires the automotive division to continue its efforts to lower its break-even point, which is already well advanced.

Divisional management reports

LISI AEROSPACE

- Record revenue of €1,191.1 million (2024: €1,030.1 million), supported by strong activity across all segments of the aerospace market;
- Current operating income of €140.1 million (2024: €85.7 million), up for the fourth consecutive year, driven by improved industrial productivity;

In 2025, LISI received several external recognitions: Gold Best Managed Company Winner and the *Choiseul Conquérants* distinction.

Priorities

In 2025, the results of the three dimensions, People, Planet and Profit, were consistent with the defined strategic guidelines.

The priorities for 2026 are based on four areas:

- consolidation of achievements;
- strengthening of actions to promote gender diversity;
- relaunching investments and decarbonization projects;
- operational integration of water accounting and physical geo-climatic risk management.

With its strengthened financial position, the Group is confident that it will be able to consolidate its position as the global leader in its chosen niche markets in the future. Its objective, assuming constant exchange rates and macroeconomic conditions, is to improve its key financial indicators, including current operating income, for the fourth consecutive fiscal year and to once again generate positive free cash flow.

- Free cash flow from operations at €61.5 million, up threefold compared to 2024 (€20.8 million in 2024), driven by improved recurring operating income and a gradual decline in inventory levels, particularly raw materials.

Market

The global commercial aerospace market remains strong with a still favorable long-term outlook, reflected in high order volumes for major manufacturers.

Production rates continue to increase for the Airbus A320 family (currently 64 aircraft per month, with a target of 75 in 2027) and for the A350 program. The marked recovery in production rates for Boeing's B737 MAX and B787 programs was also confirmed throughout the year.

The significant return of long-haul orders, combined with the strong performance of the helicopter and military market segments (which represent between 10% and 15% of the division's business), are supporting demand over the long term.

Key figures as of December 31, 2025

In thousands of euros	2025	2024	Changes
Revenue	1,191.1	1,030.1	15.6 %
EBITDA	205.6	135.3	51.9 %
Current operating profit (EBIT)	140.1	85.7	63.4 %
Operating cash flow	164.5	91.6	79.6 %
Net CAPEX	(63.8)	(54.4)	17.3 %
Operating free cash flow	61.5	20.8	+40.7 M€
Registered employees at period end	6,630	6,279	+5.6 %
Average full-time equivalent headcount	7,277	6,755	+7.7 %

* Operating free cash flow: net operating cash flow minus net CAPEX and changes in working capital requirements.

** Including temporary workers.

Comments regarding business over the year

Revenue for the LISI AEROSPACE division grew for the fourth consecutive year, reaching a record level of €1,191.1 million compared to €1,030.1 million in 2024. This 15.6% increase in one year is all the more remarkable when compared to an average increase of more than 22% over the previous three fiscal years. Revenue for the fourth quarter of 2025 stood at €307.7 million, the highest level for the year (+6.9% compared to the same period last year).

The Fasteners business in North America (+18.4%) benefited from Boeing's ramp-up and a catch-up effect in sales prices to offset previous cost increases. The Fasteners business in Europe (+14.4%) also confirmed its strong momentum in the wake of Airbus and the gradual ramp-up of the A350 program. The "Structural Components" business posted a +15.5% increase in 2025 compared to 2024, as supply chain delays gradually eased.

Restated for currency effects and excluding scope effects, LISI AEROSPACE's revenue grew organically by +11.5% in the fourth quarter and +18.3% for the full year 2025.

Comments on results over the year

The division benefited from increased volumes and improved productivity after the phase of heavy recruitment over the past two years.

EBITDA thus increased by +4.2 points compared to 2024 and amounted to 17.3% of revenue. Current operating profit increased for the fourth consecutive year and amounted to €140.1 million in 2025. Operating leverage was particularly strong, driven by improved industrial productivity (revenue: +15.6%, EBIT +63.4%). The current operating margin increased by 3.5 points compared to 2024 and stood at 11.8% of the division's revenue.

Supported by effective management of working capital requirements in a context of strong growth in activity, notably driven by the reduction in inventories (particularly raw materials) initiated during the fiscal year, operating free cash flow tripled compared to 2024 (€61.5 million

in 2025 compared to €20.8 million in 2024 and €7.0 million in 2023).

LISI AEROSPACE invested €63.8 million in 2025 to increase its production capacity in order to support its customers' ramp-up and continue to modernize its equipment, notably by:

- increased production capacity for hydraulic screws and fittings for the "Fasteners" business, particularly in its US plants, and for forged parts and leading edges for the "Structural Components" business;
- expanding production areas at the Villefranche-de-Rouergue and Vignoux-sur-Barangeon sites in the "Fasteners" business in France;
- Investments in Research & Development on long-term innovation projects.

Outlook

The gradual ramp-up confirms that demand remains strong over the long term in civil aerospace across all platforms. The division's book-to-bill ratio (order value/sales) remains well above 1, confirming the strength of medium-term demand across all platforms. Other market segments,

including helicopters and military (approximately 15% of LISI AEROSPACE's revenue), are also buoyant. The momentum of all aerospace markets is being accelerated by the acquisition of market share from major strategic customers (renewal of major contracts in 2025).

The focus in 2026 will be on:

- the implementation of capacity measures (Fixings business) and improvements in industrial productivity (Structural Components business) to meet rising demand;

- the continued reduction in inventory levels begun in 2025, particularly for raw materials and work in progress, with the acceleration of flows.

LISI AUTOMOTIVE

- The division's revenue amounted to €558.5 million, down 3.7% compared to 2024, impacted by the decline in global production by the division's automotive manufacturer customers.

- The current operating margin increased by two points compared to 2024 and stood at 5.0% of revenue.
- Operating free cash flow was positive for the tenth consecutive year.

Market

Global light vehicle registrations were up by 3.6% compared to 2024.

Worldwide sales, expressed in terms of number of registrations, were up slightly in all markets: +5.6% in China, +2.4% in North America and +1.7% in Europe.

Key figures as of December 31, 2025

In thousands of euros	2025	2024	Changes
Revenue	558.5	579.7	-3.7%
EBITDA	61.8	51.4	+20.3%
Current operating profit (EBIT)	27.9	17.2	+0.6%
Operating cash flow	45.7	39.3	+16.1%
Net CAPEX	(28.0)	(29.4)	-4.8%
Operating free cash flow	15.0	9.6	5.4 M€
Registered employees at period end	2,907	3,076	-5.5%
Average full-time equivalent headcount	2,975	3,183	-6.5%

* Operating free cash flow: net operating cash flow minus net CAPEX and changes in working capital requirements.

** Including temporary workers.

Comments regarding business over the year

Revenue for the LISI AUTOMOTIVE division amounted to €558.5 million, down 3.7% compared to 2024. The fourth quarter was down 2.6% compared to the same period last year. This change is mainly attributable to market share losses suffered by the division's main customers (American and European) who saw their global registrations decline.

Adjusted for currency fluctuations, the deconsolidation of LISI AUTOMOTIVE Nomel as of December 31, 2024, and the integration of LISI AUTOMOTIVE Hungary as of October 2025, the LISI AUTOMOTIVE division's revenue was up +1.5% in the last quarter and down slightly (-0.6%) for the full year.

This takes into account:

- a 0.9% decline in global production by the division's automotive customers;
- a clear commitment to continuing the repositioning of the product portfolio towards higher value-added parts, which began several years ago. This is reflected in particularly strong order intake for new products, which accounted for 13.0% of revenue (€71.5 million), compared with 12.4% in 2024.

The division has explicitly adopted a targeted development strategy that focuses on expansion in promising and profitable segments (braking systems, interior trim), agility in adapting product ranges, and positioning in electromobility (wiring and battery environment).

Comments on results over the year

This strategy, combined with the aggressive measures taken to reduce idle capacity, resulted in an improvement in the division's financial performance in 2025. As a result, current operating income (EBITDA) rose by 20.3% compared to the same period last year to €61.8 million (11.1% of revenue), compared to €51.4 million in 2024 (8.9% of revenue).

With an EBIT of €27.9 million, up 62.0% compared to 2024, the operating margin gained +2.0 points to 5.0%.

Thanks to the increase in cash flow from operations (€45.7 million) and the effective management of working capital requirements, LISI AUTOMOTIVE has achieved positive operating free cash flow for the tenth consecutive fiscal year. It reached €15.0 million (2.7% of revenue),

Outlook

In a global automotive environment characterized by low visibility, LISI AUTOMOTIVE must continue the actions it has been pursuing for several years, which focus in particular on:

- positioning on new vehicles and maintaining a high level of orders for new high value-added products;
- industrial agility based on adapting its cost structure to maintain competitiveness and carry out the reorganization projects essential to cope with the changes imposed by a market undergoing profound transformations.

up €5.4 million compared to 2024. At €28.0 million, investments remained stable (€29.4 million in 2024) and concerned actions to improve performance and modernize production resources. Examples include:

- the delivery and installation of two new cold forging presses for the Delle and Dasle sites (France) to produce parts for electric vehicles (battery tray fasteners and electric motor cradle reinforcements);
- orders for machining and inspection equipment to produce aluminum components for electric parking brakes in Shanghai (China);
- the modernization of the surface treatment line in Grandvillars (France) for the preparation of wire for the division's European cold forming sites.

In this context, on January 21, 2026, LISI AUTOMOTIVE announced an industrial reorganization project involving the shutdown of manufacturing activities at its Puiseux-Pontoise site (France), the transfer of production to other Clipped Solutions sites, the transfer of sales and design teams to the LISI AEROSPACE site in Saint-Ouen l'Aumône, and the development of a trading activity.

The Group is committed to offering redeployment solutions to as many employees as possible from the Puiseux-Pontoise plant to other Group sites in France.

The operational and functional integration of the new Hungarian entity LISI AUTOMOTIVE Hungary in Győr will also be a focus during the coming fiscal year.

2 Consolidated financial statements

2.1 Consolidated income statement

(in thousands of euros)	Notes	12/31/2025 *	12/31/2024 *
REVENUE EXCL. TAX	3.5.1	1,747,926	1,608,737
Changes in inventories, finished products and production in progress		35,201	19,794
Total production		1,783,127	1,628,531
Other income		58,189	59,403
TOTAL OPERATING REVENUES		1,841,316	1,687,935
Consumed goods	3.5.2	(539,755)	(497,307)
Other purchases and external expenses	3.5.3	(400,333)	(392,854)
Taxes and duties		(10,410)	(10,234)
Employee benefits expense (including temps)	3.5.4	(629,287)	(603,930)
EBITDA		261,531	183,610
Depreciation		(92,899)	(92,863)
Net provisions		(7,622)	7,960
CURRENT OPERATING PROFIT (EBIT)		161,010	98,707
Non-recurring operating income and expenses	3.5.6	(20,847)	(23,065)
OPERATING PROFIT		140,163	75,642
Financing expenses and revenue on cash	3.5.7	(19,724)	(26,028)
<i>Revenue on cash</i>	3.5.7	6,219	4,557
<i>Financing expenses</i>	3.5.7	(25,943)	(30,585)
Other financial income and expenses	3.5.7	(32,638)	10,884
<i>Other financial items</i>	3.5.7	22,606	35,068
<i>Other interest expenses</i>	3.5.7	(55,244)	(24,184)
Taxes (including CVAE (Tax on Companies' Added Value))	3.5.8	(24,508)	(16,399)
RESULTS OF CONTINUING OPERATIONS		63,293	44,099
Results from discontinued operations	3.3.3	76,449	11,325
PROFIT (LOSS) FOR THE PERIOD		139,742	55,424
Attributable as company shareholders' equity		139,724	56,006
Interest not granting control over the company		18	(582)
EARNINGS PER SHARE (IN €)	3.5.9	3.06	1.23
DILUTED EARNINGS PER SHARE (IN €)	3.5.9	3.01	1.20

* In accordance with IFRS 5, the result from discontinued operations is presented on a separate line in the income statement entitled "Result from discontinued operations, net of tax". For the fiscal years presented, the comparative figures for 2024 have been restated to comply with this presentation. The impact of applying IFRS 5 on the data published as of December 31, 2024, and 2025 is presented in Note 3.3.3.

2.2 Statement of comprehensive income

(in thousands of euros)	12/31/2025	12/31/2024
PROFIT (LOSS) FOR THE PERIOD	139,742	55,424
Elements not recyclable in result		
Revaluation of net liabilities (assets) of defined benefit plans (gross element)	3,246	2,132
Revaluation of net liabilities (assets) of defined benefit plans (tax impact)	(913)	(761)
Elements that can subsequently be recycled as a result		
Exchange rate differences resulting from foreign operations	(45,580)	23,873
Hedging instruments (gross element)	1,315	(1,713)
Hedging instruments (tax impact)	(334)	598
TOTAL OTHER PORTIONS OF GLOBAL EARNINGS FOR THE PERIOD, AFTER TAXES	(42,266)	24,129
TOTAL OVERALL INCOME FOR THE PERIOD	97,475	79,552
Attributable as company shareholders' equity	97,924	79,993
Interest not granting control over the company	(448)	(441)

Hedging instruments mainly relate to foreign exchange hedging instruments.

2.3 Consolidated statement of financial position

ASSETS (in thousands of euros)	Notes	12/31/2025	12/31/2024
NON-CURRENT ASSETS			
Goodwill	3.4.1.1	318,031	419,379
Other intangible assets	3.4.1.1	24,731	29,693
Tangible assets	3.4.1.2	676,426	765,416
Non-current financial assets	3.4.1.3	50,852	21,501
Deferred tax assets	3.4.10	48,067	44,913
Other non-current assets		-	123
TOTAL NON-CURRENT ASSETS		1,118,107	1,281,025
CURRENT ASSETS			
Inventories	3.4.2.1	460,682	468,174
Taxes - Claim on the state		12,770	12,360
Trade and other receivables	3.4.2.2	241,518	244,995
Cash and cash equivalents	3.4.2.3	270,437	191,660
TOTAL CURRENT ASSETS		985,407	917,190
Assets held for sale	3.3.1	13,498	12,068
TOTAL ASSETS		2,117,012	2,210,283
TOTAL EQUITY AND LIABILITIES (in thousands of euros)			
SHAREHOLDERS' EQUITY			
Capital stock	3.4.3	18,615	18,615
Treasury shares	3.4.3	(19,796)	(20,080)
Consolidated reserves	3.4.3	934,762	891,754
Conversion reserves	3.4.3	14,521	59,635
Other elements of comprehensive income	3.4.3	(2,981)	(6,295)
Profit (loss) for the period	3.4.3	139,724	56,006
TOTAL SHAREHOLDERS' EQUITY - GROUP'S SHARE	3.4.3	1,084,843	999,633
Interest not granting control over the company	3.4.3	6,175	6,567
TOTAL SHAREHOLDERS' EQUITY	3.4.3	1,091,018	1,006,200
NON-CURRENT LIABILITIES			
Non-current provisions	3.4.4	71,956	48,627
Non-current borrowings	3.4.6.2	395,118	547,121
Other non-currents liabilities	3.4.5	14,054	14,979
Deferred tax liabilities	3.4.10	41,844	47,973
TOTAL NON-CURRENT LIABILITIES		522,972	658,700
CURRENT LIABILITIES			
Current provisions	3.4.4	5,753	15,327
Current borrowings	3.4.6.2	109,040	133,070
Trade and other accounts payable		359,771	378,591
Taxes due		24,027	5,535
TOTAL CURRENT LIABILITIES		498,591	532,523
Liabilities directly associated with assets held for sale	3.3.1	4,431	12,860
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES		2,117,012	2,210,283
* Including short-term banking facilities		14,682	39,390

2.4 Consolidated cash flow statements

(in thousands of euros)	Notes	12/31/2025	12/31/2024
OPERATING ACTIVITIES			
NET PROFIT (LOSS)	2.1	139,742	55,424
Elimination of net expenses not affecting cash flows:			
- Depreciation, Amortization and non-current financial provisions		98,201	109,768
- Changes in deferred taxes		(1,701)	(2,449)
- Incarney on disposals, provisions for liabilities and others		(38,708)	9,811
GROSS CASH FLOW MARGIN		197,533	172,554
Net changes in provisions associated with ongoing operations		754	(2,524)
OPERATING CASH FLOW		198,287	170,030
Income tax expense elimination	3.4.2.3	26,208	23,064
Restatement of financial items (interest and exchange)		41,123	28,770
Effect of changes in inventory	3.4.2.3	(44,277)	(29,314)
Effect of changes in accounts receivable and accounts payable	3.4.2.3	(16,742)	11,027
NET CASH PROVIDED BY OR USED FOR OPERATIONS BEFORE TAX		204,599	203,577
Tax paid	3.4.2.3	(7,499)	(16,737)
CASH PROVIDED BY OR USED FOR OPERATING ACTIVITIES (A)		197,100	186,841
INVESTMENT ACTIVITIES			
Acquisition of consolidated companies	3.3	(2,873)	-
Acquisition of tangible and intangible fixed assets	3.4.2.3	(100,679)	(106,801)
Acquisition of financial assets		(10,002)	(5,112)
Change in granted loans and advances		(2,793)	(287)
TOTAL CASH USED FOR INVESTMENT ACTIVITIES		(116,347)	(112,200)
Disposal of consolidated companies	3.3	247,718	-
Disposal of tangible and intangible fixed assets	3.4.2.3	754	6,404
TOTAL CASH FROM DISPOSALS		248,472	6,404
CASH PROVIDED BY OR USED FOR INVESTMENT ACTIVITIES (B)		132,125	(105,796)
FINANCING ACTIVITIES			
Capital increase		-	840
Dividends paid to Group shareholders		(17,897)	(14,195)
TOTAL CASH FROM EQUITY TRANSACTIONS		(17,897)	(13,355)
New long-term loans		60,726	101,700
New short-term loans		2,125	1,530
Repayment of long-term loans		(128,009)	(1,814)
Repayment of short-term loans		(102,678)	(103,098)
Net interest expense paid		(22,421)	(28,770)
TOTAL CASH FROM ON LOANS AND OTHER FINANCIAL LIABILITIES		(190,258)	(30,453)
CASH PROVIDED BY OR USED FOR FINANCING ACTIVITIES (C)		(208,155)	(43,808)
Effect of change in foreign exchange rates (D)		(15,980)	(2,119)
Effect of adjustments in treasury shares (D)		(1,607)	(200)
CHANGES IN CASH (A+B+C+D)		103,483	34,917
Cash at January 1 (E)		152,270	117,353
Cash at year-end (A+B+C+D+E)		255,753	152,270
Cash and cash equivalents		270,437	191,660
Short-term banking facilities		(14,682)	(39,390)
CLOSING CASH POSITION		255,753	152,270

2.5 Statement of changes in equity

(in thousands of euros)	Capital stock (Note 2.6.3)	Capital-linked premiums	Treasury shares	Consolidated reserves	Conversion reserves	Other elements of comprehensive income	Profit for the period, Group share	Group's share of shareholders' equity	Minority interests	Total shareholders' equity
SHAREHOLDERS' EQUITY AT JANUARY 1, 2024	18,615	-	(19,638)	866,704	35,908	(6,554)	37,533	932,565	6,171	938,736
Profit (loss) for the period N (a)	-	-	-	-	-	-	56,006	56,006	(582)	55,424
Translation differences (b)	-	-	-	-	23,727	-	-	23,727	146	23,873
Payments in shares	-	-	-	1,871	-	-	-	1,871	-	1,871
Capital increase	-	-	-	-	-	-	-	-	837	837
Restatement of treasury shares	-	-	(442)	(80)	-	-	-	(522)	-	(522)
Revaluation of net liabilities (assets) of defined benefit plans (c)	-	-	-	-	-	1,371	-	1,371	-	1,371
Appropriation of N-1 earnings	-	-	-	37,533	-	-	(37,533)	-	-	-
Dividends distributed	-	-	-	(14,195)	-	-	-	(14,195)	-	(14,195)
Restatement of financial instruments (d)	-	-	-	-	-	(1,111)	-	(1,111)	(5)	(1,117)
Various	-	-	-	(79)	-	-	-	(79)	-	(79)
SHAREHOLDERS' EQUITY AT 31 décembre 2024	18,615	-	(20,080)	891,754	59,635	(6,295)	56,006	999,633	6,567	1,006,200
including total income and expenses reported for the year (a) + (b) + (c) + (d)	-	-	-	-	23,727	260	56,006	79,993	(441)	79,552
SHAREHOLDERS' EQUITY AT JANUARY 1ST, 2025	18,615	-	(20,080)	891,754	59,635	(6,295)	56,006	999,633	6,567	1,006,200
Profit (loss) for the period N (a)	-	-	-	-	-	-	139,724	139,724	18	139,742
Translation differences (b)	-	-	-	-	(45,114)	-	-	(45,114)	(466)	(45,580)
Payments in shares	-	-	-	4,383	-	-	-	4,383	-	4,383
Capital increase	-	-	-	-	-	-	-	-	-	-
Restatement of treasury shares	-	-	284	490	-	-	-	774	-	774
Revaluation of net liabilities (assets) of defined benefit plans (c)	-	-	-	-	-	2,333	-	2,333	-	2,333
Appropriation of N-1 earnings	-	-	-	56,006	-	-	(56,006)	-	-	-
Dividends distributed	-	-	-	(17,897)	-	-	-	(17,897)	-	(17,897)
Restatement of financial instruments (d)	-	-	-	-	-	981	-	981	-	981
Various	-	-	-	26	-	-	-	26	57	83
SHAREHOLDERS' EQUITY AT DECEMBER 31, 2025	18,615	-	(19,796)	934,762	14,521	(2,981)	139,724	1,084,843	6,175	1,091,018
including total income and expenses reported for the year (a) + (b) + (c) + (d)	-	-	-	-	(45,114)	3,314	139,724	97,924	(448)	97,475

3 Notes to the financial statements

3.1 Information on the Group and highlights of the fiscal year

LISI S.A. (hereinafter referred to as “the Company”) is a *société anonyme* (public limited company) under French law, listed on the Paris Stock Exchange, whose head office is at the following address: “6 rue Juvénal Viellard, CS 70431 GRANDVILLARS, 90008 BELFORT Cedex”.

The consolidated financial statements of the Group for the fiscal year ended December 31, 2025, include the Company LISI S.A. and its subsidiaries (which are together referred to as “the Group”).

The LISI Group’s main business activity is the manufacturing of multifunctional fasteners and assembly components for three business sectors: aerospace, automotive, and medical.

Highlights of the year:

Sale of LISI MEDICAL

On October 31, 2025, the LISI Group sold 100% of the capital of its LISI MEDICAL division to SK CAPITAL, a US private investor, for a net price of €270.4 million. The Group acquired a minority stake of 9.988% in the holding company comprising all of the assets acquired by SK CAPITAL (stake valued at €18.1 million).

In addition to the 9.988% reinvestment, the forward sale price may be increased by two elements:

- the first, up to a maximum of €10.0 million if a first return on investment threshold is exceeded when SK CAPITAL resells the division,
- the second, an amount equal to 10% of the sale proceeds received by SK CAPITAL above a second threshold.

The impacts on the LISI Group’s consolidated financial statements at December 31, 2025 are detailed in Section 3.3 - Scope of consolidation.

Addressing climate, water and biodiversity risks

Climate change mitigation involves reducing greenhouse gas emissions at every stage, from production to use of products. For LISI, this means limiting the carbon footprint of its activities, value chain and products.

Impacts and risks:

- Transition to electric vehicles and low-carbon aircraft.
- Increased demands from customers and regulators.
- Potential decrease in demand for polluting products.
- Reduced access to financing and stricter regulations.

Opportunities:

Despite these challenges, climate change mitigation can also offer many opportunities for LISI:

- The development of new products for lower emitting vehicles, such as electric vehicles and low-carbon aircrafts.
- The proposal of technical solutions with a lower carbon impact, thus meeting the expectations of customers and regulators.
- The creation of solutions with higher added value on the carbon footprint, making it possible to stand out in the market.
- Anticipating market demands to be pioneers and leaders in the field of emission reduction.
- Support for suppliers to offer a competitive global solution on the carbon component.
- Accessibility to financing and subsidies to develop products and processes that are beneficial for climate change mitigation.

Events after the reporting period:

No event occurred after the reporting period that could have had a significant impact on the close of the 2025 fiscal year.

On January 21, 2026, the LISI AUTOMOTIVE division announced to LISI AUTOMOTIVE’s employee representative bodies an industrial reorganization of the Clipped Fasteners activity, which will result in the transfer of production from the Puiseux plant (France) to other industrial sites within the division.

3.2 Accounting principles and policies

The financial statements drawn up as at December 31, 2025, were approved by the Board of Directors on February 26, 2026, and will be submitted to the Ordinary General Meeting on April 24, 2026.

Background to the preparation of the consolidated financial statements for the 2025 fiscal year

Pursuant to European Regulation 1606/2002 of July 19, 2002, the LISI Group's consolidated financial statements are prepared in accordance with the International Financial

Reporting Standards (IAS/IFRS) as adopted by the European Union as of December 31, 2025.

Standards, amendments and interpretations adopted in the European Union and mandatory for fiscal years beginning on or after January 1, 2025

No standard, interpretation or amendment to mandatory standards was applied by the Group in the financial statements as at December 31, 2025.

New standards and interpretations of subsequent application approved by the European Union

No standard, interpretation or amendment to existing standards has been applied early by the Group in the financial statements as at December 31, 2025.

IFRS 18, applicable from January 1, 2027 and relating to the presentation and disclosure in financial statements, is currently being analyzed by the Group in order to anticipate its implementation methods and assess its potential impacts.

Pillar 2 Directive

The OECD's ongoing work concerns, in particular, the introduction of a minimum global tax rate of 15% on the profits of multinational companies falling within the scope of the system. This system ("Pillar 2 GloBE rules") becomes reality through the inclusion in the Finance Act for 2024 of an entire new chapter in the French General Tax Code implementing these measures, which apply from 2024.

This applies, with certain exceptions, to groups with revenue of at least €750 million. These groups must calculate an effective tax rate (ETR) in each of their countries of operation. To determine this ETR by country, aggregates and data points from the consolidated financial statements are necessary. The starting point is the reporting package of the groups before elimination of intra-group flows.

If the ETR of a country is less than 15%, an additional tax ("Top-up tax") is due. Its rate will be equal to the difference between 15% and the ETR of that country. Its base is the result calculated according to the rules of the OECD less, where applicable, a routine income corresponding to the exercise of an actual activity in the territory (calculated on the basis of salaries and tangible assets).

For the 2025 fiscal year, LISI continued the operational implementation of the system, notably by collecting and validating the data needed to calculate the ETR and prepare the first reports, which are expected to be submitted starting in 2026.

Based on the information gathered at this stage, no significant impact has been identified in each of the countries where the LISI Group operates in terms of the additional income tax expense related to this reform.

Basis for the preparation of the financial statements

Financial statements are given in thousands of euros, except where otherwise indicated. They are prepared on the basis of historical cost, with the exception of the following assets and liabilities which have been measured at their fair value: financial derivatives and financial instruments held for trading, liabilities from cash-settled share-based payment transactions. Non-current assets held for sale are evaluated at the lower of their carrying amount and the fair value less costs of disposal.

According to IFRS standards, certain accounting options involve taking positions based on judgment of assumptions that have an impact on the amounts of assets or liabilities, income, or expenses, particularly regarding the following elements:

- terms of depreciation of fixed assets (Notes 3.4.1.1 b and 3.4.1.2);
- evaluations retained for impairment tests (Note 3.4.1.1 a);
- the valuation of provisions and pension commitments (Note 3.4.4);

- valuation of financial instruments at fair market value (Note 3.6.5);
- valuation of share-based payments (Note 3.6.2);
- recognition of deferred tax assets (Note 3.5.8).

These judgments and assumptions take into account the specific risks of the sectors concerned by LISI's activities, as well as general risks related to the economic context.

Management continuously reviews its estimates and assessments based upon past experience and on factors considered reasonable that form the basis of its assessment for the book values of assets and liabilities. The impact of changes to accounting estimates is recognized during the period of change only where it affects this period or during the period of change and successive periods if these are also impacted by the change.

These assumptions are broken down by division on the basis of information drawn from independent experts (actuaries, etc.).

Identified sensitivities

The main sensitivities identified and tracked by management concern the data and assumptions related to the implementation of the impairment tests. These assumptions

are consolidated through a collection process of forecast information from major players in the sector (market assumptions) and actuaries (rate assumptions).

Consolidation principles

A subsidiary is an entity controlled by its parent company. In accordance with IFRS 10, an investor controls an investee if and only if all of the following conditions are satisfied:

- it holds power over the investee;
- it is exposed or entitled to variable returns because of its relationship with the investee;

- it has the ability to exercise its power over the investee in such a way as to affect the number of returns that it obtains.

The list of consolidated companies is provided in Note 3.3.5, as at December 31, 2025.

Transactions excluded from the consolidated financial statements

Balance sheet balances, unrealized profits and losses, and income and costs arising from intra-group transactions have been excluded in preparing the consolidated financial statements.

Unrealized losses are eliminated in the same way as unrealized gains, but only to the extent that they do not represent an impairment loss.

Conversion methods for items in foreign currency

Transaction in foreign currency

Transactions in foreign currencies are recorded in the books in the operating currency at the rate of exchange on the date of the transaction. At the year-end, the monetary assets and liabilities in foreign currencies are converted into the operating currency at the rate in force at the year end.

Exchange rate differences arising from conversions are recognized in income or expenses, with the exception of differences from foreign currency loans that are a hedge on a net investment in a foreign entity, which are recognized in the conversion reserve as a distinct element of shareholders' equity. They appear on the income statement upon the exit of that business.

Translation of the financial statements of consolidated subsidiaries

The financial statements of subsidiaries whose operating currency is not the euro are translated at the exchange rate in force at the end of the fiscal year for the balance sheet and at the average exchange rate (considered as an approximate value of the exchange rate at the date of the

transaction in the absence of significant fluctuations) for the income statement and statement of cash flows. Exchange rate differences arising from conversions appear in the conversion reserve, as a distinct element of shareholders' equity.

Definition of the "current" and "non-current" concepts in the balance sheet

Assets and liabilities whose maturity is less than the operating cycle, which is generally 12 months, are classified as current assets and liabilities. If maturity is later than this, they are classified as non-current assets and liabilities.

Overview of the income statement

The Group has opted to continue showing the following totals, which are not strictly accounting ones, and whose definitions are as follows:

- Total Production including revenue plus changes in inventories of work-in-progress and finished goods.
- Current Gross Operating Profit (EBITDA) includes operating income from which consumption, other purchases and external expenses, taxes and payroll expenses are deducted. It does not include increases to and reversals of depreciation, amortization and provisions, net financial expenses or corporate tax (including CVAE – tax on companies' added value).
- Current Operating Income (EBIT) includes EBITDA as well as increases to and reversals of depreciation, amortization and provisions.
- Operating Income includes EBIT and other non-current operating income and expenses. These non-current items are strictly defined as significant income and expenses resulting from events or transactions that are clearly distinct from the company's ordinary activities and that are not expected to reoccur on a regular basis, owing to:
 - their unusual nature; and
 - their random occurrence, such as expenses or compensation received for losses, costs resulting from shutdowns, restructurings, or site relocations, goodwill impairment, and capital gains and losses on the sale of non-operating, tangible and intangible assets.

Metrics

The Group uses the indicators defined below:

- **Free cash flow:** Operating cash flow minus net CAPEX and changes in working capital requirements (see Note 3.4.2.3 - Cash and cash equivalents).
- **Return on invested capital (ROCE):** Ratio of EBIT to capital employed (Shareholders' equity + Net Financial Debt (Note 3.4.6.3) at the end of the period).
- **Return on equity (ROE):** Ratio of net profit (loss) to total shareholders' equity.
- **Gearing:** ratio of Net Debt/Consolidated Equity attributable to owners of the parent.
- **Revalued Net Assets (RNA):** Average of $[(1.2 \times \text{Group Revenue}) + (8 \times \text{Group EBITDA}) + (12 \times \text{Group EBIT})] - \text{Average Group Net Debt for years N and N-1}$.

3.3 Scope of consolidation

3.3.1 Assets intended for sale during the financial year 2025 fiscal year

ANKIT Fasteners Pvt Ltd, 53.8% owned by the LISI Group, is being sold to its longstanding partner. A share purchase agreement was signed on December 17, 2025. The transaction is expected to be completed in 2026, subject to the satisfaction of the usual conditions precedent.

No reclassification was made in the income statement, as the subsidiary does not meet the criterion for a "discontinued operation" (it did not qualify as a major line of business under IFRS 5).

As at December 31, 2025, in accordance with IFRS 5, assets and liabilities held for sale were measured at the lower of their carrying amount or their fair value less selling costs. Based on the impairment tests performed as at the reporting date, no impairment loss has been identified. As a result, no impairment was recognized.

Assets and liabilities held for sale

(in thousands of euros)	12/31/2025
Net intangible assets	2,413
Net property, plant and equipment	1,849
Net financial investments	317
Total net fixed assets	4,580
Other debtors	3,511
Assets held for sale	2,320
Current and non-current provisions	991
Current and non-current financial debts	134
Trade payables and other creditors	1,963
Deferred tax liabilities	13,498
Current and non-current provisions	723
Current and non-current financial debts	249
Trade payables and other creditors	3,461
Deferred tax liabilities	(2)
Liabilities directly associated with assets held for sale	4,431
Net impact of assets and liabilities held for sale	9,067

3.3.2 Sale of LISI AUTOMOTIVE Nomel SAS

Further to the press release dated December 18, 2024, LISI AUTOMOTIVE, a subsidiary of the LISI Group, announces that it has completed the definitive sale of all shares in its subsidiary LISI AUTOMOTIVE Nomel to ZB Invest GmbH on February 28, 2025.

The company generated revenue of €35.2 million in 2024 and has 188 employees on its payroll. Under the terms of the sale, LISI AUTOMOTIVE's subsidiaries will continue to purchase washers and nuts from ZB NOMEL for their customers' automotive applications.

This disposal enables the LISI AUTOMOTIVE division to continue refocusing its activities on high value-added fastening solutions and mechanical components, and allows the ZB Invest Group to consolidate its positions in the production and sale of nuts for the automotive and truck sectors, as well as various industrial and distribution markets.

The main impacts of this disposal had been recognized as of December 31, 2024. The residual impacts in 2025 represent a loss of €1 million, which is recognized in other non-recurring operating expenses (see Note 3.5.6).

3.3.3 Sale of LISI MEDICAL

As indicated in Note 3.1 - Significant events of the fiscal year, the Group announced the sale of LISI MEDICAL on October 31, 2025.

The accounting treatment of the sale is subject to the application of IFRS 5 "Non-current Assets Held for Sale and Discontinued Operations." In order to ensure a clear reading of the performance of continuing operations, this standard requires the restatement of the financial items for the period relating to the entities sold and the isolation of the effects of the sale.

As the LISI MEDICAL division constitutes a separate main line of business, it meets the criteria requiring this restatement, with the following impacts:

- Balance sheet: removal of balance sheet balances as of October 31, 2025, no restatement of the balance sheet published in 2024.
- In the income statement, the contribution from discontinued operations is reported under the line item

"Income from discontinued operations, net of tax" for the fiscal years 2025 and 2024. The gain on the sale (net of fees related to the sale and taxes) is also reported on this line.

- The Cash Flow Statement (CFS) for 2025 includes the division's cash flows up to the date of disposal, no restatement of the CFS published in 2024.

Income statement including the reclassification of discontinued operations

With regard to fiscal year 2025, LISI MEDICAL's activity was carried out by the LISI Group over the first 10 months of the period. The Group's performance prior to the reclassification under IFRS 5 is presented below, along with details of the reclassification.

(in thousands of euros)	incl. LISI MEDICAL until 10/31/2025	Disposal of LISI MEDICAL for the full year IFRS 5	12/31/2025 published
REVENUE EXCL. TAX	1,897,789	(149,863)	1,747,926
Changes in inventories, finished products and production in progress	37,362	(2,161)	35,201
Total production	1,935,151	(152,024)	1,783,127
Other products	59,258	(1,068)	58,189
TOTAL OPERATING REVENUES	1,994,409	(153,093)	1,841,316
Consumed goods	(580,692)	40,937	(539,755)
Other purchases and external expenses	(425,045)	24,712	(400,333)
Taxes and duties	(11,040)	630	(10,410)
Employee benefits expense (including temps)	(691,150)	61,862	(629,288)
EBITDA	286,483	(24,952)	261,531
Depreciation	(102,463)	9,564	(92,899)
Net provisions	(7,012)	(610)	(7,622)
CURRENT OPERATING PROFIT (EBIT)	177,008	(15,998)	161,010
Non-current operating expenses and revenues	(20,847)		(20,847)
OPERATING PROFIT	156,161	(15,998)	140,163
Financing expenses and revenue on cash	(19,884)	160	(19,724)
Revenue on cash	7,526	(1,307)	6,219
Financing expenses	(27,411)	1,468	(25,943)
Other financial income and expenses	(32,639)	1	(32,638)
Other financial items	22,606		22,606
Other interest expenses	(55,245)	1	(55,244)
Taxes (including CVAE (Tax on Companies' Added Value))	(25,357)	849	(24,508)
INCOME FROM CONTINUING OPERATIONS [A]	78,280	(14,987)	63,293
Results from discontinued operations, net of tax		14,987	14,987
Profit on disposal of discontinued operations		79,362	79,362
Tax on disposal of discontinued operations		(17,900)	(17,900)
INCOME FROM DISCONTINUED OPERATIONS, NET OF TAX [B]		76,449	76,449
INCOME FOR THE PERIOD [A] + [B]	78,280	61,462	139,742
Attributable as company shareholders' equity	78,262	61,462	139,724
Interest not granting control over the company	18		18
EARNINGS PER SHARE (IN €)	1.71	1.35	3.06
Of which net income per share from continuing operations			1.38
Of which earnings per share from discontinued operations			1.68
DILUTED EARNINGS PER SHARE (IN €)	1.69	1.32	3.01
Of which net income per share from continuing operations			1.36
Of which earnings per share from discontinued operations			1.65

Reconciliation of 2024 net income

(in thousands of euros)	12/31/2024 published	Disposal of LISI MEDICAL for the full year IFRS 5	12/31/2024 restated
REVENUE EXCL. TAX	1,794,050	(185,313)	1,608,737
Changes in inventories, finished products and production in progress	19,796	(2)	19,794
Total production	1,813,846	(185,315)	1,628,531
Other products	60,778	(1,375)	59,403
TOTAL OPERATING REVENUES	1,874,624	(186,690)	1,687,935
Consumed goods	(549,169)	51,862	(497,307)
Other purchases and external expenses	(424,353)	31,500	(392,854)
Taxes and duties	(10,848)	614	(10,234)
Employee benefits expense (including temps)	(678,425)	74,495	(603,930)
EBITDA	211,829	(28,219)	183,610
Depreciation	(104,250)	11,387	(92,863)
Net provisions	7,455	505	7,960
CURRENT OPERATING PROFIT (EBIT)	115,034	(16,327)	98,707
Non-current operating expenses and revenues	(23,094)	29	(23,065)
OPERATING PROFIT	91,940	(16,298)	75,642
Financing expenses and revenue on cash	(26,784)	756	(26,028)
Revenue on cash	4,557		4,557
Financing expenses	(31,341)	756	(30,585)
Other financial income and expenses	10,883	1	10,884
Other financial items	35,066	2	35,068
Other interest expenses	(24,183)	(1)	(24,184)
Taxes (including CVAE (Tax on Companies' Added Value))	(20,615)	4,216	(16,399)
INCOME FROM CONTINUING OPERATIONS [A]	55,424	(11,325)	44,099
Results from discontinued operations, net of tax		11,325	11,325
Profit on disposal of discontinued operations			
Tax on disposal of discontinued operations			
INCOME FROM DISCONTINUED OPERATIONS, NET OF TAX [B]		11,325	11,325
INCOME FOR THE PERIOD [A] + [B]	55,424	-	55,424
Attributable as company shareholders' equity	56,006	-	56,006
Interest not granting control over the company	(582)		(582)
EARNINGS PER SHARE (IN €)	1.23		1.23
Of which net income per share from continuing operations			0.97
Of which earnings per share from discontinued operations			0.25
DILUTED EARNINGS PER SHARE (IN €)	1.20		1.20
Of which net income per share from continuing operations			0.95
Of which earnings per share from discontinued operations			0.24

Statement of cash flows: breakdown of cash flows from discontinued operations over the two restated fiscal years

(in thousands of euros)	12/31/2025	12/31/2024
Net income	14,987	11,325
Cash flow from operations	27,723	23,073
Net cash provided by or used for operating activities (A)	14,295	23,901
Cash provided by or used for operating activities (B)	(13,255)	(16,551)
Cash provided by or used for financing activities (C)	(2,249)	(2,088)
Effect of change in foreign exchange rates (D)	(922)	1,176
CHANGE IN CASH (A+B+C+D)	(2,131)	6,438

Impact of the disposal on the Group's cash position

(in thousands of euros)	12/31/2025
Intangible assets	77,973
<i>Of which goodwill</i>	77,973
Intangible assets	3,821
Property, plant and equipment	83,535
Financial investments	399
Deferred tax assets	293
Net stocks	34,668
Trade and other receivables	24,957
Cash and cash equivalents	6,669
Total assets	232,315
Provisions for risks and charges	2,992
Financial debt	7,456
Deferred tax liabilities	10,439
Trade payables and other creditors	22,636
Total liabilities	43,522
Net assets and liabilities	188,793
Consideration received in the form of long-term investments	18,830
Consideration received in cash (A)	258,610
Total counterparty	277,440
Net cash and cash equivalents sold (B)	(4,221)
Net cash inflows (A) + (B)	254,389

3.3.4 ACQUISITION OF LISI AUTOMOTIVE HUNGARY

On September 30, 2025, LISI AUTOMOTIVE HUNGARY and POLYSEMBLE HUNGARY finalized the sale of the assets of POLYSEMBLE HUNGARY, thereby transferring the operations located in Győr to LISI AUTOMOTIVE HUNGARY.

The company has been consolidated in the LISI Group financial statements since October 1, 2025. From an accounting perspective, the transaction constitutes a business combination within the meaning of IFRS 3, corresponding to the acquisition of an integrated set of operations and assets that can be operated for the purpose of supplying goods or services to customers. Accordingly, IFRS 3 is applicable.

The application of IFRS 3 led to the completion of a preliminary Purchase Price Allocation (PPA), consisting of identifying and measuring the acquired assets and liabilities at their fair value and determining the residual goodwill.

The fair values below have been determined on a provisional basis. If new information regarding facts and circumstances that existed as of the acquisition date is obtained within one year of the acquisition date, and if this information leads to the identification of adjustments to the amounts listed below or to the recognition of additional provisions existing as of the acquisition date, the accounting for the acquisition would then be restated.

(in thousands of euros)	Fair value recognized at the acquisition date
Non-current assets	639
Other net current assets and liabilities	(166)
Net stocks	441
Net financial debt	(55)
Taxes and provisions	(1,521)
Total net equity	(661)
% of asset values assumed	100%
Share of equity acquired	(661)
Acquisition price	2,873
Goodwill	3,534

The impact on the LISI Group's earnings for the three months since their acquisition is as follows:

(in thousands of euros)	2025
Revenue	1,292
% of LISI Group revenue	0.1%
Current operating profit (EBIT)	40

3.3.5 Scope of consolidation at the end of the fiscal year

Companies	Head office	Country	12/31/2025		12/31/2024	
			% of control	% of interests	% of control	% of interests
HOLDING						
LISI S.A.	Grandvillars (90)	France	Parent company		Parent company	
LISI GLOBAL SERVICES (GIE)	Grandvillars (90)	France	AD HOC company		AD HOC company	
DIVISION LISI AEROSPACE						
BLANC AERO INDUSTRIES GmbH	Hamburg	Germany	100.00	100.00	100.00	100.00
LISI AEROSPACE Canada Corp	Dorval	Canada	100.00	100.00	100.00	100.00
HI-SHEAR CORPORATION	Torrance (California)	United States	100.00	100.00	100.00	100.00
HI-SHEAR Holdings LLC	Torrance (California)	United States	100.00	100.00	100.00	100.00
LISI AEROSPACE North America, Inc	Torrance (California)	United States	100.00	100.00	100.00	100.00
LISI Holdings North America	Torrance (California)	United States	100.00	100.00	100.00	100.00
The MONADNOCK Company	City of Industry (California)	United States	100.00	100.00	100.00	100.00
BLANC AERO INDUSTRIES SAS	Paris 12 th arrondissement (75)	France	100.00	100.00	100.00	100.00
BLANC AERO TECHNOLOGIES SAS	Paris 12 th arrondissement (75)	France	100.00	100.00	100.00	100.00
CREUZET AERONAUTIQUE SAS	Marmande (47)	France	100.00	100.00	100.00	100.00
LISI AEROSPACE FORGED INTEGRATED SOLUTIONS	Bologne (52)	France	100.00	100.00	100.00	100.00
LISI AEROSPACE ADDITIVE MANUFACTURING	Ayguemorte-les-Graves (33)	France	100.00	100.00	100.00	100.00
LISI AEROSPACE STRUCTURAL COMPONENTS	Paris 12 th arrondissement (75)	France	100.00	100.00	100.00	100.00
LISI AEROSPACE SAS	Paris 12 th arrondissement (75)	France	100.00	100.00	100.00	100.00
BLANC AERO INDUSTRIES UK Ltd	Rugby	UK	100.00	100.00	100.00	100.00
ANKIT Fasteners Pvt Ltd	Bangalore	India	53.76	53.76	53.76	53.76
LISI AEROSPACE India Pvt Ltd	Bangalore	India	100.00	100.00	100.00	100.00
LIXUS Industrie	Tangier	Morocco	100.00	100.00	100.00	100.00
CREUZET POLSKA Sp. z o o	Sedziszow Malopolski	Poland	70.00	70.00	70.00	70.00
Fastener Tecnology Bağlantı Elemanları San. Tic. A.Ş.	Izmir	Turkey	100.00	100.00	100.00	100.00
B&E Manufacturing	Garden Grove (California)	United States	100.00	100.00	100.00	100.00

Companies	Head office	Country	12/31/2025		12/31/2024	
			% of control	% of interests	% of control	% of interests
DIVISION LISI AUTOMOTIVE						
LISI AUTOMOTIVE KKP GmbH	Mellrichstadt	Germany	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE KKP GmbH & CO KG	Mellrichstadt	Germany	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE KNIPPING Verbindungstechnik GmbH	Kierspe	Germany	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE Mecano GmbH	Heidelberg	Germany	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE HUNGARY KFT (LLC)	Gyor	Hungary	100.00	100.00	–	–
LISI AUTOMOTIVE (HEBEI) CO., Ltd	Zhuozhou	China	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE (SHANGHAI) CO., Ltd	Shanghai	China	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE KNIPPING Espana S.A.	Madrid	Spain	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE LLC	Laredo	United States	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE Former SAS	Delle (90)	France	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE Nomel SAS	La Ferté Fresnel (61)	France	–	–	100.00	100.00
LISI AUTOMOTIVE Rapid SAS	Puiseux Pontoise (95)	France	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE SAS	Delle (90)	France	100.00	100.00	100.00	100.00
LISI JIEHUA AUTOMOTIVE Co. Ltd	Hong Kong	Hong Kong	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE Monterrey SA de CV	Monterrey	Mexico	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE Form a.s	Cejc	Czech Republic	100.00	100.00	100.00	100.00
LISI Otomotiv Sanayi ve Ticaret Limited Sirketi	Izmir	Turkey	100.00	100.00	100.00	100.00
Termax Compagny	Lake Zurich	United States	100.00	100.00	100.00	100.00
Termax International Holdings LLC	Lake Zurich	United States	100.00	100.00	100.00	100.00
TMX Canada Corp.	Windsor	Canada	100.00	100.00	100.00	100.00
Termax Mexico	Queretaro	Mexico	100.00	100.00	100.00	100.00
Termax Fastener Systems	Suzhou	China	100.00	100.00	100.00	100.00
Termax Fasteners Systems (Shanghai Branch)	Suzhou	China	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE TANGER	Tangier	Morocco	100.00	100.00	100.00	100.00
LISI AUTOMOTIVE Hi-Vol Inc	Livonia	United States	100.00	100.00	100.00	100.00
DIVISION LISI MEDICAL						
LISI MEDICAL REMMELE Inc	Minneapolis	United States	–	–	100.00	100.00
LISI MEDICAL FASTENERS SAS	Neyron (01)	France	–	–	100.00	100.00
LISI MEDICAL ORTHOPAEDICS SAS	Hérouville-Saint-Clair (14)	France	–	–	100.00	100.00
LISI MEDICAL SAS	Neyron (01)	France	–	–	100.00	100.00

3.4 Breakdown of statement of financial position

3.4.1 Non-current assets

Method used to test the impairment of property, plant and equipment and intangible assets

Goodwill and intangible assets with an indefinite lifespan are submitted to an impairment test at each annual close and whenever events or market-changing modifications indicate impairment. Other intangible assets and property, plant and equipment are also subject to such a test at any time when there is a risk of impairment.

The method used involves comparing the recoverable value of each of the Group's cash-generating units with the net book value of the corresponding assets (including the goodwill).

Recoverable value is defined as: whichever is the higher out of the realizable value (less the costs of disposal) and the value in use. The latter is calculated by discounting expected future cash flows using forecast cash flows which are consistent with budget data and four-year business plans approved by the Board of Directors. Beyond the fifth year, the terminal value is calculated on the basis of a capitalization to infinity of the cash flows. The key assumptions relate in particular to the evolution of revenue based on the order book and the master contracts signed by the Group, if applicable, the operating profit rate, the renewal CAPEX rate, and the determination of factors that may affect the working capital. The assumptions are in particular established on the basis of observations made during previous activity cycles in the various lines of business, as well as in external market surveys and the observation of the sensitivity of the contractual data for the environment of each division. It is specified that these assumptions are the best estimate possible of the market situation at the time they were prepared, and that they take into consideration the market trends for the years 2025

to 2028. The discount rate applied reflects the market's current assessment of the time value of money and the risks specific to the asset or the group of assets. The determination of the infinite growth rate and the discounting rates used on the different combinations of CGUs was carried out by an independent expert.

The realizable value is defined as the sum which could be obtained by selling the asset or group of assets in conditions of normal competition where all parties are fully informed and consenting, less the costs of disposal. These values are determined on the basis of market data (comparison with similar listed companies, value assigned in recent transactions and stock market prices) or, failing that, on the basis of discounted market cash flows.

If the recoverable value is lower than the net book value for the asset or group of assets tested, the discrepancy is recognized as impairment. In the case of a group of assets, it should preferably be classified as a reduction in goodwill. Impairment losses recorded on goodwill are irreversible.

To carry out impairment tests on goodwill, the Group has selected a strategic combination of Business Units (B.U.) that correspond to the segmentation and reporting structure of the LISI Group, namely, the two divisions LISI AEROSPACE and LISI AUTOMOTIVE.

To carry out impairment tests on the other intangible assets and property, plant and equipment, analysis at Business Group (BG) level must be the rule. The BG corresponds to a sub-segmentation of BUs by business line.

3.4.1.1 - Intangible assets

a) Goodwill

Method used

In line with IFRS 3, business combinations are recognized in the accounts using the acquisition method. This method requires that at the first consolidation of any entity over which the Group has direct or indirect control, the assets and liabilities acquired (and any potential liabilities assumed) should be recognized at their acquisition-date fair value. The valuation at this date corresponds to the difference between the consideration transferred from the business combination and the share of LISI's interest in the fair value of the identifiable assets and liabilities.

For acquisitions prior to January 1, 2004, goodwill remains at its presumed cost, *i.e.* the net amount recognized in the accounts under the previous accounting framework, minus depreciation.

Since that date, goodwill is measured at cost less any accumulated impairment losses. It is allocated to cash generating units or groups of cash-generating units and is not amortized but is tested for impairment at least once a year according to the method described in Section 3.4.1.

Statement of goodwill at closing:

(in thousands of euros)	Goodwill
GROSS GOODWILL AT DECEMBER 31, 2024	419,379
Impairment over financial year 2024	
NET GOODWILL AT DECEMBER 31, 2024	419,379
Increase	3,534
Decrease	(77,973)
Assets intended for sale	(2,385)
Changes in foreign exchange rates	(24,525)
GROSS GOODWILL BEFORE IMPAIRMENT AT DECEMBER 31, 2025	318,031
Impairment as of December 31, 2025	
NET GOODWILL AT DECEMBER 31, 2025	318,031

Changes in foreign exchange rates are mainly due to translation adjustments related to the US dollar for the US entities held by each division.

The increase is due to the acquisition of LISI AUTOMOTIVE Hungary; the decrease is due to the removal of the

The net amount of goodwill breaks down as follows:

12/31/2025 In millions of euros	LISI AEROSPACE	LISI AUTOMOTIVE	TOTAL LISI GROUP
NET GOODWILL	188.9	129.1	318.0
INTANGIBLE FIXED ASSETS			
with indefinite useful lives	None	None	None
Trademarks	None	None	None
Result at the impairment test	No loss of value	No loss of value	

LISI MEDICAL division from the scope of consolidation, and the impact of assets held for sale relates to Ankit (LISI AEROSPACE division). Information concerning these changes in scope is provided in Note 3.3.

12/31/2025	LISI AEROSPACE	LISI AUTOMOTIVE
KEY ASSUMPTIONS		
Cash flow within one year	Forecasts	Forecasts
Cash flow within four years	4-year strategic plan	4-year strategic plan
Discount rate after tax	8.94%	7.68%
Growth rate of flows not covered by the budget and strategic assumptions	1.70%	1.70%

12/31/2024 In millions of euros	LISI AEROSPACE	LISI AUTOMOTIVE	TOTAL LISI GROUP
NET GOODWILL	201.9	134.2	419.4
INTANGIBLE FIXED ASSETS			
with indefinite useful lives	None	None	None
Trademarks	None	None	None
Result at the impairment test	No loss of value	No loss of value	

12/31/2025	LISI AEROSPACE	LISI AUTOMOTIVE
KEY ASSUMPTIONS		
Cash flow within one year	Forecasts	Forecasts
Cash flow within four years	4-year strategic plan	4-year strategic plan
Discount rate after tax	8.58%	8.10%
Growth rate of flows not covered by the budget and strategic assumptions	1.93%	1.93%

An analysis of the situation at December 31, 2025, shows that there was no loss of value to be recognized during the fiscal year.

A comparable analysis was carried out on the main aggregates included in the Group's strategic plan, which was approved by the Board of Directors on December 11, 2025. The following items are included in the impairment tests:

- the updated revenue forecasts include a safety margin;
- the variable expenses are adjusted according to the activity;
- the updated EBIT forecasts include the improvement in productivity that will be implemented over the entire duration of the strategic plan;
- the tax rates used take into account the tax impacts related to the use of tax loss carryforwards by the subsidiaries when they become profitable again.

Results as of December 31, 2025, are as follows:

	LISI AEROSPACE		LISI AUTOMOTIVE	
	Rate setting the value to zero	Change in relation to the assumptions used	Rate setting the value to zero	Change in relation to the assumptions used
Discount rate	14.0%	5.1%	8.4%	0.7%
Infinite growth rate	(8.0%)	(9.7%)	0.6%	(1.1%)
Items contributing cash flow	57.0%	(43.0%)	89.2%	(10.8%)

The LISI AEROSPACE division is experiencing growth prospects reflected in the four-year financial forecasts, which leads to a significant margin between the calculated utility value in use and the net assets at the end of December.

For the LISI AUTOMOTIVE division, which remains under more pressure in the current economic context, positive results and prospects are materializing over the duration of the strategic plan, thanks to all the actions implemented and reflected in it.

Tests of sensitivity to the assumptions made were implemented and concerned the main indicators in the calculations of the valuation tests: discount rate, infinite growth rate, elements contributing to cash flows.

Results as of December 31, 2024, are as follows:

	LISI AEROSPACE		LISI AUTOMOTIVE	
	Rate setting the value to zero	Change in relation to the assumptions used	Rate setting the value to zero	Change in relation to the assumptions used
Discount rate	13.7%	5.1%	8.5%	0.4%
Infinite growth rate	(7.4%)	(9.3%)	1.4%	(0.6%)
Items contributing cash flow	53.2%	(46.8%)	93.7%	(6.3%)

b) Other intangible assets

Concessions, trademarks, and software programs are recognized at historic cost and are subject to a depreciation plan. Intangible assets acquired through a business combination are recognized at their acquisition date fair value.

Intangible assets with finite useful lives are subject to depreciation over this period, while intangible assets with indefinite useful lives are subject to an impairment test for every new balance sheet.

Depreciation is recognized as an expense using the straight-line method over the estimated useful life of the intangible assets except when this is indefinite.

Estimated useful lives are as follows:

- Trademarks: 10-20 years;
- Software programs: 3-5 years.

Statement of other intangible assets at close:

(in thousands of euros)	Concessions, patents and similar rights	Other intangible fixed assets	TOTAL
GROSS VALUES AT DECEMBER 31, 2024	76,378	53,388	129,766
Acquisitions	(248)	1,321	1,073
Disposals	(18)		(18)
Other changes	3,582	379	3,961
Changes in the scope of consolidation	(2,707)	(5,252)	(7,959)
Assets intended for sale		(659)	(659)
Exchange rate differences	11	(1,418)	(1,407)
GROSS VALUES AT DECEMBER 31, 2025	76,998	47,669	124,667
DEPRECIATION AT DECEMBER 31, 2024	63,382	36,692	100,074
[Increase in] Depreciation and amortization	3,626	2,011	5,637
Depreciation reversals (disposals)	(18)		(18)
Other changes	(2,495)	(1,644)	(4,139)
Changes in the scope of consolidation			
Assets intended for sale		(631)	(631)
Exchange rate differences	33	(975)	(942)
DEPRECIATION AT DECEMBER 31, 2025	64,528	35,453	99,981
NET VALUES AT DECEMBER 31, 2025	12,470	12,262	24,731

The assets held for sale lines correspond to the intangible assets of Ankit classified as assets held for sale (see Note 3.3.1 - Scope changes).

The line item "Scope changes" includes the impact of the exit of LISI MEDICAL.

3.4.1.2 - Tangible assets

a) Tangible assets wholly owned

Property, plant, and equipment are recorded at diminished cost with accumulated depreciations and impairments. The cost of an asset produced by the Group for itself includes the costs of raw materials, direct manpower, and When the components of property, plant and equipment have different useful lives, they are recorded as separate property, plant, and equipment, as per the component's method.

When calculating the book value of property, plant and equipment, the Group recognizes the cost of replacing a component of this property, plant and equipment at the time when the cost is incurred, if it is likely that future economic benefits associated with this asset will flow to the Group and if its cost can be reliably estimated. All ongoing servicing and maintenance costs are recognized as an expense when they are incurred.

Depreciation is recognized as an expense using the straight-line method over the estimated useful life for each component of property, plant and equipment.

an estimate, if applicable, of costs related to the removal and dismantling of the asset and the repair of the site at which it is located, along with an appropriate share of the general production costs.

Land is not depreciated.

Estimated useful lives are as follows:

- buildings: 33 years;
- plant and machinery: 10-15 years;
- fixtures and fittings: 10-15 years;
- transport equipment: 5 years;
- equipment and tools: 10-20 years;
- office equipment: 5 years;
- office furniture: 10 years;
- IT equipment: 5 years.

Statement of tangible assets wholly owned at close

(in thousands of euros)	Land	Buildings	Technical facilities, equipment and tools	Other intangible fixed assets	Current assets	TOTAL
GROSS VALUES AT DECEMBER 31, 2024	24,335	268,836	1,424,821	92,764	97,463	1,908,212
Acquisitions	37	239	5,490	2,634	90,464	98,864
Disposals		(113)	(15,572)	(304)	(580)	(16,569)
Other changes	12	3,641	79,055	(2,133)	(88,481)	(7,906)
Changes in the scope of consolidation	(2,808)	(25,943)	(136,760)	(4,183)	(2,717)	(172,411)
Assets intended for sale	(1,266)		(5,994)	(238)	(19)	(7,517)
Exchange rate differences	(487)	(4,970)	(42,236)	(457)	(2,274)	(50,424)
GROSS VALUES AT DECEMBER 31, 2025	19,823	241,690	1,308,804	88,083	93,856	1,752,249
DEPRECIATION AT DECEMBER 31, 2024	1,398	145,545	1,038,595	68,527	741	1,254,807
[Increase in] depreciation and amortization	95	10,293	65,161	4,203	906	80,658
Depreciation reversals (disposals)		(180)	(13,962)	(251)	(713)	(21,292)
Other changes		(9)	2,327	(539)		1,779
Changes in the scope of consolidation		(11,430)	(81,173)	(2,700)	(18)	(89,135)
Assets intended for sale			(5,528)	(197)		(5,725)
Exchange rate differences		(2,525)	(27,588)	(422)		(30,535)
DEPRECIATION AT DECEMBER 31, 2025	1,493	141,694	975,194	68,621	3,554	1,190,557
NET VALUES AT DECEMBER 31, 2025	18,330	99,996	333,610	19,462	90,302	561,699

LISI AEROSPACE invested €63.8 million in 2025 to increase its production capacity in order to support its customers' ramp-up and continue to modernize its equipment, notably by:

- increased production capacity for hydraulic screws and fittings for the "Fasteners" business, particularly in its US plants, and for forged parts and leading edges for the "Structural Components" business;
- expanding production areas at the Villefranche-de-Rouergue and Vignoux-sur-Barangeon sites in the "Fasteners" business in France;
- Investments in Research & Development on long-term innovation projects.

Efforts to improve performance and modernize production facilities continued, particularly in the LISI AUTOMOTIVE division (€28.0 million in investments).

Examples include:

- the delivery and installation of two new cold forging presses for the Delle and Dasle sites (France) to produce parts for electric vehicles (battery tray fasteners and electric motor cradle reinforcements);
- orders for machining and inspection equipment to produce aluminum components for electric parking brakes in Shanghai (China);
- the modernization of the surface treatment line in Grandvillars (France) for the preparation of wire for the division's European cold forming sites.

The assets held for sale correspond to the property, plant and equipment of Ankit classified as assets held for sale (see Note 3.3.1 - Scope changes).

The line item "Scope changes" includes the impact of the entry into the scope of LISI AUTOMOTIVE Hungary for +€0.6 million (see Note 3.3.4 - Scope changes) and the impact of the exit of LISI MEDICAL for -€83.9 million.

b) Tangible assets – IFRS 16

IFRS 16 requires companies leasing significant assets as part of their activity to recognize an asset and a financial debt corresponding to the lease commitment.

The following types of leases have been identified and restated in accordance with IFRS 16:

- Real estate leases: based on the analyses conducted, the Group has identified leases that meet the definition of the standard for buildings leased for production activity and buildings leased for offices. The lease term selected corresponds to the period which cannot be terminated, along with any renewal options which the Group is reasonably certain will be exercised.
- Recognition of leases for other assets: the main leases identified are for vehicles and other rolling stock. The period of capitalization of rent on leases corresponds to the period initially envisaged in the contract.

The LISI Group has chosen not to separate the components of services within the lease (for example, the part for maintenance of vehicle lease agreements is not restated). Both capitalization exemptions proposed by the standard, *i.e.* agreements lasting under 12 months and the leasing of goods with a low new value (below US\$5 thousand) have been used.

The Group has also opted not to restate leases for intangible assets.

The discount rate used to value lease liabilities takes into account the rates calculated by an actuary for the terms of the contracts but also the currencies of the countries concerned, adjusted by a variable margin necessary to obtain financing on the financial markets. The rate determined in this way makes it possible to take account of the economic environment, the currency and the term of the leases of the Group's entities.

IFRS 16 statement of tangible assets at the end of the period:

(in thousands of euros)	Land	Buildings	Technical facilities, equipment and tools	Other tangible assets	TOTAL
GROSS VALUES AT DECEMBER 31, 2024		157,564	23,517	26,485	207,566
Disposals		(1)	(936)		(937)
Implementation of new contracts and effects of changes in assumptions		23,841	(26)	508	24,323
Changes in the scope of consolidation		(4,359)	(2,923)	(1,296)	(8,578)
Assets intended for sale		(1,380)			(1,380)
Exchange rate differences		(6,262)	(390)	(171)	(6,823)
GROSS VALUES AT DECEMBER 31, 2025		169,403	19,242	25,526	214,171
DEPRECIATION AT DECEMBER 31, 2024		60,250	24,851	10,460	95,561
[increase in] depreciation and amortization		13,418	878	4,589	18,884
Depreciation reversals (disposals)			(221)		(221)
Other changes		(2,238)		(5,636)	(7,867)
Changes in the scope of consolidation		(1,049)	(1,339)	(274)	(2,662)
Assets intended for sale		(1,323)			(1,323)
Exchange rate differences		(2,608)	(227)	(93)	(2,928)
DEPRECIATION AT DECEMBER 31, 2025		66,450	23,942	9,052	99,444
NET VALUES AT DECEMBER 31, 2025		102,953	90	11,684	114,727

The line item "Implementation of new contracts and effects of changes in assumptions" is mainly explained by the renewal of a lease for Hi-Shear Corporation (United States) and the signing of a commercial lease for LISI AUTOMOTIVE Hungary.

The assets held for sale lines correspond to Ankit's lease contracts restated under IFRS 16 and classified as assets held for sale (see Note 3.3.1 - Scope changes).

The line item "Scope changes" mainly includes the impact of the exit of LISI MEDICAL.

3.4.1.3 - Non-current financial assets

This item mainly includes capitalization contracts for US pension plans. It also includes non-consolidated holdings. These securities represent shares in unlisted companies measured at fair value.

For these securities, the fair value corresponds to the cost when the latter constitutes an appropriate estimate of the fair value. Otherwise, an appropriate valuation method is used.

Statement of non-current financial assets at close:

(in thousands of euros)	Other non-current investments	Other financial assets	TOTAL
GROSS VALUES AT DECEMBER 31, 2024	17,076	4,433	21,509
Acquisitions	28,832	2,843	31,675
Disposals		(49)	(49)
Other changes	181		398
Changes in the scope of consolidation	(300)	(100)	(400)
Scope changes		(339)	(339)
Exchange rate differences	(1,528)	(189)	(1,717)
GROSS VALUES AT DECEMBER 31, 2025	44,261	6,599	50,860
IMPAIRMENT AT DECEMBER 31, 2024	8		8
Provisions for impairment			
Reversals of provisions for impairment			
Other changes			
Scope changes			
Exchange rate differences			
IMPAIRMENT AT DECEMBER 31, 2025	8		8
NET VALUES AT DECEMBER 31, 2025	44,253	6,599	50,852

The increase in other non-current investments includes:

- €10.0 million related to the ongoing project to acquire a stake in an entity external to the Group for the operational implementation of fully autonomous machining equipment (the "Watch-Out" project).
- €18.8 million related to the acquisition of a 9.988% minority stake in SK CAPITAL following the disposal of LISI MEDICAL.

The increase in "Other financial assets" mainly corresponds to the setting up of an escrow account as part of the finalization of an amicable agreement reached with the City of Torrance (California) relating to a historical environmental risk concerning the Hi-Shear site.

3.4.1.4 - Financial assets and liabilities

Financial assets

Described in greater detail in Note 3.4.1.3 above.

Financial debt

Interest-bearing loans are initially recognized at their fair value less costs attributable to the transaction. They are then measured at amortized cost; the difference between

the cost and the redemption value is recognized in the income statement over the term of the loans, using the effective interest rate method.

Trade and other accounts payable

Trade and other accounts payable are valued at fair value at first recognition, and then at depreciated cost.

When the maturity of such financial assets is short, the sums obtained from applying this method are very close to the nominal value of the payables, which is then the value employed.

Financial assets and liabilities recorded on the balance sheet are broken down into the following accounting categories and classes of financial instruments:

Financial assets and liabilities recorded in the balance sheet (in thousands of euros)	At 12/31/2025		Breakdown by instrument category			
	Net book value	Fair value	Fair value via earnings	Loans and receivables	Debt at amortized cost	Derivatives
Non-current financial assets	50,852	50,852	50,852			
Other non-current assets						
Trade and other receivables	241,518	241,518		239,771		1,747
Cash and cash equivalents	270,437	270,437	270,437			
TOTAL FINANCIAL ASSETS	562,807	562,807	270,437	290,623		1,747
Non-current borrowings	395,118	395,118			394,572	69
Other non-current financial liabilities (excl. PCA)	6,219	6,219			6,219	
Current borrowings	109,040	109,040			109,040	
Trade and other accounts payable	359,771	359,771			359,307	464
TOTAL FINANCIAL LIABILITIES	870,148	870,148			869,138	1,010

Financial assets and liabilities recorded in the balance sheet (in thousands of euros)	At 12/31/2024		Breakdown by instrument category			
	Net book value	Fair value	Fair value via earnings	Loans and receivables	Debt at amortized cost	Derivatives
Non-current financial assets	21,501	21,501	21,501			
Other non-current assets	123	123	123			
Trade and other receivables	244,995	244,995		244,975		20
Cash and cash equivalents	191,660	191,660	191,660			
TOTAL FINANCIAL ASSETS	458,279	458,279	191,660	266,599		20
Non-current borrowings	547,121	547,121			546,575	546
Other non-current financial liabilities (excl. PCA)	6,855	6,855			6,855	
Current borrowings	133,070	133,070			133,070	
Trade and other accounts payable	378,591	378,591			376,027	2,564
TOTAL FINANCIAL LIABILITIES	1,065,637	1,065,637			1,062,527	3,110

Fair value hierarchy:

The IFRS 7 standard requires the hierarchical ordering of the different valuation techniques used for each of the financial instruments. The categories are defined as follows:

■ **Level 1:** direct reference to published prices of a market asset;

■ **Level 2:** valuation technique based on measurable data;
■ **Level 3:** valuation technique based on non-observable data.

(in thousands of euros)	December 31, 2025		
	Level 1	Level 2	Level 3
Non-current financial assets		12,721	38,131
Other non-current assets			
Trade and other receivables		241,518	
Cash and cash equivalents		270,437	
TOTAL FINANCIAL ASSETS		524,676	38,131
Non-current borrowings		395,118	
Other non-current financial liabilities (excl. PCA)		6,219	
Current borrowings		109,040	
Trade and other accounts payable		359,771	
TOTAL FINANCIAL LIABILITIES		870,148	

3.4.2 Current assets

3.4.2.1 - Inventories

Inventory is valued at the lower of cost or net realizable value.

The cost of materials and merchandise is calculated from their acquisition cost plus the costs incurred to bring them to their current location in their current condition. Finished products and work in progress are valued at actual production cost over the period, including an appropriate portion of general costs based on normal production capacity.

The net realizable value equates to the estimated sales price in the normal course of business, less the estimated cost of completion and estimated costs necessary to make the sale.

Inventories are impaired when their net realization value is less than their cost of production, when they are damaged, obsolete, as well as each time there is a risk that they might not be disposed of under normal conditions, or when there is a risk that they will be disposed of over a period that is longer than what is generally accepted.

Inventory statement at close:

(in thousands of euros)	Raw materials	Tools and other procurements	Work in progress-goods	Finished and intermediary products	Goods	TOTAL
GROSS VALUES AT DECEMBER 31, 2024	125,002	14,981	234,001	123,716	8,528	506,230
Assets intended for sale	(2,170)	(815)	(853)	(1,022)		(4,860)
Assets intended for sale	(9,957)	(1,107)	(18,630)	(7,031)		(36,725)
Exchange rate differences	(3,846)	(384)	(5,984)	(4,039)	(222)	(14,475)
Changes in inventory	7,509	(517)	30,934	5,886	466	44,279
Other changes	(2,536)	875	143	1,591		73
GROSS VALUES AT DECEMBER 31, 2025	114,002	13,033	239,611	119,101	8,772	494,521
IMPAIRMENT AT DECEMBER 31, 2024	7,666	896	13,797	14,249	1,446	38,056
Assets intended for sale	(694)		(656)			(1,350)
Assets intended for sale	(720)	(152)	(816)	(810)		(2,498)
Provisions for amortization and depreciation	5,159	223	13,459	5,345	276	24,462
Reversal of provisions for amortization and depreciation	(4,205)	(531)	(11,550)	(6,401)	(1,267)	(23,954)
Exchange rate differences	(284)	(1)	(334)	(532)	(36)	(1,187)
Other changes	(47)	(1)	373	(15)		310
IMPAIRMENT AT DECEMBER 31, 2025	6,875	434	14,273	11,836	419	33,839
NET VALUES AT DECEMBER 31, 2025	107,127	12,599	225,338	107,265	8,353	460,682

The assets held for sale lines correspond to the removal of inventory from Ankit’s books, which is reported under assets held for sale (see Note 3.3.1 - Scope changes).

The "Scope changes" line includes:

- the entry into the scope of LISI AUTOMOTIVE Hungary for +€0.4 million in gross inventory (see Note 3.3.4 - Scope changes);

3.4.2.2 - Trade and other receivables

Loans and advances are recorded in the balance sheet at their fair value. In the event of a risk of non-recovery, impairments are recognized on a case-by-case basis on the basis of probable collection flows. This risk takes into account the age of the transaction.

Trade and other receivables are valued at their amortized cost in accordance with the provisions of IFRS 9.

The Group has opted for the simplified IFRS 9 impairment model. According to the analyses carried out, the estimated ECL (Expected Credit Loss) as of December 31, 2025 was not significant.

- the exit of LISI MEDICAL for -€33.8 million in net inventory (€36.3 million in gross inventory).

As of December 31, 2025, the LISI Group had received an amount of €37.4 million in customer advances to finance inventory coverage. This amount is classified under "Other creditors" and is to be compared to €30.1 million in 2024.

Group exposure to credit risk is mainly influenced by individual customer profiles. The Group has a policy of monitoring trade receivables, allowing it to constantly control its third-party risk exposure.

The credit risk of write-offs of past due receivables is minimal.

As of December 31, 2025, the amount of permanent losses recognized over the fiscal year was €248.1 thousand compared to €90.7 thousand in 2024.

Statement of trade and other receivables at the end of the period:

(in thousands of euros)	12/31/2025	12/31/2024
	158,209	181,845
	(3,013)	(3,307)
NET TRADE RECEIVABLES	155,196	178,538
State - other taxes and duties	41,616	36,353
Social entities & workforce services	262	285
Accounts payable - advances, debtors	21,461	7,206
Deferred charges	9,336	9,940
Other	13,646	12,673
OTHER RECEIVABLES	86,321	66,457
TOTAL TRADE AND OTHER RECEIVABLES	241,518	244,995

The Group closely monitors its customer risks to secure its outstandings. No significant risk was identified.

Factoring amounted, as of December 31, 2025, to €104.4 million, compared to €131.5 million as of December 31, 2024. The fair value of these transferred assets in accordance with the IFRS 7 definition is equal to their nominal value. These

transfers are made in the form of factoring with conventional subrogation, without recourse, thereby removing any exposure to a risk of financial loss. The LISI Group has signed contracts with three banks. These contracts provide for the possibility of selling receivables up to an amount of approximately €120 million.

Debt by maturity

Overdue receivables not covered by provisions mainly concern major customers with which the Group has concluded annual or multi-annual business agreements. On the basis of historical observations, the Group considers the risk of non-recovery to be marginal, with non-hedged overdue receivables dating back mainly to less

than one year and the portion exceeding one year being insignificant.

The average payment period for the 2025 fiscal year was 33 days, compared to 36 days for the 2024 fiscal year.

Late payments at December 31, 2025

Late payments in thousands of euros	12/31/2025	12/31/2024
0 to 30 days	25,726	24,138
30 to 60 days	3,539	4,278
60 to 90 days	2,032	1,448
> 90 days	1,993	2,291
TOTAL	33,290	32,155

3.4.2.3 - Cash and cash equivalents

Cash and cash equivalents include current bank accounts (components of net cash as they are not subject to authorization agreements preventing the bank from demanding "repayment on sight" of the overdrafts), cash in hand, on-call deposits, marketable securities, and negotiable certificates of deposit held by the Group. Adjustments of value are recognized in the income statement.

The accounting treatment of money-market SICAV instruments and negotiable deposit certificates complies with the application of IFRS 9.

The cash available as at December 31, 2025, stood at €270.4 million, compared to €191.7 million in 2024. This item consists mainly of current bank accounts. These are,

in part, made up of bank accounts in US dollars held mainly by LISI S.A. and LISI Holding North America. They are recognized under "Cash and cash equivalents" in the amount of US\$222.1 million, i.e. €189.1 million.

They are recorded at their fair value, and value adjustments are recorded in the income statement. These positions are not exposed, the main backing instruments guaranteeing the capital.

Bank accounts and investments denominated in foreign currencies were translated at the closing rate on December 31, 2025, with their counterpart recorded in foreign exchange income.

The impact of the change in working capital on cash is as follows:

in thousands of euros	12/31/2025	12/31/2024
Effect of the change in inventories	(44,277)	(29,314)
Effect of the change in trade receivables and other debtors	(34,160)	(17,725)
Effect of the change in trade payables and other creditors	17,418	28,752
Effect of tax variation	18,709	6,327
CHANGE IN WORKING CAPITAL REQUIREMENTS	(42,310)	(11,960)

The free cash flow broke down as follows:

in thousands of euros	12/31/2025	12/31/2024
Operating cash flow	198,287	170,030
Net CAPEX	(99,925)	(100,397)
Change in working capital requirements	(42,307)	(11,960)
FREE CASH FLOW	56,056	57,673

3.4.3 Shareholders' equity

Shareholders' equity attributable to owners of the parent stood at €1,084.8 million at December 31, 2025, against €999.6 million at December 31, 2024, representing an increase of €85.2 million. This change takes into account the following main factors:

Changes in € million	12/31/2025	12/31/2024
Income for the period attributable to owners of the parent	139.7	56.0
Distribution of dividends paid in May	(17.9)	(14.2)
Treasury shares and share-based payments	5.2	1.3
Revaluation of net liabilities (assets) of defined benefit plans	2.3	1.4
Change in fair value of cash flow hedging instruments	1.0	(1.1)
Miscellaneous restatements		(0.1)
Translation differences related to changes in the closing rate, including the changes in the value of the dollar	(45.1)	23.7
TOTAL	85.2	67.1

The Group implements a policy of buying back Company shares, in accordance with authorizations provided by the Shareholders' General Meeting to the Board of Directors. The main purposes of the share repurchase program are:

- to increase the activity of the stock on the market by an Investment Services Provider *via* a liquidity contract in accordance with the AMAFI professional code of ethics recognized by the French financial markets authority (AMF);

- to grant stock options or free shares to employees and corporate officers of the company and/or its Group;
- to retain and use shares as consideration or payment for potential acquisitions;
- to cancel shares purchased, subject to the approval of the Extraordinary General Meeting to be called at a later date.

Repurchased shares are classified as treasury shares and deducted from shareholders' equity.

3.4.3.1 - Share capital

Share capital at year-end stands at €18,615,325 broken down into 46,538,313 issued shares with a face value of €0.40.

3.4.3.2 - Capital management

The LISI Group's policy consists in maintaining robust capital to the return on capital employed and the cash flow so as to support a highly capitalistic and growing business, preserve the confidence of shareholders and investors, support internal and external growth and withstand periods of recession. The Board of Directors is particularly attentive

to the return on capital employed and the cash flow generated by the business. Instruments giving access to the Company's share capital concern benefits granted to executives and employees under certain conditions. They only concern existing treasury shares.

3.4.3.3 - Dividends

The amount of dividend per share for the 2025 fiscal year (not recognized) submitted to the Shareholders' General Meeting on April 24, 2026, for approval breaks down as follows:

Amount (in millions of euros)	2025	2024
TOTAL NET DIVIDEND	21.40	17.92
Dividend per share (€)	2025	2024
DIVIDEND PER SHARE	0.46	0.39

The estimated amount for 2025 is calculated based on the total number of shares, *i.e.* 46,538,313. Treasury shares

held as of the dividend payment date will not be eligible for the payment of any dividend.

3.4.4 Provisions

A provision is recognized on the balance sheet if the Group has a current, legal commitment or an implicit one arising from a past event and for which it is probable that there will need to be an outflow of resources in order to eliminate the

commitment. They are measured at the estimated payment amount. If the effect of capitalizing provisions is not significant, capitalization is not carried out.

Non-current provisions

Non-current provisions are provisions not directly related to the operating cycle, whose due date is generally within more than one year. They include notably provisions for

environmental risks, provisions for retirement commitments and certain provisions for restructuring.

Current provisions

Current provisions cover the provisions directly related to the operating cycle of each division, regardless of their estimated due dates. Provisions for legal disputes concern mainly disputes with customers, subcontractors, and

suppliers. Provisions for other current risks mainly comprise provisions for late penalties, provisions for redundancies, other operating risks and industrial reorganizations.

3.4.4.1 - The change in provisions breaks down as follows:

(in thousands of euros)	At January 1, 2024	Allowances (net of reversals)	At December 31, 2024	Allowances	Reversals (amounts used)	reversals (unused amounts)	Actuarial gains/ losses through other comprehensive income	Reclassifications - Other	Liabilities held for sale	translation differences	At December 31, 2025
Pensions and retirement	37,903	(1,946)	35,957	3,777	(2,316)		(2,877)		(2,427)	(1,467)	30,647
Long-service medals	3,316	(524)	2,792	144	(207)				(119)		2,610
Environment-related risks	816	(530)	286	21,126	(171)				430	(799)	20,872
Disputes and other risks	2,594	3,595	6,189	5,784	(840)	(306)		(87)	1,352	(209)	11,885
Guarantees to clients	7,397	(4,437)	2,960	2,982							5,942
Industrial reorganization	834	(392)	442		(322)				(120)		
SUBTOTAL NON-CURRENT PROVISIONS	52,859	(4,232)	48,627	33,813	(3,856)	(306)	(2,877)	(87)	(885)	(2,475)	71,956
For loss on contract	25		25								25
Industrial reorganization	1,710	4,999	6,709	14	(6,649)					(42)	32
Restructuring	37	1,054	1,091		(375)			(564)			152
Environment-related risks	536	(536)									
Disputes											
Other risks	7,750	(246)	7,504	3,365	(4,583)	(840)		650	(455)	(99)	5,543
SUBTOTAL CURRENT PROVISIONS	10,054	5,273	15,327	3,379	(11,607)	(840)		87	(455)	(140)	5,753
GRAND TOTAL	62,913	1,041	63,954	37,192	(15,463)	(1,145)	(2,877)		(1,340)	(2,616)	77,708
<i>of which in current operating profit</i>				16,066	(7,706)	(1,145)					
<i>of which in non-current operating profit</i>				21,126	(7,757)						

The amounts shown in the "Scope changes and assets held for sale" column include the flows related to provisions recognized in connection with:

- the acquisition of LISI AUTOMOTIVE Hungary;
- the sale of LISI MEDICAL;

- the IFRS 5 treatment of Ankit (India).

The impacts related to these changes are detailed in Note 3.3 - Scope changes.

Environment-related risks:

Recognition of liabilities linked to requirements to uphold environmental standards in the various countries in which the company operates and more specifically with regard to soil pollution on old industrial sites.

Provisions of €0.4 million were recognized as part of the LISI AUTOMOTIVE Hungary business combination.

Following an agreement with the city of Torrance (United States), the Group set aside a provision to address the historical pollution issue at the Hi-Shear Corporation plant until it is fully resolved.

Disputes and other risks:

This covers litigation or disputes with partners and service providers. The risk was increased based on the estimated cost of the likely outcome of disputes or possible transactions.

Assessment of expected returns cannot be calculated as of yet. The bulk of the movements relates to various quality, tax, and wage risks.

Provisions of €2.0 million were recognized as part of the LISI AUTOMOTIVE Hungary business combination.

The sale of LISI MEDICAL had a negative impact of -€0.5 million on this line item, and the application of IFRS 5 to Ankit resulted in a restatement of -€0.1 million.

A provision of €5 million was recognized to cover the risk of penalties for late delivery in the LISI AEROSPACE division.

Restructuring and industrial reorganization:

This covers industrial reorganization based on assessments of the cost of redeploying certain sites or entities. The assessment of the sums recognized takes account of specific local regulatory stipulations.

The amount of the reversal corresponds mainly to a reversal of a provision related to the disposal of LISI AUTOMOTIVE Nomel.

Other risks:

Liabilities recognized under this category take into account risks based on various reports (industrial, regulatory, corporate, customer guarantees and products). The other amounts of provisions and reversals primarily concern quality, customer lead time, classification of new products, tax risks and wage risks.

A decrease of -€0.5 million is recorded in the "Scope changes and assets held for sale" column in connection with the application of IFRS 5 to Ankit.

Commitments to employees

Contributions in defined contributions plans are recognized as expenses for the period in which they are incurred. The

LISI Group has no plan opened relating to defined-contribution plans.

3.4.4.2 - General description of the plans

Retirement lump sum (France and Germany):

Entitlements to retirement lump sum are defined by applicable laws or sectoral agreements when they are more favorable.

England:

BAI UK operates a defined benefit pension plan to which all employees who joined the company before April 2007 are entitled and which has been closed since then. Plan assets are separate from the assets of the Company and

managed by a trust administered by a board of trustees. The risks to which the plan exposes the company are as follows: CAPEX, inflation, retirees' length of retirement, options, legislation.

United States:

Hi-Shear Corporation operates a defined benefit pension plan to which all employees who joined the company before February 1991 are entitled and which has been closed since then. Plan assets are separate from the

assets of the Company and managed by a trust administered by a board of trustees. The risks to which the plan exposes the company are as follows: CAPEX, inflation, retirees' length of retirement, options, legislation.

The geographic breakdown of the Group's commitments to staff as at December 31, 2025 and 2024, for defined benefits plans and the main assumptions employed in their assessment are as follows:

12/31/2024 (in thousands of euros)					
	France	Germany	United States	England	Other
Actuarial debt	21,205	5,332	117	15,202	3,996
Discount rate	3.96%	3.95%	5.00%	5.46%	N/A
Reference used	I Boxx euro zone 12 years	Extrapolation based on the ECB 15-year AAA rate curve	Citigroup Pension Discount Curve rate	I Boxx AA-rated 15 years +0.3%	
Inflation – Wage increase	2.20%	2.00%	N/A	2.94%	N/A
12/31/2023 (in thousands of euros)					
	France	Germany	United States	England	Other
Actuarial debt	24,882	5,680	348	16,203	4,594
Discount rate	3.38%	3.57%	4.50%	5.35%	N/A
Reference used	I Boxx euro zone 12 years	Extrapolation based on the ECB 15-year AAA rate curve	Citigroup Pension Discount Curve rate	I Boxx AA-rated 15 years +0.3%	0
Inflation – Wage increase	2.70%	2.00%	N/A	3.26%	N/A

As per the revised IAS 19 standard, the rate of return on long-term funds is identical to the discount rate for actuarial debt. The rates of return thus employed are equal to 5.00% for American insurance plans and 5.46% for

English ones. At December 31, 2025, the allocation of the plan assets was approximately 15% in equities and 85% in other vehicles for England.

The following table sets out the changes, during the 2025 and 2024 fiscal years, in the actuarial debt and the market value of the hedging assets (in millions of euros):

Change in actuarial debt	12/31/2025	12/31/2024
ACTUARIAL DEBT AT YEAR START	51,707	54,717
Cost of services	1,927	2,174
Cost of accretion	2,645	2,693
Benefits paid	(2,779)	(2,681)
Discounts		(368)
Perimeter variation	(2,427)	(1,996)
Translation differences	(2,255)	451
Actuarial losses (gains)	(2,967)	(3,283)
ACTUARIAL DEBT AT YEAR END	45,851	51,707

The amount of €2.4 million reported under scope changes for 2025 reflects the impact of the disposal of the LISI MEDICAL division for €2.2 million and the application of

IFRS 5 for €0.2 million (Ankit). The amount of €2 million in 2024 concerns the provision for LISI AUTOMOTIVE Nomel (application of IFRS 5).

Change in market value of hedging assets	12/31/2025	12/31/2024
Opening value	15,748	16,812
Contributions paid by the Group	532	(131)
Benefits withheld from fund	(995)	(761)
Expected yield from assets	796	729
Translation differences	(792)	773
Actuarial gains (losses)	125	(1,673)
CLOSING VALUE	15,414	15,748

The following table sets out the reconciliation of the amounts recognized in the Group's consolidated financial statements and the above amounts:

In thousands of euros	12/31/2025	12/31/2024
LIABILITIES RECOGNIZED AT THE END OF THE PERIOD	(30,437)	(35,955)

The expense recognized in operating income by the Group in connection with defined-benefit plans breaks down as follows:

In thousands of euros	12/31/2025	12/31/2024
Cost of services	1,927	2,174
Cost of accretion	2,645	2,693
Expected yield from plan assets	(796)	(729)
Discounts		(368)
EXPENSE (REVENUE) RECOGNIZED	3,777	3,769

3.4.5 Other non-current liabilities

(in thousands of euros)	12/31/2025	12/31/2024
Deposits and sureties received	63	64
Employee participation	6,156	5,922
Deferred income	7,835	8,123
Other non-current liabilities		869
TOTAL OTHER NON-CURRENT LIABILITIES	14,054	14,979

Prepaid income mainly corresponds to subsidies received from regional authorities for various construction and development projects at the Group's various sites.

3.4.6 Financial debt

3.4.6.1 - Financial debt

Breakdown by nature

(in thousands of euros)	12/31/2025	12/31/2024
NON-CURRENT SHARE		
Mid-term loans	295,200	448,203
Lease liabilities	97,643	96,479
Employee profit-sharing (frozen on a current account)	2,275	2,439
NON-CURRENT DEBT SUBTOTAL	395,118	547,121
CURRENT SHARE		
Banking facilities for operations	14,682	39,390
Mid-term loans	81,416	79,209
Lease liabilities	12,941	14,471
Employee profit-sharing (frozen on a current account)		
SUBTOTAL CURRENT DEBT	109,040	133,070
TOTAL DEBT	504,158	680,191

LISI S.A. has taken out several fixed-rate loans for a total amount of €59.5 million with a duration of 5 to 7 years (see Section on "Financial debt by type and rate"). The loan taken out in 2023 as part of the share buyback program

was repaid over the period in the amount of €142.5 million, and the outstanding balance as of December 31, 2025 is €42.5 million.

Breakdown by maturity date

(in thousands of euros)	12/31/2025	12/31/2024
BORROWINGS		
at one year	81,416	79,209
two to five years	282,464	413,754
more than five years	12,737	34,449
SUBTOTAL BORROWINGS	376,617	527,412
OTHER FINANCIAL CREDITORS		
at one year	27,624	53,861
two to five years	61,604	60,559
more than five years	38,314	38,359
SUBTOTAL OTHER DEBT	127,542	152,779
BORROWINGS AND DEBT	504,158	680,191

Breakdown by cash flow category

FINANCIAL DEBT AS AT 01/01/2025	680,191
SUBTOTAL CHANGES RESULTING FROM CASH FLOW	(189,855)
<i>Change in consolidation scope</i>	<i>(4,803)</i>
<i>Translation effects</i>	<i>(8,841)</i>
<i>IFRS 16</i>	<i>27,507</i>
<i>Other</i>	<i>(41)</i>
SUBTOTAL CHANGES WITH NO CASH EFFECT	13,821
FINANCIAL DEBT AS AT 12/31/2025	504,158

The "IFRS 16" variance is explained by the recognition of commercial lease renewals in fiscal year 2025 and the signing of a new commercial lease for LISI AUTOMOTIVE Hungary.

The amount of -€4.8 million reported under scope changes and liabilities held for sale mainly corresponds to the financial debts of LISI AUTOMOTIVE Hungary for +€2.9 million and to the financial debts related to the disposal of the LISI MEDICAL division for -€7.5 million.

Breakdown by currency

All figures relating to borrowings and debts with credit establishments are given in euros. The Group's bank debts therefore do not expose it to any foreign exchange risk.

Breakdown by interest rate category

The table below summarizes the Group's borrowings from credit institutions, listing the most significant outstandings broken down by fixed and variable rates:

Contracting entities	Nature of the loan	Fixed rate	Variable rate	Total amount of credit lines in million of euros	Capital remaining due at 12/31/2025 (in million of euros)	Maturity date	Existence or not of interest rate or currency hedges	Covenant
LISI S.A.	Conventional loan	0.95%		10.0	1.1	2026		[1]
	Conventional loan	0.75%		5.0	2.2	2028		[1]
	Conventional loan	1.27%		5.0	3.4	2031		[1]
	Conventional loan	0.78%		10.0	6.7	2028		[1]
	Conventional loan	1.00%		25.0	25.0	2027		[1]
	Conventional loan	2.95%		20.0	16.0	2029		[1]
	Conventional loan	0.90%		20.0	13.1	2029		[1]
	Conventional loan	3.90%		7.5	4.5	2029		[1]
	Conventional loan	1.80%		5.0	3.7	2029		[1]
	Conventional loan	1.80%		5.0	3.7	2029		[1]
	Conventional loan	3.70%		7.5	4.8	2030		[1]
	Conventional loan	3.83%		15.0	9.8	2029		[1]
	Conventional loan	4.05%		10.0	5.6	2027		[1]
	Conventional loan	3.95%		15.0	9.2	2030		[1]
	Conventional loan	4.26%		15.0	10.5	2030		[1]
	Conventional loan	4.13%		5.0	3.5	2030		[1]
	Conventional loan	3.60%		7.5	6.3	2031		[1]
	Conventional loan	3.20%		10.0	10.0	2029		[1]
	Conventional loan	3.40%		15.0	12.7	2030		[1]
	Conventional loan	3.85%		30.0	30.0	2029		[1]
	Conventional loan	3.47%		15.0	12.3	2031		[1]
	Conventional loan	3.55%		7.5	6.3	2031		[1]
	Conventional loan	3.50%		10.0	6.7	2029		[1]
	Conventional loan	4.09%		5.0	5.0	2031		[1]
	Conventional loan	4.09%		5.0	5.0	2031		[1]
	Conventional loan	2.99%		10.0	9.2	2030		[1]
	Conventional loan	2.98%		15.0	13.6	2030		[1]
	Conventional loan	2.87%		15.0	13.6	2030		[1]
	Conventional loan	2.90%		9.5	9.1	2030		[1]
	Conventional loan	3.00%		10.0	9.5	2030		[1]
	Syndicated loan		Euribor 3 months + margin	200.0	42.5	2028	Hedged by Swap	[1]
	USPP	1.78%		40.0	5.7	2026		[2]
	USPP	1.15%		50.0	42.9	2031		[2]
BLANC AERO INDUSTRIES	Conventional loan		Euribor 3 months + margin	11.5	4.3	2031	Hedged by Swap	[1]
TOTAL				666.0	374.2			

3.4.6.2 - Related covenants

The Group has no bank facilities based on its credit rating. The contracts entered into include conventional clauses regarding the financial health of the Group or its subsidiaries. The definition and levels of ratios, also called “financial covenants”, are set by prospective mutual agreement with credit institutions.

Depending on the bank, compliance with these ratios is assessed once or twice a year, on the half-year and annual close dates. Failure to comply with these ratios entitles the credit institutions to impose early repayment (total or partial) of the facilities granted.

At the end of December 31, 2025, the covenants were respected.

For the reader’s information, the “financial covenants” related to each bank loan are described hereafter:

[1]

Consolidated gearing ratio < 1.2

(Net financial debt/Equity).

Consolidated leverage ratio < 3.5

(Net financial debt/EBITDA).

[2] The financial covenants related to the USPP lines are described below for information purposes:

Consolidated gearing ratio < 1.2

(Net Debt restated according to the criteria of the loan contract/Equity).

Consolidated leverage ratio < 3.5

(Net Debt restated according to the criteria of the loan contract/EBITDA).

Coverage ratio of consolidated interest expense > 4.5

(EBITDA/Net interest expense).

At December 31, the ratios as defined in the banking contracts were as follows:

- The consolidated Gearing ratio was 0.218 in 2025, compared to 0.517 in 2024.
- The consolidated Leverage ratio was 0.911 in 2025 compared to 2.455 in 2024.
- The coverage ratio of consolidated interest expense was 13.098 compared to 7.698 in 2024.

The ratios improved significantly as a result of the sale of LISI MEDICAL, which made it possible to partially repay the financial debt. The Group therefore has a comfortable margin of safety, confirming its low liquidity risk.

Swap rate

As at December 31, 2025, the features of the SWAP contracts were as follows:

Notional at 12/31/2025	Nominal (in thousand of euros)	Outstanding (in thousands of euros)	Departure date	Maturity date	Paying rate	Receiving rate	Net market value in thousand of euros
LISI S.A.	50,000	50,000	8/31/2023	3/23/2028	2,10% - 4%	Euribor 3-month	288.0
LISI S.A.	50,000		8/31/2023	12/31/2025	2,10% - 4%	Euribor 3-month	382.0
Blanc Aéro Industries	4,983	2,012	2/1/2016	1/15/2031	0.83%	Euribor 3-month	(28.0)
Blanc Aéro Industries	4,983	2,012	2/1/2016	1/15/2031	0.83%	Euribor 3-month	(28.0)
TOTAL	109,966	54,024					614.0

Adjustments of value are recognized in the income statement.

3.4.6.3 - Breakdown of financial debt

(in thousands of euros)	12/31/2025	12/31/2024
Cash and cash equivalents	270,437	191,660
CASH AVAILABLE [A]	270,437	191,660
Current banking facilities [B]	14,682	39,390
NET CASH [A - B]	255,754	152,270
Credits	376,615	527,412
Other financial creditors	112,861	113,389
NET FINANCIAL DEBT [C]	489,476	640,801
NET DEBT [D = C + A - B]	233,722	488,531
GROUP EQUITY [E]	1,084,843	999,633
DEBT RATIO (EXPRESSED AS %) [D / E]	21.4%	48.9%

3.4.7 Financial liabilities

The cash table for all financial liabilities is as follows:

Financial liabilities on the balance sheet (in thousands of euros)	As of 12/31/2025	Breakdown of contractual flows not discounted on due date			Total
	Net book value	Less than 1 year	Between 1 and 5 years	Over 5 year	
Non-current borrowings	395,118		344,068	51,051	395,118
Other non-current financial liabilities (ex cl. PCA)	6,219		6,219		6,219
Current borrowings	109,040	109,040			109,040
Trade and other accounts payable	359,771	359,771			359,771
TOTAL FINANCIAL LIABILITIES	870,148	468,811	350,286	51,051	870,148

Financial liabilities on the balance sheet (in thousands of euros)	As of 12/31/2024	Breakdown of contractual flows not discounted on due date			Total
	Net book value	Less than 1 year	Between 1 and 5 years	Over 5 year	
Non-current borrowings	547,121		474,313	72,808	547,121
Other non-current financial liabilities (ex cl. PCA)	6,855		6,855		6,855
Current borrowings	133,070	133,070			133,070
Trade and other accounts payable	378,591	378,591			378,591
TOTAL FINANCIAL LIABILITIES	1,065,637	511,661	481,168	72,808	1,065,637

3.4.8 Liquidity risk

The Group's cash management is centralized: the vast majority of the cash surpluses or financing requirements of its subsidiaries, where local legislation permits, is invested or financed by the parent company on normal market terms. The central cash management team manages the financing of the Group, current and forecast, and ensures its capacity to meet its financial commitments. For that purpose, it maintains a level of the available cash and confirmed credit facilities compatible with its size and the maturities of its debt.

At December 31, 2025, the LISI Group benefited from:

- unused short-term credit lines in the amount of €100 million;
- unused RCF lines in the amount of €55 million;
- unused factoring lines in the amount of €20 million;
- cash in the amount of €256 million.

Representing a total financing capacity of €431 million.

3.4.9 Interest rate risk

The Group's main exposure in terms of interest rate risk arises from the exposure of its variable-rate financial assets and liabilities to variations in interest rates. This could have an impact on its cash flows. Within the framework of its overall policy, the Group partly converts its initially variable rate liabilities into fixed rate liabilities, using financial instruments such as interest rate SWAPs.

These hedging instruments are negotiated on OTC markets with banking counterparts, in a centralized manner by the Group's Financial Department. They are not considered by the Group to be hedging instruments and are recorded at fair value to the income statement.

As at December 31, the Group's net variable rate position broke down as follows:

(in thousands of euros)	12/31/2025	12/31/2024
Loans - variable rates	146,783	190,618
Short-term banking facilities	14,682	39,390
Cash and cash equivalents	(270,437)	(188,660)
NET POSITION PRIOR TO MANAGEMENT	(108,972)	41,348
Interest rate SWAP	54,024	104,792
HEDGING	54,024	104,792
NET POSITION AFTER MANAGEMENT	(162,996)	(63,444)

3.4.10 Deferred tax

(in thousands of euros)	12/31/2025	12/31/2024
Deferred tax assets	48,067	44,913
Deferred tax liabilities	(41,844)	(47,973)
NET DEFERRED TAXES	6,223	(3,060)

Non-recognized deferred tax assets:

The Company does not recognize its deferred tax assets whenever it has no sufficient assurance that it will recover carried forward deficits and tax credits. Deferred tax assets are recognized only if their recovery is likely. For information

purposes, carried forward losses not recognized in the balance sheet at December 31, 2025, would generate deferred tax assets of €16.6 million, compared to €17.6 million in 2024.

Deferred tax assets by anticipated period of recoverability at December 31, 2025

2025				2024			
< 1 year	1 to 5 years	+5 years	Total	< 1 year	1 to 5 years	+5 years	Total
10,373	28,827	8,867	48,067	7,700	30,561	6,652	44,913

3.5 Breakdown of main income statement items

3.5.1 Revenue

Proceeds from the sale of goods are recognized in the income statement when the customer obtains control of the asset, which generally occurs on a specific date.

IFRS 15 "Revenue from contracts with customers" introduces a single analysis grid regardless of the transactions (sale of goods, sale of services, granting of licenses, etc.) with five successive stages:

- identification of the contract or contracts;
- identification of the seller's various contractual obligations (performance obligation);
- determination of the price of the transaction;
- allocation of the price of the transaction to the various obligations identified;
- recognition of the corresponding revenue.

As most of the subsidiaries consolidated in the LISI Group are industrial production sites, most of the revenue comes from the sale of finished products.

However, the Group has specifically identified two types of transaction distinct from the one referred to previously: the first is late penalties (on delivery, quality deterioration, etc.) reported against revenue; the second relates to the invoicing of machine tooling treated as additional services resulting in the recognition of a revenue at the time of acceptance of the machine tooling and the initial samples. These principles are handled in accordance with IFRS 15.

Revenues are shown after deduction of discounts.

The breakdown of revenues by business segment and country is shown in Note 3.6.1 - Segment information.

3.5.2 Consumed goods

(in thousands of euros)	LISI AEROSPACE	LISI AUTOMOTIVE	Other	TOTAL 2025 restated	TOTAL 2024 restated
Consumption of goods	7,073	39,245		46,318	36,452
Consumption of raw materials	258,293	118,841		377,134	346,685
Tools	52,443	20,413		72,856	70,228
Other purchases	28,074	15,352	22	43,448	43,942
TOTAL CONSUMPTION	345,883	193,851	21	539,755	497,307

3.5.3 Other purchases and external expenses

(in thousands of euros)	LISI AEROSPACE	LISI AUTOMOTIVE	Other	TOTAL 2025 restated	TOTAL 2024 restated
Subcontracting	84,291	50,457	(669)	134,078	117,129
Maintenance	45,035	23,629	1,065	69,730	66,125
Freight	13,822	16,236	3	30,062	25,821
Energy	29,676	15,514	30	45,219	53,337
Other external expenses	104,106	31,140	(14,003)	121,244	130,443
TOTAL OTHER PURCHASES AND EXTERNAL EXPENSES	276,930	136,976	(13,574)	400,333	392,854

The amount of -€14.0 million indicated in the "Other" column is composed of the intragroup elimination services

invoiced by LISI S.A. Holding, LISI GLOBAL SERVICES and LISI Holding North America to the divisions (-€18.7 million).

Statutory Auditors' fees

Pursuant to Regulation No. 2016-09 of the ANC of December 2, 2016, the following table shows the amount of fees paid to the Group's Statutory Auditors appearing in the consolidated income statement for the fiscal year, with a distinction being made between the fees related to the certification of the financial statements from those relating, where applicable, to other services.

The fees mentioned for subsidiaries relate to those that are fully consolidated. (in thousands of euros):

	Ernst & Young		KPMG S.A.		Exco et Associés		Foreign auditors	
	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
(in thousands of euros)	2025	2024	2025	2024	2025	2024	2025	2024

Auditors, certification, review of individual and consolidated financial statements

- LISI S.A.	29	29	50	48				
- Fully consolidated subsidiaries	582	719	185	146	99	114	127	123

Other due diligence and services

- LISI S.A.	17	17	43	36				
- Fully consolidated subsidiaries	8	6	25	7	10	27		

TOTAL	636	771	303	237	109	141	127	123
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Statutory Auditors, certification, review of individual and consolidated financial statements

This is all the work that cannot be separated from certification, i.e. all work necessary for the issuance of certification reports on the financial statements and reports or certificates that must be made available to the Ordinary General Meeting for the approval of the financial statements. Services are provided by the Statutory Auditors and other auditors, members of the network, certifying the individual and consolidated financial statements of the parent company and the fully consolidated subsidiaries in France and abroad.

Other due diligence and services:

The services in question concern services that fall within the scope of services usually provided as an extension of the statutory audit (drafting of specific certificates, work carried out in the context of market transactions) or any other specific assignment, in general, non-recurring and contractual.

3.5.4 Employee benefits expense

(in thousands of euros)	LISI AEROSPACE	LISI AUTOMOTIVE	Other	Total 2025 restated	Total 2024 restated
Temporary workers	34,091	4,466	(18)	38,539	35,449
Salaries and incentives	291,441	122,944	8,685	423,070	411,277
Layoff pay	1,851	1,527	1	3,379	2,190
Social contributions and taxes on salaries	103,215	43,277	8,972	155,464	146,653
Employee profit-sharing	7,004	284		7,288	6,254
Pensions and long-service awards	904	619	22	1,545	2,105
TOTAL PAYROLL EXPENSES	438,506	173,117	17,662	629,287	603,930

3.5.5 Research and development costs

Research costs incurred in order to develop scientific knowledge and understanding, or to learn new techniques, are recognized as an expense when they are incurred.

Under the IFRS framework, development costs (*i.e.* costs incurred by applying the results of research to a plan or model in order to develop new or substantially improved products and processes) are recorded as fixed assets if the Group can demonstrate that future economic benefits are probable.

The LISI Group’s mission is to carry out intensive research and development activities, to develop new products, the use of new materials and to develop innovative production processes. This research and development activity is carried out in several ways: either as part of a co-operative venture between research and design departments within the own divisions and those of its customers, or to develop

or improve certain components or industrial processes. The development expenses employed at the LISI Group mainly relate to products in co-development with customers and not to changes in industrial processes.

As a result, most of the costs incurred do not meet the criteria for capitalization as intangible assets and are therefore recorded as expenses. They consist mainly of expenses for personnel working in R&D.

Staff directly dedicated to R&D represented some 2.7% of the Group’s employees in 2025.

The Group carries out regular assessments of major projects in order to identify any costs which could be capitalized.

The expenses incurred for the two last fiscal years are shown in the table below:

(in millions of euros)	2025	2024
Research and Development expenditures	28.7	27.9
% of revenues	1.6%	1.6%
Activated projects	3.1	2.9

3.5.6 Non-current operating income and expenses

Non-current income and expenses break down as follows:

(in thousands of euros)	12/31/2025	12/31/2024
NON - CURRENT OPERATING EXPENSES		
Net cost related to the abandonment of an HR project		(4,260)
Net expense related to the sale of LISI AUTOMOTIVE NOMEL	(957)	(12,394)
Net expense related to the costs of closing the LISI AUTOMOTIVE HEBEI (China) site		(193)
Net expense related to the costs of closing the LISI AUTOMOTIVE NOMEL site located in Dreux		(945)
Net charge relating to impairment of tangible assets at LISI AUTOMOTIVE RAPID	(2,638)	
Net cost associated with the remediation of historical pollution at the Hi Shear Corporation site in Torrance (US)	(13,829)	
Net restructuring and reorganization expenses	(2,685)	(4,889)
Other non-current operating income and expenses	(737)	(413)
OTHER NON-CURRENT OPERATING INCOME AND EXPENSES	(20,847)	(23,094)

The rules for presenting and defining non-current income and expenses remain unchanged compared to December 31, 2024.

Non-recurring operating income and expenses for 2025 mainly concern the costs related to the finalization of an

amicable agreement reached with the City of Torrance (California) relating to a historical environmental risk concerning the Hi-Shear site.

3.5.7 Net finance income (expense)

(in thousands of euros)	12/31/2025	12/31/2024
FINANCING EXPENSES AND REVENUE ON CASH		
Revenue on cash	5,550	4,111
Impact of the change in fair value of positive interest rate hedges	669	446
Impact of the change in fair value of negative interest rate hedges	(55)	(124)
Financing expenses	(25,889)	(30,462)
SUBTOTAL INCOME FROM CASH AND CASH EQUIVALENTS	(19,724)	(26,028)
OTHER FINANCIAL INCOME AND EXPENSES		
Foreign exchange gains	22,606	35,068
Foreign exchange losses	(57,443)	(19,932)
Impact of the change in fair value of currency hedges	2,440	(3,518)
Other	(241)	(734)
SUBTOTAL OTHER FINANCIAL INCOME AND EXPENSES	(32,638)	10,884
NET FINANCE INCOME (EXPENSE)	(52,362)	(15,144)

The financial result was -€52.4 million (-€15.1 million in 2024). This is mainly due to the following factors:

- the effects of the revaluation of foreign currency debts and receivables and the change in the fair value of hedging instruments for -€32.1 million compared to +€11.1 million in 2024;
- financial expenses, which represent the cost of long-term net debt, amounted to -€25.9 million (-€30.3 million

in 2024). They were notably reduced as a result of the repayment of the loan related to the Share Buyback Public Offering for an amount of -€6.5 million in 2025 (-€11.3 million in 2024);

- gains on current treasury investments are €5.6 million, higher than those of 2024 (€4.1 million).

Cost of finance and other financial charges and income

The cost of finance includes:

- interest charges on loans calculated using the effective interest rate method;

- interest expenses related to IFRS 16;
- interest income generated from current investments;
- changes in fair value of financial instruments.

3.5.8 Income tax

Income tax (expense or income) includes:

- The corporate income tax expense (income) to be paid for each fiscal year and the deferred tax expense (income). Tax is recognized in profit or loss unless it relates to items that are recognized directly in other comprehensive income.
- Deferred taxation is calculated using the variable carry forward method for all timing differences at year-end between taxable and accounting values of assets and liabilities on the consolidated balance sheet. Goodwill that is not amortizable for tax purposes does not give rise to the recognition of deferred tax.

Deferred tax assets are only recognized if their recovery is probable within a reasonable time period. Deferred tax assets and liabilities are measured at the tax rates in effect

at the time of the settlement of the temporary differences. Notably, a deferred tax asset on loss carryforwards is recognized only as far as it is likely that the relevant subsidiary or its tax consolidation scope will have future taxable profits to which tax loss carryforwards can be attributed.

- The LISI Group decided to classify the CVAE (French tax on Companies' Added Value) as a tax on income to be entered in the scope of application of IAS 12. This choice ensures consistency with the accounting treatment applied to similar taxes in other countries.

Revenues related to the research tax credit are classified in the income statement under "Other income".

3.5.8.1 - Breakdown of tax

Breakdown (in thousands of euros)	Pre-tax earnings	Tax*	Profit (loss) after tax
Current profit (loss)	108,647	(28,633)	80,014
Non-current operating expenses and revenues	(20,847)	5,385	(15,462)
Tax credits		112	112
CVAE (Tax on companies' added value)		(1,372)	(1,372)
PROFIT (LOSS) FOR THE PERIOD	87,800	(24,508)	63,293

* of which taxes payable: -€24,948 thousand
of which deferred tax: +€1,700 thousand

3.5.8.2 - Tax proof

Tax proof at 12/31/2025	12/31/2025	31/12/2024
Earnings attributable to the Group	139.7	56.0
Minority interests		(0.6)
Income tax recognized (income tax+income tax credit+deferred tax+CVAE)	24.5	16.4
Results from discontinued operations	(76.4)	(11.3)
Profit (loss) before income tax	87.8	60.5
Parent company standard rate	25.83%	25.83%
Theoretical income tax /rate at 25.83%	22.7	15.6
DIFFERENCE		
Effect of permanent differences	0.4	2.3
Impact of research tax credits	(0.9)	(1.3)
CVAE effect (contribution on the added value of companies)	1.0	1.0
Effects of differences between foreign and French tax rates	(0.1)	
Impact of unrecognized taxes	(3.0)	(1.5)
Pilar 2	0.5	0.2
Dividend effects - non-deductible portion	3.3	1.9
Other effects	0.6	(1.8)
INCOME TAX RECORDED TO THE INCOME STATEMENT (INCL. CVAE)	24.5	16.4
EFFECTIVE TAX RATE (INCOME TAX EXPENSE RECORDED IN INCOME BEFORE TAX)	27.9%	27.1%

3.5.8.3 - Tax rates applicable by LISI Group companies

	2025	2024
Germany	30.00%	30.00%
England	25.00%	25.00%
Canada	26.90%	26.90%
Spain	25.00%	25.00%
United States	21.00%	21.00%
France	25.83%	25.83%
Czech Republic	19.00%	19.00%
China	25.00%	25.00%
Mexico	30.00%	30.00%

3.5.9 Earnings per share

Net earnings per share (before dilution) is calculated on the ratio between the net profit for the period and the weighted number of shares in circulation during the period, after deduction of shares held by the Group (treasury shares). Net diluted earnings per share are calculated by including financial instruments that provide deferred access to the

Group's capital (stock options, share warrants, performance shares).

The tables below indicate the reconciliation between the non-diluted and the diluted earnings per share:

As of 12/31/2025 (in thousands of euros)	Profit (loss) for the period	Number of shares	Net profit (loss) per share in euros
Total shares		46,538,313	
Treasury shares		(827,808)	
BASIC EARNINGS PER SHARE	139,724	45,710,505	3.06
Restatement of performance shares being awarded		726,100	
DILUTED EARNINGS PER SHARE	139,724	46,436,605	3.01

As of 12/31/2024 (in thousands of euros)	Profit (loss) for the period	Number of shares	Net profit (loss) per share in euros
Total shares		46,538,313	
Treasury shares		(979,486)	
BASIC EARNINGS PER SHARE	56,006	45,558,827	1.23
Restatement of performance shares being awarded		942,060	
DILUTED EARNINGS PER SHARE	56,006	46,500,887	1.20

3.6 Other information

3.6.1 Segment information

The LISI Group presents its segment information in accordance with the criteria defined by IFRS 8. The Group's activities are spread over three business segments, in which the three divisions operate:

- LISI AEROSPACE, which combines all the activities in the aerospace market;
- LISI AUTOMOTIVE, which combines all the activities in the automotive market;
- LISI MEDICAL, which covers all activities in the medical market.

The "other" column mainly includes the activities of LISI SA, LISI GLOBAL SERVICES and LISI Holding North America.

Following the disposal of the LISI MEDICAL division on October 31, 2025, the only divisions remaining at December 31, 2025 are LISI AEROSPACE and LISI AUTOMOTIVE.

3.6.1.1 - Breakdown by business segment

(in thousands of euros)	LISI AEROSPACE	LISI AUTOMOTIVE	LISI MEDICAL	Other	TOTAL
12/31/2025					
INCOME COMPONENT					
Revenue by business sector*	1,191,135	558,512		(1,721)	1,747,926
EBITDA	205,593	61,820		(5,882)	261,531
Depreciation allowance and provisions	65,527	33,882		1,112	100,521
Current operating profit (EBIT)*	140,066	27,937		(6,993)	161,010
Operating profit	123,273	23,884		(6,994)	140,163
RESULTS OF CONTINUING OPERATIONS **	138,954	7,338		(83,000)	63,293
Results from discontinued operations			2,864	73,585	76,449
PROFIT (LOSS) FOR THE PERIOD	138,954	7,338	2,864	(9,415)	139,742
BALANCE SHEET COMPONENT					
Working capital requirement	250,659	87,323		16,307	354,289
Net fixed asset	760,323	381,173		(71,456)	1,070,040
ACQUISITIONS OF FIXED ASSETS	64,240	28,368	8,015	56	100,679

* After allocation of all holding division and Group costs, potentially increased by a margin.

** The income from continuing operations in the "Other" column includes the intragroup elimination of the dividend paid by LHNA to Hi-Shear Corporation (LISI AEROSPACE division) in the amount of €57.5 million, following the improvement in its cash position resulting from the sale of LISI MEDICAL Remmele.

(in thousands of euros)&*" restated"	LISI AEROSPACE	LISI AUTOMOTIVE	LISI MEDICAL	Other	TOTAL
12/31/2024					
INCOME COMPONENT					
Revenue by business sector*	1,030,092	579,699		(1,053)	1,608,737
EBITDA *	135,314	51,410		(3,114)	183,610
Depreciation allowance and provisions	49,579	34,239		1,085	84,903
Current operating profit (EBIT)*	85,735	17,170		(4,198)	98,707
Operating profit	82,700	1,801		(8,859)	75,642
RESULTS OF CONTINUING OPERATIONS	42,976	(11,064)		12,187	44,099
Results from discontinued operations			11,325		11,325
PROFIT (LOSS) FOR THE PERIOD	42,976	(11,064)	11,325	12,187	55,424
BALANCE SHEET COMPONENT					
Working capital requirement	226,933	86,644	28,377	26,021	367,975
Net fixed asset	761,646	392,682	182,493	(100,832)	1,235,989
ACQUISITIONS OF FIXED ASSETS	58,411	31,706	16,629	55	106,801

* After allocation of all holding division and Group costs, potentially increased by a margin.

3.6.1.2 - Breakdown by business segment and country

(in thousands of euros)	LISI AEROSPACE	LISI AUTOMOTIVE	LISI MEDICAL	Other	TOTAL
12/31/2025					
INCOME COMPONENT					
REVENUE BY DESTINATION AREA					
European Union	727,352	351,944		(1,721)	1,077,575
<i>Of which France</i>	488,743	103,545		(1,721)	590,567
<i>Of which Germany</i>	70,180	106,672			176,852
<i>Of which United Kingdom</i>	79,950	7,463			87,413
<i>Of which the Czech Republic</i>		34,349			34,349
North American continent	365,604	133,709			499,313
Other countries	98,180	72,859			171,039
<i>Of which China</i>	30,950	35,800			66,750
TOTAL	1,191,135	558,512		(1,721)	1,747,926
BALANCE SHEET COMPONENT					
NET FIXED ASSETS BY DESTINATION AREA					
European Union	460,390	253,137		(96,417)	617,110
<i>of which France</i>	430,704	145,821		(96,417)	480,108
<i>Of which Germany</i>		56,706			56,706
<i>Of which United Kingdom</i>	18,439				18,439
<i>Of which the Czech Republic</i>		24,620			24,620
North American continent	274,040	111,930		24,961	410,931
Africa	5,775	6,181			11,956
Asia	20,118	9,925			30,043
TOTAL	760,323	381,173		(71,456)	1,070,040
FLOWS PROVIDED BY OR USED FOR ACQUISITION OF FIXED ASSETS BY DESTINATION AREA					
European Union	47,387	21,966	3,143	56	72,552
<i>of which France</i>	42,742	15,716	3,143	56	61,656
<i>Of which Germany</i>		3,449			3,449
<i>Of which United Kingdom</i>	4,389				4,389
<i>Of which the Czech Republic</i>		1,612			1,612
North American continent	14,370	4,021	4,872		23,263
Africa	569	858			1,427
Asia	1,914	1,523			3,437
TOTAL	64,240	28,368	8,015	56	100,679

(in thousands of euros)	LISI AEROSPACE	LISI AUTOMOTIVE	LISI MEDICAL	Other	TOTAL
12/31/2024					
INCOME COMPONENT					
REVENUE BY DESTINATION AREA					
European Union	656,424	351,665	71,057	(1,053)	1,078,093
<i>of which France</i>	443,595	110,028	7,078	(1,053)	559,648
<i>Of wich Germay</i>	68,727	112,781	16		181,508
<i>Of wich United Kindom</i>	67,927	8,329	23		76,256
<i>Of wich the Czech Republic</i>		35,167			35,167
North American continent	308,650	73,817	107,045		489,512
Other countries	65,018	154,217	7,209		226,444
<i>Of wich Chine</i>	12,851	39,600			52,451
TOTAL	1,030,092	579,699	185,312	(1,053)	1,794,050
BALANCE SHEET COMPONENT					
NET FIXED ASSETS BY DESTINATION AREA					
European Union	443,551	244,840	63,428	(108,854)	642,965
<i>of which France</i>	414,960	147,276	63,428	(108,854)	516,810
<i>Of wich Germay</i>		58,027			58,027
<i>Of wich United Kindom</i>	16,329				16,329
<i>Of wich the Czech Republic</i>		24,191			24,191
North American continent	286,976	129,851	119,065	8,022	543,914
Africa	5,544	6,616			12,160
Asia	25,575	11,375			36,950
TOTAL	761,646	392,682	182,493	(100,832)	1,235,989
FLOWS PROVIDED BY OR USED FOR ACQUISITION OF FIXED ASSETS BY DESTINATION AREA					
European Union	46,858	19,286	5,096	55	71,295
<i>of which France</i>	42,854	11,034	5,096	55	59,039
<i>Of wich Germay</i>		2,922			2,922
<i>Of wich United Kindom</i>	3,695				3,695
<i>Of wich the Czech Republic</i>		4,368			4,368
North American continent	8,023	2,093	11,533		21,649
Africa	33,830	9,403			43,233
Asia	762,465	924	182,493		945,882
TOTAL	58,411	31,706	16,629	55	106,801

3.6.2 Share-based payments

3.6.2.1 - Share purchase options

The Company had no stock options plans at December 31, 2025.

3.6.2.2 - Allocation of shares subject to performance conditions

The Group has implemented bonus share plans based on performance for certain employees and managers. The objective of these plans is to create an additional incentive to improve the Group's performance, retain key managers and align the interests of management and shareholders.

In order to reward certain employees who have spent most of their career at the LISI Group, and who have actively participated in its development, the Group has also set up free share plans as part of their retirement plan.

The amount of the future expense is recognized in personnel expenses in proportion to the rights acquired since the grant date for all LISI Group employees concerned.

This expense is valued on the basis of the share price on the day the Board of Directors approved the allocation of the plan.

AASCP plans

Acting on the proposal of the NRG (Nominations, Compensation and Governance) Committee, LISI's Board of Directors decided, on December 8, 2022, to allocate performance shares to members of the Executive Committee and to members of the main Management Committees for the three LISI Group divisions, subject to their meeting all or part of certain performance targets.

The Board of Directors, which met on February 26, 2026, approved the financial results of the LISI Group and its divisions. The Board also noted the CSR performance achieved.

In total, the performance criterion rate of the 22C25 plan achieved for the LISI Group was 80%.

Plans of a similar nature were put in place for 2023, 2024 and 2026. The Board of Directors' meetings of December 7, 2023, December 5, 2024 and February 26, 2026 approved the opening of these new plans under ambitious conditions.

Loyalty plan

The LISI Group relies on the contribution of an experienced management team and wishes to retain these high-potential employees who constitute a united and motivated group of talented people. To this end, a loyalty plan, called "Défi 2025" (Challenge 2025) has been put in place for 39 employees of the Group.

The implementation rate of this plan has been estimated at 70%.

IFRS 2 requires the recognition of an expense equal to the value of the instrument granted. The counterparty is recorded as an equity item. This expense is spread over the period between the grant date of the shares and the vesting date.

The valuation of this plan takes into account performance criteria, but is also updated to reflect employee departures, if any.

The total fair value of the benefits thus granted was recognized in personnel expenses for an amount of -€5.9 million in 2025, with a counterpart in shareholders' equity.

This cost was not allocated to the divisions and remains an expense at the LISI S.A. level until the definitive realization of the plan.

3.6.3 Share purchase plans for employees

A share purchase plan (Group Savings Plan) is also available for all Group employees, in which they may purchase LISI shares within the framework of a capital increase reserved for employees or as part of a share repurchase program. Shares acquired by employees within the framework of these programs are subject to certain sale and transfer restrictions.

In the case of capital increases reserved for employees as part of the Group Savings Plan, the benefit offered to employees is the discount on the subscription price, being the difference between the subscription price of the shares and the share price at the award date (with a maximum of 20% in accordance with French law). This expense is recognized in its entirety at subscription date in the case of the Group Savings Plan.

No plans of this type were implemented during the 2025 fiscal year.

3.6.4 Information on related parties/Remuneration of members of management bodies

3.6.4.1 - Information on related parties

Related parties include the parent company, senior executives and corporate officers, and directors. There is no other jointly owned entity or entity recognized by the equity method, or joint shareholder, or business under joint control or significant influence with which the LISI Group may have carried out transactions worthy of investigation.

The only relationship of the Group with its parent company (CID) is through the capital holding. However, LISI S.A. provides assistance to its subsidiaries in accounting, financial, strategic and legal matters.

3.6.4.2 - Compensation of members of the management bodies

(in thousands of euros)	Expenses for the period		Liabilities	
	2025	2024	2025	2024
Gross current benefits (salaries , bonuses, etc.)	987	823		
Post-employment benefits (IFC)			255	213
Other non-current benefits				
Termination benefits				
Share-based benefits	237	92		
TOTAL REMUNERATION	1,224	915	255	213

The main directors will receive remuneration in the form of current benefits, post-employment benefits and share-based payments. With regard to this category, in 2024 and 2025, Mr. Emmanuel Viellard, CEO of LISI S.A. received performance shares in accordance with the same terms and conditions as other members of the divisions' General Management Committees.

With regard to the share grant plans, the corporate officers shall retain in nominative form 20% of any performance shares which may have been allocated to them until the end of their term of office.

Concerning the retirement lump sums, no specific benefit is contractually agreed upon, apart from the severance payments.

3.6.5 Financial and market instruments

The main risks covered by the Group's financial instruments are the foreign exchange risk, raw materials risk and the interest rate risk (see Section 3.4.9).

Derivatives that do not meet the hedge criteria are valued and recorded at their fair value through profit or loss. The profit or loss arising from the re-evaluation at fair value is immediately posted to the income statement.

When a derivative is designated as a hedge for cash flow variations of a recognized asset or liability, or of a highly probable, expected transaction, the effective share of

change in fair value of the derivative is recognized in Other elements of comprehensive income (shareholders' equity). Accumulated, associated profits or losses are taken out of shareholders' equity and included in the income statement of the period(s) during which the covered transaction affects the profit or loss.

The fair value recognized as at December 31, 2025 of the derivatives used in market risk management is detailed below:

(in thousands of euros)	12/31/2025		12/31/2024	
	On the assets side	On the liabilities side	On the assets side	On the liabilities side
INTEREST RATE RISK MANAGEMENT				
Variable rate payers' swaps		(69)		546
MANAGEMENT CURRENCY RISK				
Foreign exchange derivatives	1,747	464	20	2,243
RAW MATERIALS RISK MANAGEMENT				
Raw materials derivatives				321
TOTAL	1,747	395	20	3,110

3.6.5.1 - Commodity price risk

As of December 31, 2025, the Group no longer has any hedging in place for its future purchases of nickel raw materials.

3.6.5.2 - Foreign exchange risk

Overall, the Group is subject to two types of foreign exchange risk:

- outside the EUR and USD zones, it has production facilities in a dozen countries, in which the majority of the sales of its subsidiaries are denominated in EUR or in USD, whereas their costs are mainly denominated in local currency, which is the GBP, CAD, TRY, CZK and, to a lesser extent, the MAD, CNY, INR, PLN and HUF, giving rise to a cash requirement in local currencies. If these currencies were to increase in value it would affect the financial performance of the Group;
- the USD ranks second in terms of amount invoiced in that currency by the Group, after the EUR, mainly in

LISI AEROSPACE. Invoicing in other currencies is not significant at the Group scale. A weakening of the USD would affect the Group's economic performance.

In order to protect its results, the Group is implementing a hedging policy aimed at reducing the factors of uncertainty affecting its operational profitability and at giving it the time necessary to adapt its costs to any unfavorable monetary environment.

Hedging of the foreign exchange risk on local currencies

The Group has very good visibility over its local currency requirements. Equally, its hedging policy is based on the management of a portfolio of financial instruments, which

enable it to protect itself against a rise in the rate of local currencies. Hedging strategies are constantly reviewed in order to take positions when interest rates are attractive.

Hedging of USD currency risk

As indicated above, the generation of USD arises mainly from LISI AEROSPACE, which benefits from long-term contracts providing for invoicing in this currency. The hedging policy is based on the management of a portfolio of financial instruments to secure a guaranteed average hedging rate. The hedging horizon may extend over up to five years.

The main hedging instruments used by the Group to manage foreign exchange risk are forward sales, purchases and sales of options, and structured products. The foreign exchange hedging instruments outstanding as of December 31, 2025 are as follows:

	Notional at 12/31/2025		Notional at 12/31/2024	
	Currency	EUR	Currency	EUR
GBP	26,400	30,254	22,800	27,497
CAD	32,400	20,139	30,000	20,070
CZK	252,000	10,397	252,000	10,006
TRY				(92,000)
USD	32,000	27,234	52,600	50,630
TOTAL		88,025		16,203

The currency derivatives portfolio by maturity and the fair value recorded in the Group's consolidated financial statements break down as follows:

	12/31/2025					12/31/2024				
	Fair value ⁽¹⁾	Notional amount ⁽²⁾	Less than 1 year	From 1 to 5 years	More than 5 years	Fair value ⁽¹⁾	Notional amount ⁽²⁾	Less than 1 year	From 1 to 5 years	More than 5 years
Long position of GBP against USD	(0.4)	26.4	26.4			(0.7)	22.8	22.8		
Long position of CAD against USD	(0.1)	32.4	32.4			(0.7)	30.0	30.0		
Long position of TRY against EUR										
Long position of CZK against EUR	0.2	252.0	252.0				252.0	252.0		
Long position of EUR against USD	1.6	32.0	32.0			(0.9)	52.6	41.6	11.0	
TOTAL	1.3					(2.2)				

(1) Fair value amounts are expressed in millions of euros.

(2) Maximum notional amounts are expressed in millions in currencies.

3.6.6 Commitments

The Group draws up annually a detailed list of all contractual commitments, financial and commercial commitments, and contingent liabilities to which LISI S.A. and/or its subsidiaries are party or exposed. This list is regularly updated by the departments concerned and reviewed by Group Management. In order to ensure that the information on this list is complete, accurate and consistent, special control procedures have been implemented including in particular:

- the regular examination of the minutes of General Meetings, Board Meetings, and meetings of associated Committees that deal with contractual commitments, disputes and authorizations for the purchase or disposal of assets;
- review of sureties and guarantees as well as loan agreements and any other banking commitments, in conjunction with the banks and financial institutions;
- review, together with both internal and external legal counsels, of disputes and legal proceedings before the courts, environmental questions, and the measurement of liabilities that might arise;
- examination of tax inspectors' reports and reassessment notices from previous fiscal years;
- examination, together with those in charge of risk management, insurance brokers and agents of the insurance companies with which the Group has taken out its insurance policies to cover risks in respect of contingent liabilities;
- examination of transactions with related parties in respect of guarantees or other commitments given or received;
- in general, review of all contracts and contractual commitments.

3.6.6.1 - Commitments given in the course of day-to-day operations

Commitments made:

The commitments given in the context of ordinary operations are as follows:

In thousands of euros	2025	2024
Balance of investment orders	76,230	61,435
COMMITMENTS MADE	76,230	61,435

3.6.6.2 - Commitments given and received in connection with the acquisition of TERMAX

Following the acquisition (in two separate phases) of 100% of the shares of TERMAX, the sellers agreed to compensate LISI HOLDING NORTH AMERICA, subject to a total deductible of US\$200 thousand, for any damage arising in particular from:

- an environmental and tax risk, up to the amount of the purchase price of the 51% stake;
- a labor risk of US\$5 million.

This commitment will end on October 31, 2027, with the exception of the tax guarantee which will expire at the end of the legal limitation period.

3.6.6.3 - Guarantees given in connection with the sale of LISI MEDICAL

On October 31, 2025, the LISI Group sold 100% of the capital of its LISI MEDICAL division to SK CAPITAL, a US private investor.

In addition, the forward sale price may be increased by two factors:

- the first, up to a maximum of €10.0 million if a first return on investment threshold is exceeded when SK CAPITAL resells the division;
- the second, an amount equal to 10% of the sale proceeds received by SK CAPITAL above a second threshold.

As part of the sale, the LISI Group agreed to compensate SK CAPITAL in the event of failure to comply with fundamental guarantees, as the standard guarantees are covered by insurance. This commitment is valid for a period of 3 years, *i.e.* until October 31, 2028 at the latest.

In addition, as part of this transaction, the Group acquired a 9.988% minority stake in the holding company that owns the assets acquired by SK CAPITAL.

3.6.6.4 - Commitment received as part of the sale of INDRAERO SIREN and LISI AEROSPACE CREUZET MAROC

As part of the sale of INDRAERO SIREN and LISI AEROSPACE CREUZET MAROC, the buyer agreed to pay Group LISI an additional amount of maximum €13 million depending on the subsequent disposal value. This commitment is valid for a 10-year period, *i.e.* until July 3, 2029.

This commitment received had no impact on the 2025 financial statements.

3.6.6.5 - Commitment given and received as part of the minority investment in the Watch Out project

LISI AEROSPACE has invested €20 million in the holding company WatchOut Inc. to develop production automation using autonomous machines. This amount includes €5 million corresponding to an initial payment under the additional subscription made on October 31, 2025, in the form of convertible bonds for a total amount of €7 million (the balance of €2 million will be paid during the first half of 2026). The share of capital represented by these investments will depend on the conversion of the bonds issued.

In this context, Holding WatchOut Inc. has undertaken to compensate LISI AEROSPACE in the event of a breach of the guarantees granted, notably in terms of social, tax (this issue was reciprocally defined) and environmental matters. These commitments received are valid for a period of two to five years depending on the guarantees concerned, *i.e.* until May 16, 2029 at the latest.

3.6.6.6 - Guarantees received in connection with the acquisition of the business assets of Polysemble Hungary

On September 30, 2025, LISI AUTOMOTIVE HUNGARY acquired certain assets from POLYSEMBLE HUNGARY, thereby transferring the activity of POLYSEMBLE HUNGARY in Győr to LISI AUTOMOTIVE HUNGARY.

In this context, the seller agreed to compensate LISI AUTOMOTIVE HUNGARY in the event of failure to comply with the guarantees provided, in particular in the areas of labor, tax and environmental compliance. These guarantees received are valid for a period of one to six years depending on the guarantees concerned, *i.e.* until September 30, 2031 at the latest.

3.6.6.7 - Statements regarding the sale of the stake in the joint venture Ankit Fasteners Private Limited

Ankit Fasteners Pvt Ltd, in which the LISI Group holds a 53.6% stake, is in the process of being sold to its other shareholder, the Patel family, a longstanding partner. A sale agreement was signed on December 17, 2025. The transaction is expected to be finalized in 2026, subject to the satisfaction of the usual conditions precedent.

In this context, the two selling companies (LISI AEROSPACE and LISI AEROSPACE INDIA) made key representations valid as of the date of signature of the definitive sale agreement.

3.6.6.8 - Other commitments

Other commitments relate to loan agreements that provide for early repayment in the event of non-compliance with

financial covenants. Details of these borrowings are provided in Section 3.4.5.

3.7 Currency exchange rates applied by foreign subsidiaries

		12/31/2025		12/31/2024	
		Closing rate	Average rate	Closing rate	Average rate
Canadian dollar	CAD	1.6088	1.5810	1.4948	1.4835
Yuan	CNY	8.2262	8.1099	7.5833	7.7733
Czech crown	CZK	24.2370	24.6538	25.1850	25.1561
Sterling	GBP	0.8726	0.8567	0.8292	0.8450
Hong Kong dollar	HKD	9.1464	8.8217	8.0686	8.4315
Indian rupee	INR	105.5965	98.8358	88.9335	90.5176
Moroccan dirham	MAD	10.7121	10.5530	10.5190	10.7528
Mexican pesos	MXN	21.1180	21.6301	21.5504	20.0134
Zloty	PLN	4.2210	4.2367	4.2750	4.3021
US dollar	USD	1.1750	1.1314	1.0389	1.0808
Turkish Lira	TRY	50.4838	45.2170	36.7372	35.7584

4 Statutory Auditors' reports

4.1 Statutory Auditors' report on the consolidated financial statements – Fiscal year ended December 31, 2025

Opinion

Pursuant to the assignment entrusted to us by your General Meeting, we have conducted the audit of the consolidated financial statements of LISI regarding the fiscal year ended December 31, 2025, as appended to this report.

We certify that the consolidated financial statements for the period are, in respect of the IFRS standard as adopted in the

European Union, correct and genuine and give a true and fair view of the earnings derived from the Company's activity during the fiscal year, as well as the financial position and the assets and liabilities at the end of the fiscal year, of all consolidated companies of the consolidated group.

The opinion expressed above is consistent with the content of our report to the Audit Committee.

Basis of our opinion

■ Audit repository

We have carried out our audit in accordance with the professional standards in use in France. We consider that the items we have gathered form both a sufficient and an appropriate basis for our opinion.

Our responsibilities under these standards are specified in the Section "Responsibilities of Statutory Auditors relating to the audit of the consolidated financial statements" of this report.

■ Independence

We have conducted our audit in compliance with the rules of independence applicable to us under the provisions of the French Commercial Code and the French Code of Ethics for Auditors, for the period running from January 1, 2025 to the date of issue of this report, and we have not provided services prohibited under Article 5, paragraph 1, of Regulation (EU) No. 537/2014.

Justification of our assessments – Key audit matters

In accordance with the provisions of Articles L.821-53 and R.821-180 of the French Commercial Code relating to the justification of our assessments, we bring to your attention the key audit matters relating to risks of material misstatement which, in our professional judgment, were the most significant for the audit of the consolidated financial statements for the fiscal year, as well as the responses we have provided to these risks.

The assessments thus made are part of the audit of the consolidated financial statements taken as a whole and the formation of our opinion expressed above. We do not express an opinion on elements of these consolidated financial statements taken separately.

■ Goodwill – Impairment test

Key audit matter	Audit response provided
<p>At December 31, 2025, the net value of goodwill amounted to €318,031 thousand for a balance sheet total of €2,117,012 thousand. This goodwill corresponds to the difference between the consideration transferred at the time of the business combination and your Group's interest in the fair value, at the acquisition date, of the identifiable assets and liabilities of the acquired companies, as mentioned in Note 3.4.1.1 to the consolidated financial statements.</p> <p>Goodwill is subject to an impairment test at each year-end and each time that a risk of impairment is identified. Notes 3.4.1 and 3.4.1.1 to the consolidated financial statements describe the methods and assumptions (cash flow, discount rate, growth rate) of this test. For the purposes of this test, goodwill is allocated to each of the groups of cash-generating units (CGUs) corresponding for your Group, to the two divisions LISI AEROSPACE and LISI AUTOMOTIVE. The recoverable value of each of the groups of CGUs of your Group is compared to the net book value of the corresponding assets.</p> <p>The recoverable amount is defined as the higher of the realizable value and the value in use. If the recoverable value is lower than the net book value of the CGU group tested, the discrepancy is recognized as impairment.</p> <p>The determination of the recoverable value of the goodwill of the groups of CGUs, which represent a particularly significant amount, is largely based on your Group's judgment, particularly with regard to the growth rate used for the cash flow projections and the discount rate applied to them. We therefore considered the valuation of the goodwill of the groups of CGUs to be a key audit matter.</p>	<p>We reviewed the process used to prepare and approve the estimates and assumptions made by management to determine the recoverable value of goodwill allocated to groups of CGUs.</p> <p>Our work consisted of:</p> <ul style="list-style-type: none"> ■ assessing the implementation of this process; ■ assessing the completeness of the items making up the net carrying amount of the CGUs tested and the consistency of the determination of this value with the way in which cash flow projections were determined for utility value; ■ examining the reasonable nature of the discount rates and growth rates used by management by comparing them with our own estimates of these rates, as established in conjunction with our own specialists; ■ examining, on a sample basis, the future cash flows used, in light of the budgetary data and the four-year strategic plan presented to the Board of Directors, the historical results as well as the economic and financial context in which your Group operates; ■ checking, using sample testing techniques, the mathematical correctness of the impairment tests performed by management.

Specific verifications

<p>In accordance with professional standards applicable in France, we have also performed the specific verifications required by law and regulations on the information relating to the Group provided in the management report by the Board of Directors.</p>	<p>We have no comments to make on their sincerity and consistency with the consolidated financial statements.</p>
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Other verifications or information required by current laws and regulations

<p>■ Format of presentation of the consolidated financial statements to be included in the annual financial report</p> <p>In accordance with the professional standards relating to the work of statutory auditors on annual and consolidated financial statements presented in single European electronic reporting format, we also verified compliance with this format, as defined by Delegated European Regulation 2019/815 of December 17, 2018 on the presentation of consolidated financial statements intended for inclusion in the annual financial report mentioned in section I of Article L.451-1-2 of the French Monetary and Financial Code, prepared under the responsibility of the Chief Executive Officer. With regard to consolidated financial statements, our procedures include verifying that the mark-up of these financial statements complies with the format defined by the aforementioned regulation.</p>	<p>On the basis of our work, we concluded that the presentation of the consolidated financial statements intended for inclusion in the annual financial report complies, in all material respects, with the single European electronic reporting format.</p> <p>Furthermore, it is not our responsibility to verify that the consolidated financial statements that will be included by your company in the annual financial report filed with the AMF correspond to those on which we carried out our work.</p>
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■ **Auditors' appointment**

We were appointed as Statutory Auditors of LISI by your General Meeting of April 12, 2023 for KPMG SA and of April 27, 2011 for ERNST & YOUNG et Autres.

As of December 31, 2025, KPMG SA was in the third year of its uninterrupted mission and ERNST & YOUNG et Autres in the fifteenth year of its mission.

Responsibilities of management and of those charged with corporate governance in relation to the consolidated financial statements

It is management's responsibility to draw up the consolidated financial statements giving a true and fair view in accordance with the International Financial Reporting Standards (IFRS), as adopted in the European Union, and to put in place the internal control that it deems necessary for drawing up the consolidated financial statements free of material misstatements, whether due to fraud or error.

When drawing up the consolidated financial statements, it is the responsibility of management to assess the company's capacity to continue its operations, to present in these financial statements, if applicable, the necessary

information on the going concern assumption and to apply the going concern principle, unless it is planned to wind up the company or discontinue its operation.

It is the responsibility of the Audit Committee to monitor the process of preparing the financial information and the effectiveness of internal control and risk management systems, and, if applicable, the internal audit systems, with regard to the procedures concerning the preparation and processing of accounting and financial information.

The consolidated financial statements were approved by the Board of Directors.

Responsibilities of Auditors relating to the audit of the consolidated financial statements

Audit objective and approach

It is our responsibility to prepare a report on the consolidated financial statements. Our objective is to obtain a reasonable assurance that the consolidated financial statements, taken as a whole, are free of material misstatements. Reasonable assurance is a high level of assurance, without however guaranteeing that an audit conducted in accordance with professional standards systematically ensures that any material misstatement is detected. Misstatements may be due to fraud or errors and are considered as material where it is reasonable to expect that they can, taken separately or together, influence the economic decisions that users of the financial statements take based on them.

As set out in Article L.821-55 of the French Commercial Code, our task of certifying the financial statements does not consist in guaranteeing the viability or the quality of the management of your company.

As part of our audit conducted in accordance with the professional standards applicable in France, the Auditor exercises his professional judgment throughout this audit. Furthermore:

- the Statutory Auditor identifies and assesses the risks that the consolidated financial statements contain material misstatements, whether due to fraud or error, defines and implements audit procedures to tackle these risks, and gathers the information that he/she deems sufficient and relevant to form his/her opinion. The risk of non-detection of a material misstatement arising from a fraud is higher than that of a material misstatement arising from an error, since fraud may involve collusion, forgery, deliberate omissions, misrepresentations or the circumvention of internal control;
- he/she reviews the internal control relevant to the audit in order to define appropriate audit procedures in the

circumstances, and not with the objective of expressing an opinion on the effectiveness of the internal control;

- he/she assesses the appropriateness of the accounting policies used and the reasonableness of the accounting estimates made by management, as well as the disclosures provided in the consolidated financial statements;
- he/she assesses the appropriateness of the application by management of the accounting principle of going concern and, based on the information gathered, the existence or non-existence of a significant uncertainty relating to events or circumstances likely to undermine the company's ability to continue its operation. This assessment is based on information compiled up to the date of his/her report, it being specified, however, that subsequent circumstances or events may undermine the company's ability to continue as a going concern. If he/she concludes that there is a significant uncertainty, he/she draws the attention of readers of his report on the information provided in the consolidated financial statements regarding this uncertainty or, if such information is not provided or is not relevant, he/she issues a qualified opinion or refuses to certify;
- he/she assesses the overall presentation of the consolidated financial statements and appraises whether the consolidated financial statements reflect the underlying transactions and events such as to give a true and fair view;
- as regards the financial information of companies included in the scope of consolidation, he/she gathers the information that he/she deems sufficient and relevant to express an opinion on the consolidated financial statements. He/she is responsible for the management, supervision and conduct of the audit of the consolidated financial statements and of the opinion expressed on these financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee presenting the scope of the audit work and the program of work implemented, as well as the findings following from our work. We also inform the Committee, where applicable, of significant weaknesses in internal control that we have identified as regards procedures relating to the preparation and processing of accounting and financial information.

The report to the Audit Committee includes information on the risks of material misstatements that we deemed to have been the most important for the audit of the consolidated financial statements for the fiscal year and

which constitute the key audit matters that we have to describe in this report.

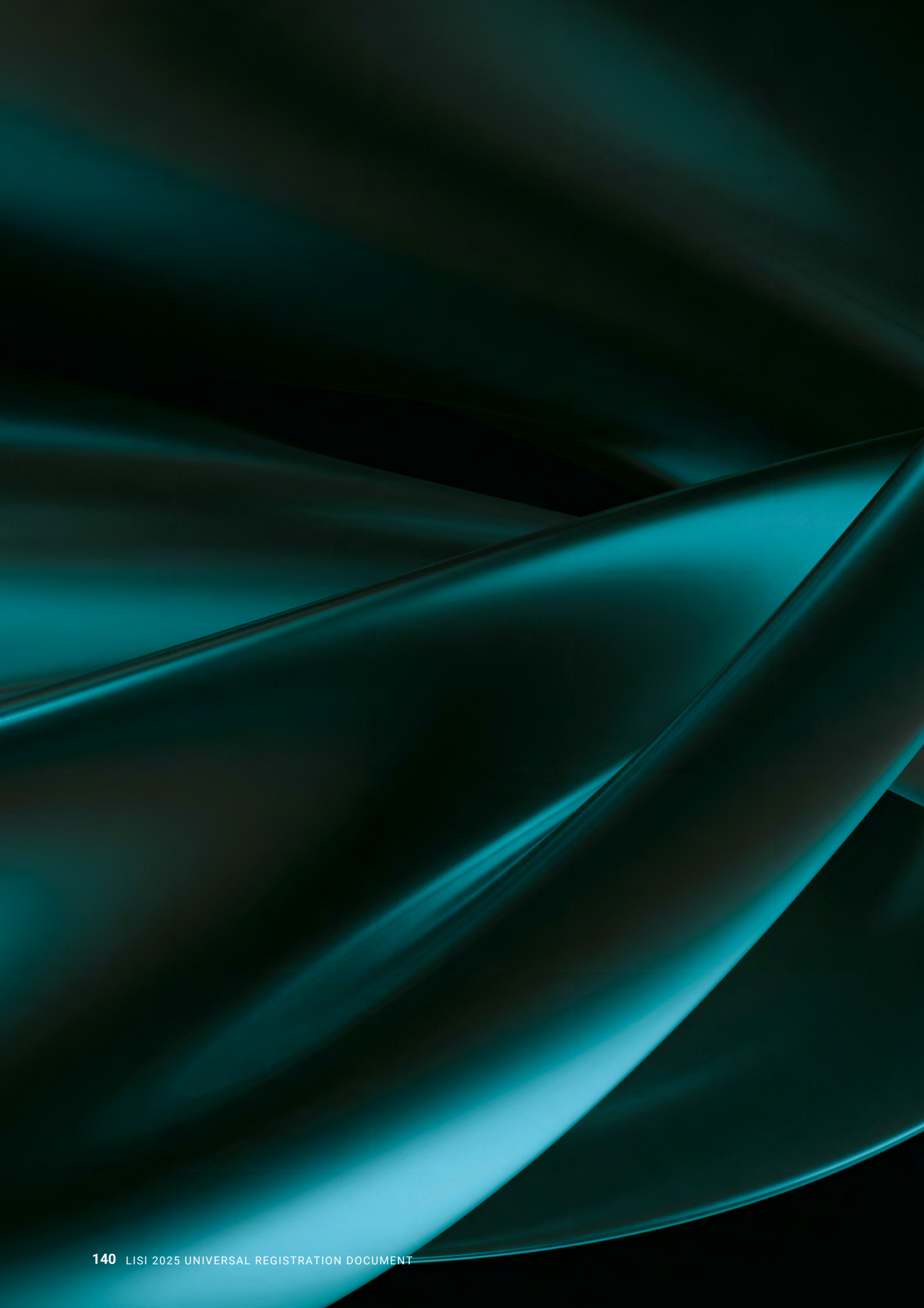
We also submit to the Audit Committee the declaration set out in Article 6 of Regulation (EU) No. 537/2014 confirming our independence, within the meaning of the rules applicable in France as they are set out in Articles L.821-27 to L.821-34 of the French Commercial Code and in the French Code of Ethics for Auditors. Where necessary, we discuss the risks to our independence and the safeguard measures applied with the Audit Committee.

The Statutory Auditors

Schiltigheim, April 1, 2026
KPMG
Stéphane Devin
Partner

Paris-La Défense, April 1, 2026
ERNST & YOUNG et Autres
Romain Lancner
Partner

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**SEPARATE
FINANCIAL
STATEMENTS
2025**

3

SEPARATE FINANCIAL STATEMENTS 2025

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1 Income statement at 12/31/2025

(in thousands of euros)	Notes	2025	2024
Revenue		12,225	11,246
Transfer of expenses			138
Reversal of depreciation, provisions		1,023	742
Other income			16
OPERATING INCOME	5.4.1	13,248	12,142
Other purchases and external expenses	5.4.2	(4,978)	(7,757)
Taxes, duties, and similar payments	5.4.2	(433)	(376)
Wages and salaries	5.4.2	(5,014)	(4,538)
Social security contributions	5.4.2	(2,538)	(2,202)
Depreciation and amortization of fixed assets	5.4.2	(332)	(327)
Provisions for risks and charges	5.4.2	(1,978)	(3,592)
Other expenses	5.4.2	(1,054)	(479)
OPERATING PROFIT		(3,079)	(7,129)
Finance income			
- From equity investments		61,916	70,793
- Other interest and similar income		5,350	3,937
- Foreign exchange gains		17,951	21,263
- From the sale of marketable securities		1,044	298
- Reversals of provisions		1	503
Financial expenses			
- Other interest and similar expenses		(28,215)	(34,930)
- Foreign exchange losses		(42,886)	(13,302)
- From disposal of marketable securities		(198)	(309)
- Provisions		(1,199)	(1)
NET FINANCE INCOME (EXPENSE)	5.4.3	13,764	48,252
CURRENT PROFIT BEFORE TAX		10,685	41,123
Extraordinary income		117,684	682
Extraordinary Expenses		(51,890)	(797)
NON-OPERATING PROFIT (LOSS)	5.4.4	65,794	(115)
Income tax	5.4.5	18,788	18,873
NET PROFIT (LOSS)		95,267	59,881

2 Balance sheet at 12/31/2025

ASSETS (in thousands of euros)	Notes	2025			2024
		Gross	Depreciation and impairment	Net	Net
NON-CURRENT ASSET					
Intangible fixed assets					
Licenses, patents, and similar rights	5.3.1	1,071	1,037	34	128
Property, plant, and equipment					
Land	5.3.1	37		37	37
Building	5.3.1	76	76		
Other property, plant, and equipment	5.3.1	2,689	2,026	663	851
Property, plant, and equipment under construction	5.3.1	25		25	32
Financial investments					
Investments	5.3.2	124,500		124,500	157,837
Receivables related to equity investments	5.3.2	16,471		16,471	54,101
Other long-term investments	5.3.2	10	8	2	2
Other financial assets	5.3.2	1,250		1,250	1,250
TOTAL NON-CURRENT ASSETS		146,129	3,147	142,982	214,238
CURRENT ASSETS					
Trade receivables	5.3.4	7,993		7,993	8,181
Other debtors	5.3.4	16,825		16,825	11,564
Subsidiaries' current accounts	5.3.4	483,872		483,872	572,544
Tax credit	5.3.4	11,442		11,442	11,257
Deferred charges	5.3.4	284		284	166
Marketable securities	5.3.5	9,657		9,657	13,859
Cash	5.3.6	210,192		210,192	129,330
TOTAL CURRENT ASSETS		740,265	-	740,265	746,734
Translation differences assets		1,199		1,199	1
TOTAL ASSETS		887,593	3,147	884,446	961,139
(1) of which less than one year		-	-	-	-

LIABILITIES (in thousands of euros)	Notes	2025	2024
SHAREHOLDERS' EQUITY			
Share capital		18,615	18,615
Reserves		1,882	1,882
<i>of which legal reserve</i>		1,861	1,861
Balance carried forward		87,662	45,679
Profit (loss) for the period		95,267	59,881
TOTAL SHAREHOLDERS' EQUITY	4	203,426	126,057
PROVISIONS FOR RISKS	5.3.9	1,199	1
Debt	5.3.9	5,426	4,471
Sundry loans and financial debts (*)	5.3.4	371,337	523,188
Subsidiaries' current accounts	5.3.4	292,454	293,557
Accounts payable and apportioned accounts	5.3.4	5,675	3,483
Tax and statutory payments	5.3.4	4,149	3,509
Other creditors	5.3.4	767	48
TOTAL DEBT		674,382	823,784
Translation differences liabilities		13	6,825
TOTAL LIABILITIES		884,446	961,139
(*) of which short-term banking facilities		-	(3,099)

3 Cash flow statement at 12/31/2025

(In thousands of euros)	2025	2024
Operating activities		
Operating cash flow	29,934	62,556
Effect of changes in accounts receivable and accounts payable	(9,963)	3,836
CASH FLOW FROM OR USED FOR OPERATIONS (A)	19,971	66,392
CAPEX		
Cash used to acquire tangible and intangible fixed assets	(43)	(50)
Cash received from the disposal of tangible and intangible fixed assets	–	–
Disbursements from the acquisition of financial assets	–	–
Receipts resulting from the sale of financial assets	117,684	–
Net cash allocated to subsidiary acquisitions and disposals	–	–
Change in other financial assets	–	(500)
Cash payments and collections from loans to subsidiaries	21,100	3,711
CASH FLOW FROM OR USED FOR INVESTING ACTIVITIES (B)	138,742	3,161
Financing operations		
Dividends paid to shareholders of the parent company	(17,897)	(14,195)
Cash received from new loans	60,494	106,127
Repayment of loans	(209,119)	(85,029)
CASH FLOW FROM OR USED FOR FINANCING ACTIVITIES (C)	(166,522)	6,903
Impact of reclassification of receivables related to investments (D)		
CHANGE IN CASH (A+B+C+D) *	(7,810)	76,456
Cash at January 1 (E)	419,076	342,620
Cash at December 31 (A+B+C+D+E)	411,267	419,076
Marketable securities	9,657	13,859
Cash, subsidiaries' current accounts	694,064	701,873
Banking facilities, subsidiaries' current accounts	(292,454)	(296,656)
CLOSING CASH POSITION **	411,267	419,076

4 Change in shareholders' equity at 12/31/2025

(in thousands of euros)	
AS OF 12/31/2023	80,371
Profit (loss) for the period	59,881
Dividends paid	(14,195)
AS OF 12/31/2024	126,057
Profit (loss) for the period	95,267
Dividends paid	(17,897)
AS OF 12/31/2025	203,426

5 Notes to the separate financial statements

The key role of LISI S.A., the parent company of the LISI Group, is to oversee projects of general interest and coordinate Company activity. More specifically, LISI manages the following services for its subsidiaries:

- strategic planning, external growth procedure, action plans, resource allocation;
- translation of the strategy into an annual budget plan;
- financial control and internal audit (operating system controlling program);
- financial and fiscal consolidation;
- financial optimization, centralized cash management for the Group, management of investments and financial liabilities, hedging of foreign currencies and interest rates;
- coordination of insurance, purchasing, quality, research and development, information systems;
- general policy and audit concerning health, safety and the environment (HSE) and sustainable development approach (CSR), human resources and investments as well as industrial improvement plans (LEAP) and cost control plans (COS);
- management of strategic projects and implementation of the "LISI SYSTEM" and of strategic action plans;
- implementation of an overarching communication policy (internal, external, corporate, human resources, financial and marketing) directly linked to the Group's strategy;

- implementation of a policy to protect employees and retain talent within the LISI Group.

LISI S.A. is a société anonyme (public limited company) with a Board of Directors, with capital of €18,615,325.20 representing 46,538,313 shares with a nominal value of €0.40. It is registered at the Belfort trade registry, under No. 536 820 269. The head office is located in Grandvillars at 6 rue Juvénal Viellard.

The information below constitutes the notes to the balance sheet before distribution for the fiscal year ended December 31, 2025, the total amount of which is €884,446,114, and to the income statement for the fiscal year, presented in list form, which shows a profit of €95,266,586.

The fiscal year lasted twelve (12) months, from January 1, 2025 to December 31, 2025.

The notes and tables presented below, with figures shown in thousands of euros, are an integral part of the annual financial statements.

The presentation of figures in thousands of euros may involve rounding differences in the aggregation and cross-referencing of balance sheet and income statement items with the various notes to the financial statements.

These financial statements were approved on February 26, 2026 by the Board of Directors.

5.1 2025 highlights

Sale of LISI MEDICAL

On October 31, 2025, the LISI Group sold 100% of the capital of its LISI MEDICAL division to SK CAPITAL, a US private investor, for a net price of €270.4 million. The Group acquired a minority stake of 9.988% in the holding company comprising all of the assets acquired by SK CAPITAL (stake valued at €18.1 million).

In addition to the 9.988% reinvestment, the forward sale price may be increased by two elements:

- the first, up to a maximum of €10.0 million if a first return on investment threshold is exceeded when SK CAPITAL resells the division;

- the second, an amount equal to 10% of the sale proceeds received by SK CAPITAL above a second threshold.

The impacts concerning LISI S.A. are detailed in the notes to the separate financial statements below.

5.2 Accounting principles and policies

ANC Regulation No. 2022-06, approved on December 30, 2023, amends the French General Chart of Accounts and applies from January 1, 2025. In particular, it amends the definition of non-operating profit (loss), abolishes the expense transfer technique and amends the financial statement templates.

The financial statements for the fiscal year ended December 31, 2025 were prepared and presented in accordance with this Regulation.

The financial statements for the fiscal year ended December 31, 2024 have not been retrospectively restated for the new rules. However, reclassifications and combinations have been made between balance sheet and income statement lines to comply with the new format of the financial statements.

This change in accounting policies has had no material impact on the various items for the 2025 fiscal year.

Accounting policies have been applied in compliance with the precautionary principle, in accordance with the basic assumptions of going concern, consistency of accounting policies and independence of fiscal years.

The preparation of financial statements requires LISI S.A. to make estimates and assumptions which are liable to impact on both its assets and liabilities as well as those of its subsidiaries and equity interests.

The latter are exposed both to specific, industry-related risks as well as risks relating to the wider international environment.

In the financial statements of LISI S.A., the judgments made and the assumptions used to apply the accounting policies concern more specifically equity investments, particularly when the valuations are based on the subsidiaries' forecast data.

5.3 Breakdown of statement of financial position

5.3.1 Property, plant and equipment and intangible assets

Property, plant and equipment and intangible assets are valued at their historical cost (price of purchase and related expenses), and depreciation is calculated using the

straight-line method, in accordance with their actual or expected useful life.

a) Gross property, plant and equipment and intangible assets

(in thousands of euros)	At 12/31/2024	Acquisitions	Disposals / Deconsolidations / item-to-item	At 12/31/2025
Start-up and development costs	-	-	-	-
Other intangible fixed asset items	1,071	-	-	1,071
INTANGIBLE ASSETS	1,071	-	-	1,071
Land	37	-	-	37
Building on freehold land	76	-	-	76
Buildings on third-party land	-	-	-	-
Buildings, installations, fixtures, etc.	-	-	-	-
General installations, fixtures and fittings	1,691	5	-	1,697
Office and IT equipment, furniture	947	45	-	992
TANGIBLE ASSETS	2,751	50	-	2,802
Property, plant and equipment in progress	32	-	7	25
PROPERTY, PLANT AND EQUIPMENT IN PROGRESS	32	-	7	25
TOTAL	3,854	50	-	3,898

b) Depreciation and amortization of property, plant and equipment and intangible assets

(in thousands of euros)	Depreciation period and method	At 12/31/2024	Allowances	Decreases or reversals	At 12/31/2025
Start-up and development costs		-	-	-	-
Other intangible fixed asset items	5 years straight line	943	94	-	1,037
AMORTISATION OF INTANGIBLE ASSETS		943	94	-	1,037
Land		-	-	-	-
Buildings	33 years straight line	76	-	-	76
General installations, fixtures, and fittings	10 years straight line	1,055	169	-	1,224
Transport equipment	5 years straight line	-	-	-	-
Office and IT equipment, furniture	3 to 10 years straight line	732	69	-	801
DEPRECIATION OF TANGIBLE FIXED ASSETS		1,863	239	-	2,102
TOTAL DEPRECIATION OF FIXED ASSETS		2,806	333	-	3,139

5.3.2 Financial investments

Participating shares and other financial fixed assets are valued at their purchase price, excluding the costs incurred in their acquisition. If these values are higher than the value in use, a provision for depreciation is recorded to account for the discrepancy.

The value in use is calculated from each line of investment, based on the profitability and performance outlook for the

companies concerned, on developments in the economic sectors in which they operate, and on their positions within these sectors.

The inventory value has been brought into line with the utility value calculated for impairment tests which did not show any loss in value.

Figures expressed (in thousands of euros)	Gross value as of 12/31/2024	Acquisitions	Disposals	Gross value as of 12/31/2025
Equity-accounted investments	-			
Equity interests and related receivables	211,938	16,529	87,495	140,972
– of which LISI Holding North America loan	33,646		33,646	-
– of which, Hi-Vol loan	20,455		3,983	16,472
Other financial investments	1,260		-	1,260
TOTAL	213,198	16,529	87,495	142,231

The "Other financial investments" item mainly includes five loan guarantee holdbacks for a total of €1,250 thousand.

Following the sale of LISI MEDICAL Remmele, held directly by LHNA, the latter repaid the full amount of the loan taken out with LISI using the cash generated by the sale.

The change in "Equity interests and related receivables" also includes cash flows related to the sale of LISI MEDICAL by LISI S.A. The cash flow of €16.5 million corresponds to a capital increase by incorporation of a current account carried out before the sale. Share deconsolidations amounted to -€49.9 million.

5.3.3 Provisions for impairment of financial assets and property, plant and equipment

No provisions for equity interests or for receivables related to equity interests have been recognized in the LISI S.A. financial statements.

A provision for other financial investments was recorded on the balance sheet in the amount of €8 thousand. It relates to the holding of minority securities.

5.3.4 Receivables and payables by maturity

Receivables are valued at their nominal value. They are assessed on a case-by-case basis, according to the risks

specifically assessed for each case. Depending on the risk incurred, an impairment loss is recognized.

RECEIVABLES (in thousands of euros)	Gross amount at end of period	Less than 1 year	1 to 5 years	More than 5 years
Customers	7,993	7,993	-	-
Income tax	11,442	11,442	-	-
Tax integration current accounts	1,225	1,225	-	-
Subsidiaries' current accounts	483,872	483,872	-	-
Other debtors	15,456	15,456	-	-
ACCOUNTS RECEIVABLE	519,988	519,988	-	-
Prepayments	284	284		
TOTAL	520,272	520,272	-	-

DEBT (in thousands of euros)	Gross amount at end of period	Less than 1 year	1 to 5 years	More than 5 years
Loans and debts from credit institutions:				
at a maximum of 1 year when contracted	327	327	-	-
at more than 1 year when contracted	371,010	79,948	278,708	12,354
Accounts payable and apportioned accounts	5,675	5,675	-	-
Debt on fixed assets and apportioned accounts	14	14	-	-
Tax and statutory payments	4,148	4,148	-	-
Tax integration current accounts	699	699	-	-
Subsidiaries' current accounts	292,454	292,454	-	-
Other creditors	55	55	-	-
TOTAL	674,382	383,320	278,708	12,354

As at December 31, 2025, the item "Loans and debts from credit institutions" included:

1. The issue of unsecured notes on the US Private Placement (USPP) market on March 20, 2015 for an amount of €20 million, on March 4, 2016 for an amount of €40 million and on May 6, 2021 for an amount of €50 million. The balance as at December 31, 2025 of €48.6 million will be paid out in the following installments:

- at one year: €12.9 million,
- at two to five years: €28.6 million,
- at more than 5 years: €7.1 million.

Financial covenants related to this debt are:

- consolidated gearing ratio <1.2 (net debt/shareholders' equity),
- consolidated leverage ratio <3.5 (net debt/EBITDA),
- coverage ratio of consolidated interest expense >4.5 (EBITDA/Net interest expense).

2. Taking out a loan of €200 million to finance the capital reduction transaction that took place during the first half-year 2023. The cash generated following the sale of LISI MEDICAL allowed for an early repayment of €127.5 million. The total amount repaid in 2025 was €142.5 million. Of the €42.5 million balance as at December 31, 2025, €7.5 million will be repaid in 2026, while the residual amount will be paid between March 2027 and May 2028.

The financial covenants (based on the LISI Group's consolidated financial statements) related to this loan are as follows:

- consolidated gearing ratio <1.2 (net debt/shareholders' equity),
- consolidated leverage ratio <3.5 (net debt/EBITDA).

All covenants relating to loans contracted by LISI S.A. were complied with at the close of the fiscal year.

5.3.5 Marketable securities

Marketable securities

Marketable securities are valued at their purchase price, excluding the costs incurred in their acquisition. They may

be depreciated in line with the average price or the year-end price.

Treasury shares

Treasury stock is held as marketable securities. The latter are valued at their lowest acquisition price or market value (average stock market price for December) for treasury stocks purchased under price regulation or equity not allocated to staff stock option or share allocation plans. For shares allocated to plans, CNC notice No. 2008-17 applies.

LISI S.A., through a market making agreement with an independent service provider (ODDO BHF), purchased 390,794 LISI shares for €15.5 million and sold 419,497 LISI shares for an amount of €15.8 million. As at December 31, 2025, the number of LISI shares held through the market making agreement was 11,625.

As at December 31, 2025, marketable securities were as follows:

(in thousands of euros)

827,808 LISI shares*	9,656
SICAV and deposit certificates	1
I.E. A GROSS VALUE OF	9,657

* 8827,808 shares held under the delegation for the purpose of repurchasing the Company's own shares up to a limit of 10%, including those held under the market making agreement, i.e. 1.8% of the share capital.

5.3.6 Cash

This item amounted to €210.2 million in 2025 compared to €129.3 million in 2024. It mainly consists of foreign currency bank accounts.

5.3.7 Cash and Net Debt

(in thousands of euros)

	2025	2024
Subsidiaries' current accounts	483,872	572,544
Marketable securities	9,657	13,859
Cash	210,192	129,330
AVAILABLE CASH [A]	703,721	715,732
Subsidiaries' current accounts [B]	292,454	293,557
Banking facilities for operations [B]	-	3,099
NET CASH [A - B]	411,267	419,076
Borrowings and debt	371,337	520,090
Financial debt [C]	371,337	520,090
NET DEBT [D = C + B - A]	(39,930)	101,014

The sale of LISI MEDICAL SAS for a sale price of €117.7 million in France, as well as the repayment of financial receivables in the US, enabled LISI S.A. to reduce its debt and return to negative net debt of -€39.9 million.

Cash and cash equivalents and bank overdrafts are valued at their nominal value.

Foreign currency balances are translated at the closing rate, and the resulting exchange differences are recorded in net finance income (expense).

5.3.8 Inventory of financial investments

a) Shares

(in thousands of euros)

	Gross book values	Provisions	Net book values
Equity interests			
French companies	124,500	-	124,500
<i>LISI AEROSPACE</i>	30,864	-	30,864
<i>LISI AUTOMOTIVE</i>	93,636	-	93,636
Foreign companies	-	-	-
TOTAL EQUITY INTERESTS	124,500	-	124,500
Securities held for sale	-	-	-
French companies	1	-	1
Foreign companies	-	-	-
TOTAL MARKETABLE SECURITIES	1	-	1

b) Marketable securities

(in thousands of euros)

	Gross book values	Provisions	Net book values
Treasury shares	9,656	-	9,656
SICAV and deposit certificates	1	-	1
TOTAL MARKETABLE SECURITIES	9,657	-	9,657

5.3.9 Provisions for risks and charges

Provisions for risks and charges are recognized in accordance with the CRC Regulation 2000-06 of December 7, 2000, on liabilities.

This regulation stipulates that a liability is recognized when a company has an obligation to a third party and it is probable or certain that this obligation will necessitate an outflow of resources to the third party, with no equivalent or larger payment in return. The obligation must exist at the closing of accounts in order to be recognized.

Provisions are calculated with help from the Group's lawyers and consultants, based on current protocol and an assessment of the risks at the date of closing of accounts.

Detailed additions to and reversals of provisions impact operating income, with the exception of the provision for foreign exchange losses, which is classified in net finance income (expense).

(in thousands of euros)	At 12/31/2024	Allowances	Reversals		At 12/31/2025
			used	unused	
Provisions for exchange losses	1	1,199	(1)		1,199
Total provisions for risk	1	1,199	(1)	-	1,199
Provision for long service medals	28		-	-	28
Provision for allocation of free shares subject to performance conditions	1,693	1,978	(765)	-	2,905
Other provisions for charge	2,750		(258)	-	2,492
Total provisions for charge	4,471	1,978	(1,023)	-	5,425
TOTAL	4,472	3,177	(1,024)	-	6,624

The provision for expenses in the amount of €2.5 million concerns the termination of a project to deploy human resources management software for all LISI Group subsidiaries.

The full reversal of the provision for the allocations of shares subject to performance conditions was used.

The existing provision was added to following the upward revision of the performance, used to review the rate of achievement of the criteria attached to the various performance share plans.

5.4 Breakdown of main income statement items

5.4.1 Operating income

	2025	2024
Revenue	12,225	11,246
Expense transfers	-	138
Reversal of provisions	1,023	742
Other products		16
TOTAL OPERATING INCOME	13,248	12,142

LISI S.A.'s revenue is essentially made up of services invoiced to the subsidiaries of LISI S.A. in respect of assistance, control and coordination of activities. These invoices reflect operating expenses enabling LISI S.A. to carry out its general management and coordination tasks with its subsidiaries, with a margin of 10%.

Reversals of provisions mainly cover share plans subject to performance conditions attributable to all employees enrolled in the various plans, as well as the partial reversal of the provision for expenses related to HR management software.

5.4.2 Operating expenses

	2025	2024
External costs	4,978	7,757
Taxes and similar payments	433	376
Wages and salaires	5,014	4,538
Social security contributions	2,538	2,202
Depreciation	332	327
Provisions	1,978	3,592
Other charges	1,054	479
TOTAL OPERATING EXPENSES	16,327	19,271

In 2024, the Company recorded the upcoming cost relating to the termination of an HR management software installation project for an amount of €4.3 million, under external expenses and provisions.

The change in provisions compared to 2024 is therefore partly due to the recognition in the previous fiscal year of a provision for expenses following the termination of this project.

The balance of the provisions item for the 2025 fiscal year concerns the provision for the fair value of performance share plans attributable to all Group employees enrolled in the various current plans. The percentages of achievement of the criteria for these plans are backed by the Group's strategic plans.

5.4.3 Net finance income (expense)

	2025	2024
Financial income and revenue on cash		
Net revenue on cash	6,196	3,925
Revenues from subsidiaries' loans and current accounts	21,912	30,792
Financial income	(17,973)	(22,787)
Interest expense on subsidiaries' current accounts	(10,242)	(12,143)
SUBTOTAL INCOME FROM CASH AND CASH EQUIVALENTS	(107)	(213)
Other financial income and expenses		
Net exchange rate differences	(24,935)	7,962
Dividends received	40,004	40,001
[increase in] provisions	(1,199)	(1)
Reversal of provisions	1	503
SUBTOTAL OTHER FINANCIAL INCOME AND EXPENSES	13,871	48,465
NET FINANCE INCOME (EXPENSE)	13,764	48,252

The net finance income (expense) excluding dividends received from LISI AEROSPACE was negative at -€26.2 million, compared to +€8.2 million in 2024. This difference was mainly due to:

- a negative foreign exchange change of -€24.9 million in 2024 compared to +€8.0 million in 2024: this amount comes from the impact of the revaluation of LISI S.A.'s receivables and debts towards its foreign subsidiaries on the one hand and, on the other hand, the revaluation of its foreign currency bank accounts;
- the increase in revenue on cash: +€2.3 million compared to 2024, mainly due to interest on positive bank accounts in foreign currencies;

- the -€4.8 million decrease in financing expenses, which was partly due to the reduction of interest on the loan taken out in May 2023 to finance the capital reduction transaction (nearly €5 million decrease over 2025). The decrease in the Company's debt also led to a decrease in the residual borrowing rate.

Allocations to and reversals of financial provisions concern the revaluation of Group borrowings in US dollars.

5.4.4 Non-operating profit (loss)

	2025	2024
Non-current income		
Net revenue on cash		-
Revenues from subsidiaries' loans and current accounts	117,684	-
Financial income		682
SUBTOTAL INCOME FROM CASH AND CASH EQUIVALENTS	117,684	682
Other financial income and expenses	-	
Net exchange rate differences	2,024	797
Dividends received	49,866	-
[increase in] provisions		-
SUBTOTAL OTHER FINANCIAL INCOME AND EXPENSES	51,890	797
NET FINANCE INCOME (EXPENSE)	65,794	(115)

The non-operating profit (loss) of €65.8 million corresponds to the profit from the disposal of LISI MEDICAL (France scope) including external expenses related to the disposal for an amount of €2.0 million.

The non-operating profit (loss) for 2024 concerned the rebilling of AASCP plans to Group subsidiaries: following the amendment of the ANC Regulation from January 1, 2025, these impacts are included in operating profit in 2025.

5.4.5 Corporate income tax and tax consolidation

As part of a tax agreement, LISI S.A. is the parent company of a tax consolidation group including its subsidiaries which are at least 95%-held and having opted for the corresponding tax regime (all French entities of the LISI S.A. Group listed in the scope of consolidation in Chapter 2 of the Universal Registration Document are included for tax purposes as at December 31).

It is solely liable for the corporate income tax due on the overall income of the tax group thus formed.

The tax expense is allocated to the financial statements of the various entities comprising the tax group according to the so-called neutrality method: each subsidiary bears the tax that would have been its own in the absence of consolidation.

The parent company records its own tax as well as the additional savings or expenses resulting from the application of the tax consolidation regime.

In the event of a loss-making subsidiary, the loss is deducted from the overall income in the year in which it is recognized. It will be transferred back to the subsidiary when it is able to deduct it from its own taxable profits.

In 2025, the application of the Group's tax regime resulted in a tax saving of €18.8 million in the LISI S.A. separate financial statements.

LISI S.A. had a taxable loss as at December 31, 2025, and therefore did not recognize an income tax expense.

The expenses that were reintegrated for tax purposes mainly comprise depreciation and amortization and passenger car rents for an amount of €45,484, and the non-deductible portion of directors' fees for an amount of €259,757.

5.5 Other information

5.5.1 Commitments

Financial commitments

Financial commitments given

No financial commitment was given by LISI S.A. to its subsidiaries.

Financial derivatives

Results relating to financial instruments used in hedging operations are calculated and recognized in such a way as to balance the income and expenses relating to the hedged elements.

ANC Regulation No. 2015-05 has no impact on LISI S.A.'s financial statements.

LISI S.A. uses financial derivatives to hedge its exposure and the exposure of Group subsidiaries to foreign

exchange risk, and to hedge its interest rate risks resulting from its financial activities. In accordance with its cash management policy, LISI S.A. neither holds nor issues financial derivatives for speculative purposes.

The currency hedges are underwritten by LISI S.A. to cover all of the LISI Group's needs.

The breakdown as at December 31, 2025 is as follows:

	12/31/2025					12/31/2024				
	Fair value ⁽¹⁾	Notional amount ⁽²⁾	Less than 1 year	From 1 to 5 years	More than 5 years	Fair value ⁽¹⁾	Notional amount ⁽²⁾	Less than 1 year	From 1 to 5 years	More than 5 years
Long position of GBP against USD	(0.4)	26.4	26.4	–	–	(0.7)	22.8	22.8	–	–
Long position of CAD against USD	(0.1)	32.4	32.4	–	–	(0.7)	30	30	–	–
Long position of TRY against EUR	–	–	–	–	–	–	–	–	–	–
Long position of PLN against USD	–	–	–	–	–	–	–	–	–	–
Long position of CZK against EUR	0.2	252.0	252.0	–	–	–	252	252	–	–
Long position of EUR against USD	1.6	32.0	32.0	–	–	(0.9)	52.6	41.6	11	–
	1.3					(2.2)				

(1) Fair value amounts are expressed in millions of euros.

(2) Maximum notional amounts are expressed in millions in currencies.

Commitments to employees

The LISI Group has opted to spread the expense relating to the cost of retirement lump sums in plans providing for a payment, determined on the basis of length of service with a cap on the number of years of service retained in the calculation over the last years of career as recommended by IFRIC 21 in its decision of April 2021.

The amount of rights that would be acquired by employees in respect of retirement payments, taking into account a

percentage probability of presence in the company at retirement age, amounted to €761,804 as at December 31, 2025 compared with €647,263 as at December 31, 2024.

In accordance with the rules set out in the General Chart of Accounts, the Company has chosen not to recognize a provision for retirement benefits. This information is provided for information purposes only.

The assumptions used for the calculations are as follows:

	12/31/2025	12/31/2024
Discount rate	3.96%	3.38%
Rate of salary increase	2.20%	2.70%
Mortality table	INSEE 19-21	INSEE 18-20
Staff turnover rate	Depending on age and socio-professional categories	

5.5.2 Subsidiaries and equity interests

Elements concerning related companies

During the fiscal year, no new agreements were entered into with related parties within the meaning of Article R. 123-198-11 of the French Commercial Code, for a significant amount and under conditions that would not have been normal market conditions.

Subsidiaries and equity interests (Company data in euros)

Companies	Capital stock	Shareholder s' equity and minority interests	Share of capital held (as a %)	Gross book value of securities held	Provisions on securities held	Net book value of securities held	Loans, advances granted by the company not yet repaid	Revenues excl. VAT of the last fiscal year	Net income or net loss of the last fiscal year	Dividends received by the parent company during the last fiscal year
SUBSIDIARIES:										
LISI AEROSPACE	2,475,200	169,937,435	100.00 %	30,863,817	-	30,863,817	50,012,094	470,314,800	124,711,800	40,003,968
LISI AUTOMOTIVE	31,690,000	47,436,806	100.00 %	93,636,481	-	93,636,481	123,187,136	35,755,241	(6,832,067)	-
TOTAL SUBSIDIARIES				124,500,298		124,500,298	173,199,230			40,003,968

5.5.3 Identity of the consolidating company

Name	CID S.A.
Head office	6 Rue Juvénal Viellard - 90600 GRANDVILLARS
SIREN (Company registration number)	535 720 700 Register of Incorporated Companies Belfort
Share capital	€1,908,160
LISI S.A. capital shareholding	44.18%

5.5.4 Allocation of shares subject to performance conditions and free shares

The Group has implemented bonus share plans based on performance for certain employees and managers. The objective of these plans is to create an additional incentive to improve the Group's performance, retain key managers and align the interests of management and shareholders.

In order to reward certain employees who have spent most of their career at the LISI Group, and who have actively participated in its development, the Group has also set up free share plans as part of their retirement plan.

When an outflow of resources relating to free allocations subject to performance conditions is probable, the amount of the future expense is provisioned in proportion to the

rights acquired since the allocation date for all eligible employees of the LISI Group.

This provision is measured on the basis of the price of treasury shares held on the books of LISI S.A. and allocated to the share award programs.

At the reporting date, the commitment related to the allocation of shares, the origin of which will be the delivery of existing shares.

The conditions for granting the various plans mentioned below are defined in Chapter 4 "Corporate social responsibility".

AASCP plans

Acting on the proposal of the NRG (Nominations, Compensation and Governance) Committee, LISI's Board of Directors decided, on December 8, 2022, to allocate performance shares to members of the Executive Committee and to members of the main Management Committees for the three LISI Group divisions, subject to their meeting certain performance targets.

The Board of Directors, which met on February 26, 2026, approved the financial results of the LISI Group and its

divisions. The Board also noted the CSR performance achieved.

In total, the performance criterion rate of the 22C25 plan achieved for the LISI Group was 80%.

Plans of a similar nature were put in place for 2023, 2024 and 2026. The Board of Directors' meetings of December 7, 2023, December 5, 2024 and February 26, 2026 approved the opening of these new plans under similar conditions.

Loyalty plan

The LISI Group relies on the contribution of an experienced management team and wishes to retain these high-potential employees who constitute a united and motivated group of talented people. To this end, a loyalty plan known as the Challenge 2025 Plan has been put in place for the 39 employees of the Group.

The implementation rate of this plan has been estimated at 70%.

Plans having impacted LISI S.A.'s financial statements in 2025

	Plan 22C24	Plan 22C25	Plan 23C26	Plan 24C27	Plan DEFI 2020	Total
Grant date	12/8/2022	12/8/2022	12/7/2023	12/5/2024	12/9/2020	
Acquisition date	Feb. 2025	Feb. 2026	Feb. 2027	Feb. 2028	Feb. 2026	
Value (in thousands of euros) as of 12/31/2025	-	863	656	390	995	2,905
Net profits (expenses in thousands of euros) on the income statement of LISI S.A. at 12/31/2025 (excluding social security contributions)	765	(567)	(303)	(343)	(764)	(1,978)
Number of total shares allocated at the origin of the plan (for an allocation with 100% of the conditions)	-	185,830	190,280	190,210	248,000	814,320

The Board of Directors meeting of February 26, 2025 noted the achievement of the performance criteria of plan 22C24 allowing the definitive allocation of 122,975 shares. The provision was reversed for an amount of €765 thousand, and the shares of employees registered in the Group's subsidiaries were rebilled for an amount of €738 thousand.

The Board of Directors of February 26, 2026, approved the percentage of achievement of the performance criteria of the 22C25 plan to the tune of 80%.

5.5.5 Miscellaneous information

- Executive compensation amounted to €724,883 for the 2025 fiscal year (compensation net of social contributions, including the variable portion).
- The corporate officers do not receive directors' fees.
- The overall compensation paid to the 5 highest-paid individuals totaled €1,834,932.
- The Company does not have any financial leasing agreements.

Headcount:

Average employed headcount	12/31/2025	12/31/2024
Non-managers	5.8	4.8
Managers	31.6	31.7
Total headcount	37.4	36.5

Fees:

(in thousands of euros)	Ernst & Young		KPMG S.A.		TOTAL	
	Amount		Amount		Amount	
	2025	2024	2025	2024	2025	2024
Statutory Auditors, certification, review of individual and consolidated financial statements	29	29	50	48	79	77
Other due diligence and services	17	17	43	36	60	53
TOTAL	46	46	93	84	139	130

5.6 Events occurring since the close of the fiscal year

No events occurred since the close of the fiscal year.

5.7 2026 outlook

Upstream dividend payments from the various subsidiaries and the maintenance of Group royalties should allow LISI S.A. to continue its policy of supporting its divisions and ensuring that dividends are paid out to its shareholders.

5.8 Financial risks related to the effects of climate change

Climate change mitigation involves reducing greenhouse gas emissions at every stage, from production to use of products. For LISI, this means limiting the carbon footprint of its activities, value chain and products.

Impacts and risks:

- Transition to electric vehicles and low-carbon aircraft.
- Increased demands from customers and regulators.
- Potential decrease in demand for polluting products.
- Reduced access to financing and stricter regulations.

Opportunities:

Despite these challenges, climate change mitigation can also offer many opportunities for LISI:

- The development of new products for lower emitting vehicles, such as electric vehicles and low-carbon aircrafts.
- The proposal of technical solutions with a lower carbon impact, thus meeting the expectations of customers and regulators.
- The creation of solutions with higher added value on the carbon footprint, making it possible to stand out in the market.
- Anticipating market demands to be pioneers and leaders in the field of emission reduction.
- Support for suppliers to offer a competitive global solution on the carbon component.
- Accessibility to financing and subsidies to develop products and processes that are beneficial for climate change mitigation.

6 LISI S.A.'s financial results over the last five fiscal years

(Articles 133, 135 and 148 of the decree on commercial companies)

NATURE OF THE INDICATIONS (in euros)	2021	2022	2023	2024	2025
FINANCIAL POSITION AT THE REPORTING DATE					
Share capital	21,645,726	21,645,726	18,615,325	18,615,325	18,615,325
Number of shares issued	54,114,317	54,114,317	46,538,313	46,538,313	46,538,313
TOTAL RESULT OF ACTUAL OPERATIONS					
Revenue excl. tax	8,988,650	10,559,422	11,089,112	11,246,321	12,224,821
Profit after tax, but before depreciation and provisions	7,206,045	20,374,358	31,251,085	62,556,097	97,752,008
Income tax	1,391,972	2,092,500	8,757,147	18,872,901	18,788,103
Employee profit-sharing					
Profit after tax, depreciation, and provisions	10,136,822	21,955,681	30,584,839	59,880,729	95,266,586
Distributed earnings *	15,417,562	7,995,511	7,995,511	14,195,022	21,407,624
INCOME FROM OPERATIONS PER SHARE					
Profit after tax, but before depreciation and provisions	0.14	0.38	0.67	1.34	2.10
Profit after tax, depreciation, and provisions	0.19	0.41	0.66	1.29	2.05
Dividends allocated per share (net)	0.29	0.15	0.31	0.31	0.46
PEOPLE					
Average headcount	29	35	41	37	36
Payroll	(3,455,523)	(4,011,534)	(4,750,763)	(4,538,363)	(5,069,188)
Amounts paid for benefits (social security, other employee benefits, etc.).	(1,617,060)	(1,912,036)	(2,185,564)	(2,201,758)	(2,563,210)

* After deducting the dividend for the treasury shares held by the Company for fiscal years 2021 to 2024.

The proposed allocation of earnings to be proposed to the General Meeting of April 24, 2026 is indicated in Chapter 7 "General Meeting" of the Universal Registration Document.

7 Supplier and customer terms of payment

In the tables below, you will find the details of the terms of payment for suppliers and customers concerning LISI S.A. operating invoices:

Invoices received and issued at year-end that are past due (amounts in thousands of euros):

	Article D.4415.-1*: Invoices received and not paid at year-end which are overdue					Article D.4415.-2: Invoices issued and not paid at year-end which are overdue				
	1 to 30 days	31 to 60 days	60 to 90 days	91 days or more	Total (1 day or more)	1 to 30 days	31 to 60 days	60 to 90 days	91 days or more	Total (1 day or more)
(A) LATE PAYMENT TRANCHES										
Total amount of invoices affected excl. VAT	-	193	6.1	65	264.1	79.2	361.6	9.1	210.2	660.1
Percentage of the total amount of purchases excl. VAT for the fiscal year	- %	3.88 %	0.12 %	1.31 %	5.31 %					
Percentage of revenue excl. tax of the fiscal year						0.65 %	2.96 %	0.07 %	1.72 %	5.40 %
(B) INVOICES EXCLUDED FROM (A) RELATING TO DISPUTED OR UNRECOGNIZED DEBTS AND RECEIVABLES										
Number of invoices excluded			1	8	9					
Total amount of invoices excluded			2.4	41.4	43.8					
(C) REFERENCE PAYMENT TERMS USED (CONTRACTUAL OR LEGAL TERM - ARTICLE L.441-6 OR ARTICLE L.443-1 OF THE FRENCH COMMERCIAL CODE)										
Terms of payment used to calculate late payments	Statutory terms: 30 days end of month +15					Statutory terms: 30 days end of month +15				

8 Statutory Auditors' Report on the annual financial statements – Fiscal year ended December 31, 2025

Opinion

Pursuant to the assignment entrusted to us by your General Meeting, we have conducted the audit of the annual financial statements of the company LISI regarding the fiscal year ended December 31, 2025, as appended to this report.

We certify that the annual financial statements are, in accordance with French accounting rules and principles,

regular and truthful and give a true and fair view of the results of operations for the past fiscal year as well as the financial position and assets of the Company at the end of the fiscal year.

The opinion expressed above is consistent with the content of our report to the Audit Committee.

Basis of our opinion

■ Audit repository

We have carried out our audit in accordance with the professional standards in use in France. We consider that the items we have gathered form both a sufficient and an appropriate basis for our opinion.

Our responsibilities under these standards are specified in the Section "Responsibilities of Statutory Auditors relating to the audit of the Company financial statements" of this report.

■ Independence

We have conducted our audit in compliance with the rules of independence applicable to us under the provisions of the French Commercial Code and the French Code of Ethics for Statutory Auditors, for the period running from January 1, 2025 to the date of issue of this report, and we have not provided services prohibited under Article 5, paragraph 1, of Regulation (EU) No. 537/2014.

■ Observation

Without calling into question the opinion expressed above, we draw your attention to the impacts of the first application of ANC Regulation No. 2022-06, as set out in the notes to the annual financial statements.

■ Justification of our assessments – Key audit matters

In accordance with the provisions of Articles L.821-53 and R.821-180 of the French Commercial Code relating to the justification of our assessments, we bring to your attention the key audit matters relating to risks of material misstatement which, in our professional judgment, were the most significant for the audit of the annual financial statements for the fiscal year, as well as the responses we have provided to these risks.

The assessments thus made are part of the audit of the annual financial statements taken as a whole and the formation of our opinion expressed above. We do not express an opinion on elements of these annual financial statements taken separately.

■ Valuation of equity investments and related receivables

Key audit matter	Audit response provided
<p>Equity interests and related receivables (financial investments), shown in the assets as at December 31, 2025, for a net amount of €142,231 thousand are the third largest item on your Company's balance sheet.</p> <p>As specified in Note 5.3.2 of the notes to the annual financial statements, the equity interests are measured at the cost at which they were acquired, excluding the costs incurred for their acquisition, or, if applicable, their value in use. The value in use is calculated from each line of investment, based on the profitability and performance outlook for the companies concerned, on developments in the economic sectors in which they operate, and on their positions within these sectors.</p> <p>Considering the weight of equity interests and related receivables in the balance sheet and their sensitivity to variations in data and in the assumptions on which estimates of the profitability outlook are based, we have considered the measurement of the value in use of equity interests and related receivables as a key audit matter.</p>	<p>To appraise the value in use of equity interests and related receivables, based on information provided to us by your Company, our work notably included:</p> <ul style="list-style-type: none"> ■ assessing the consistency of the assumptions made relating to the profitability and performance outlook for the companies concerned, on developments in the economic sector in which the companies operate and on their positions within this sector, compared to the forecast data from the latest strategic plans drawn up by the Board of Directors; ■ verifying that the shareholders' equity used in the impairment testing on equity interests is consistent with the financial statements of the companies concerned, taking into account the results of the audit work on the significant subsidiaries held and analytical procedures for the other subsidiaries; ■ checking the mathematical correctness of the calculation of values in use used by your Company.

Specific verifications

We have also carried out, in accordance with French professional regulations, the specific verifications specifically required by the laws and regulations in force.

- **Information provided in the management report and in other documents sent to shareholders on the financial situation and the Company financial statements**

We have no comments to make concerning the sincerity and consistency with the annual financial statements of the information provided in the Board of Directors' management report or the other documents on the financial position and annual financial statements sent to the shareholders.

We certify the truthfulness of the information and its consistency with the annual financial statements relating to the terms of payment mentioned in Article D.441-6 of the French Commercial Code.

- **Report on corporate governance**

We certify that the Board of Directors' report on corporate governance contains the information required by Articles

L.225-37-4, L.22-10-10 and L.22-10-9 of the French Commercial Code.

With regard to the information supplied in application of the provisions of Article L.22-10-9 of the French Commercial Code on compensation and benefits paid to corporate officers as well as on commitments approved in their favor, we have checked their consistency with the accounts or with the data used in the drawing-up of these accounts, and, where relevant, with the information gathered by your Company from companies controlled by it that are included in the scope of consolidation. On the basis of our work, we vouch for the accuracy and honesty of this information.

- **Other information**

In accordance with the law, we ensured that the information relating to the identity of the holders of the share capital or voting rights was communicated to you in the management report.

Other verifications or information required by current laws and regulations

- **Format of presentation of the annual financial statements to be included in the annual financial report**

In accordance with the professional standards relating to the work of Statutory Auditors on annual and consolidated financial statements presented in single European electronic reporting format, we also verified compliance with this format, as defined by Delegated European Regulation No. 2019/815 of December 17, 2018 on the presentation of annual financial statements included in the annual financial report mentioned in Section I of Article L.451-1-2 of the French Monetary and Financial Code, prepared under the responsibility of the Chief Executive Officer.

On the basis of our work, we concluded that the presentation of the annual financial statements included

in the annual financial report complies, in all material respects, with the single European electronic reporting format.

It is not our responsibility to verify that the annual financial statements that will be included by your Company in the annual financial report filed with the AMF correspond to those on which we carried out our work.

- **Statutory Auditors' appointment**

We were appointed as Statutory Auditors of LISI by your General Meeting of April 12, 2023 for KPMG S.A. and of April 27, 2011 for ERNST & YOUNG et Autres. As at December 31, 2025, KPMG S.A. was in the third year of its uninterrupted mission and ERNST & YOUNG et Autres in the fifteenth year of its mission.

Responsibilities of management and of those charged with corporate governance in relation to the Company financial statements

It is management's responsibility to draw up the Company annual financial statements giving a true and fair view in accordance with the French accounting rules and principles and to put in place the internal control that it deems necessary for drawing up the Company financial statements free of material misstatements, whether due to fraud or error.

When drawing up the annual financial statements, it is the responsibility of management to assess the Company's capacity to continue its operations, to present in these financial statements, if applicable, the necessary information on the going concern assumption and to apply

the going concern principle, unless it is planned to wind up the Company or discontinue its operation.

It is the responsibility of the Audit Committee to monitor the process of preparing the financial information and the effectiveness of internal control and risk management systems, and, if applicable, the internal audit systems, with regard to the procedures concerning the preparation and processing of accounting and financial information.

The annual financial statements were approved by the Board of Directors.

Responsibilities of Statutory Auditors relating to the audit of the Company financial statements

Audit objective and approach

It is our responsibility to prepare a report on the annual financial statements. Our objective is to obtain a reasonable assurance that the annual financial statements, taken as a whole, are free of material misstatements. Reasonable assurance is a high level of assurance, without however guaranteeing that an audit conducted in accordance with professional standards systematically ensures that any material misstatement is detected. Misstatements may be due to fraud or errors and are considered as material where it is reasonable to expect that they can, taken separately or together, influence the economic decisions that users of the financial statements take based on them.

As set out in Article L.821-55 of the French Commercial Code, our task of certifying the financial statements does not consist in guaranteeing the viability or the quality of the management of your Company.

As part of our audit conducted in accordance with the professional standards applicable in France, the Statutory Auditor exercises his professional judgment throughout this audit. Furthermore:

- the Statutory Auditor identifies and assesses the risks that the annual financial statements contain material misstatements, whether due to fraud or error, defines and implements audit procedures to tackle these risks, and gathers the information that he/she deems sufficient and relevant to form his/her opinion. The risk of non-detection of a material misstatement arising from a fraud is higher than that of a material misstatement arising from an error, since fraud may involve collusion,

forgery, deliberate omissions, misrepresentations or the circumvention of internal control;

- he/she reviews the internal control relevant to the audit in order to define appropriate audit procedures in the circumstances, and not with the objective of expressing an opinion on the effectiveness of the internal control;
- he/she assesses the appropriateness of the accounting policies used and the reasonableness of the accounting estimates made by management, as well as the disclosures provided in the Company's annual financial statements;
- he/she assesses the appropriateness of the application by management of the accounting principle of going concern and, based on the information gathered, the existence or non-existence of a significant uncertainty relating to events or circumstances likely to undermine the Company's ability to continue its operation. This assessment is based on information compiled up to the date of his/her report, it being specified, however, that subsequent circumstances or events may undermine the Company's ability to continue as a going concern. If he/she concludes that there is a significant uncertainty, he/she draws the attention of readers of his/her report on the information provided in the annual financial statements regarding this uncertainty or, if such information is not provided or is not relevant, he/she issues a qualified opinion or refuses to certify;
- he/she assesses the overall presentation of the annual financial statements and appraises whether the annual financial statements reflect the underlying transactions and events such as to give a true and fair view.

Report to the Audit Committee

We submit a report to the Audit Committee presenting the scope of the audit work and the program of work implemented, as well as the findings following from our work. We also inform the Committee, where applicable, of significant weaknesses in internal control that we have identified as regards procedures relating to the preparation and processing of accounting and financial information.

The report to the Audit Committee includes information on the risks of material misstatements that we deemed to have been the most important for the audit of the annual financial statements of the fiscal year, and which

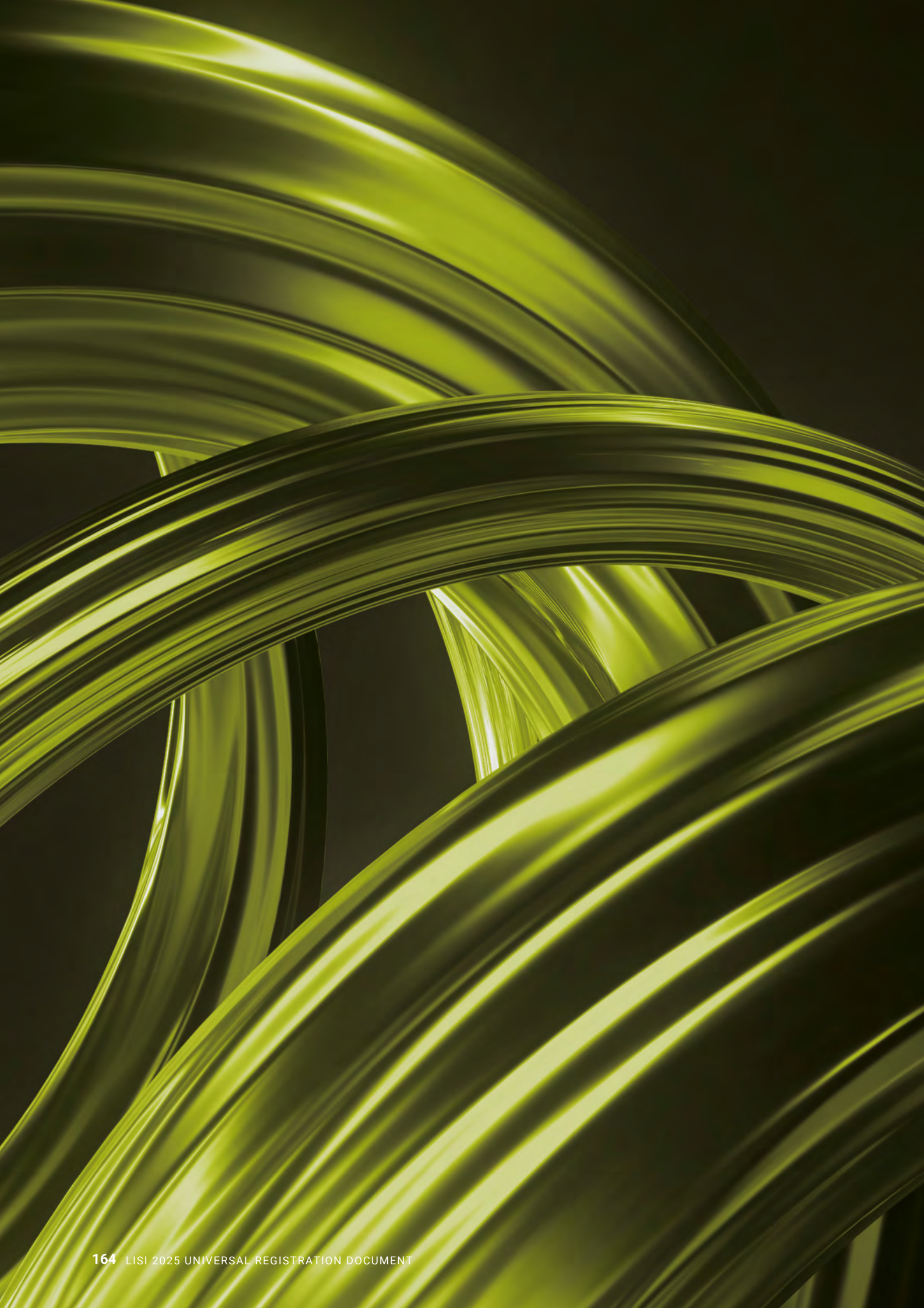
constitute the key audit matters that we have to describe in this report.

We also submit to the Audit Committee the declaration set out in Article 6 of Regulation (EU) No. 537/2014 confirming our independence, within the meaning of the rules applicable in France as they are set out in Articles L.821-27 to L.821-34 of the French Commercial Code and in the French Code of Ethics for Statutory Auditors. Where necessary, we discuss the risks to our independence and the safeguard measures applied with the Audit Committee.

The Statutory Auditors

Schiltigheim, April 1, 2026
KPMG
Stéphane Devin
Partner

Paris-La Défense, April 1, 2026
ERNST & YOUNG et Autres
Romain Lancner
Partner



4

**SUSTAINABILITY
REPORT**

4 SUSTAINABILITY REPORT

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LISI's social and environmental responsibility

For more than two centuries, the LISI Group has forged industrial ties that stand the test of time. This family heritage has embedded our fundamental belief that the performance of a company is measured as much by its ability to adapt as by its links to the regions and communities in which it is based. In recent years, this vision has taken on a new dimension in the face of the climate, social and technological challenges that are redefining our responsibility as an industrial player.

Our purpose, "Shape and Share Sustainable Links", gained a particular resonance in 2025. In a world in which is rapidly transitioning, we believe that our growth can only be achieved by combining operational excellence and corporate social responsibility.

Our CSR approach, structured around the **3Ps - People, Planet and Profit** - is the foundation of this ambition.

- **PEOPLE** - Investing in people means investing in the future. In 2025, we ensured that talent development was at the heart of our strategy. Faced with technological upheavals, in particular the rise of artificial intelligence, we supported each employee to gain new skills and transform their role. We have a solid commitment to safety, with each site part of a continuous improvement process to guarantee a safe working environment. We also cultivate an inclusive culture in which diversity in all its forms becomes a collective force. These efforts are reflected in an increased attention to work-life balance and giving a meaning to our work.
- **PLANET** - Climate challenges call for an unprecedented sustainable commitment. Our commitment to reducing our greenhouse gas emissions by 2030 structures our industrial roadmap. In 2025, we continued to use renewable energy at our production sites, and rethought our processes to minimize our environmental footprint. Alongside our decarbonization efforts, we are strengthening the resilience of our operations to the impacts of climate change, including anticipating risks related to extreme weather events, securing our water supplies and critical resources, and adapting our industrial infrastructure. We are also developing a circular approach to our resources: reducing waste, optimizing the consumption of water and raw materials and extending the lifespan of our products. This profound transformation is driving innovation and the commitment of all our employees.
- **PROFIT** - Sustainable economic performance is based on our ability to create shared value. Our R&D investments are directed towards eco-design and solutions that enable our customers to achieve their own environmental objectives. For the automotive and

aerospace sectors, we develop components that combine technical performance with a reduced footprint. Our responsible purchasing policy extends our CSR approach to all our partners, creating a virtuous value chain. The impact financing we now use systematically incorporates non-financial criteria, demonstrating that profitability and social responsibility are inseparable.

The entry into force of the CSRD Directive marked an important step in the transparency of our commitments. We welcome it as a catalyst to further structure our approach and strengthen dialogue with all our stakeholders: employees, shareholders, customers, suppliers and regions.

In 2025, we remain determined to make LISI a benchmark industrial player, where operational excellence goes hand in hand with social and environmental exemplarity. The steady progress in our ESG metrics over the past five years validates this trajectory, and encourages us to go further.

I would also like to express my gratitude to all our teams, who work daily to turn these ambitions into reality. It is thanks to their professionalism and commitment that, day after day, we are building a resilient and responsible company.

The future is being built today. LISI is fully committed to this, with the conviction that excellence is reflected both through performance and responsibility.

This belief runs deep, and our efforts on the 3Ps are improving our performance over time. We could not have a long-term policy without this responsible approach.

Emmanuel Viellard

CEO



1 GOVERNANCE AND STRATEGY – General information (ESRS 2)

1.1 Reporting basis for the statement

METHODOLOGICAL GUIDELINES [BP-1]

The methodological guidelines taken for the creation of the double materiality analysis were as follows:

- **The level of consolidation** chosen to perform the analysis is identical to that of financial reporting. All LISI Group subsidiaries are included, with the exception of Bangalore, India, which is not consolidated and reported separately.

Following the disposal of LISI MEDICAL in 2025, this entity is excluded from the LISI Group's reporting scope for the 2025 fiscal year. For readability, where relevant, the 2025 data are presented with and without LISI MEDICAL.

Thus, it should be noted that the "2025 vs. 2024" changes compare 2025 without LISI MEDICAL to 2024 with LISI MEDICAL. In the same way, the "2025 vs. 2019" changes are understood with the change in scope.

- **The data reference period** shown in the data points is generally as follows:
 - for the PLANET part: the year 2019; except in the case of a new measure not monitored in the past;
 - for the PEOPLE and PROFIT parts: this is either the last three years or the last five years, except in the case of a new measure not monitored in the past.
- **The reference scope of consolidation** of the data reported in the data points is also identical to that of the financial reporting. It includes or excludes entries and deconsolidations from the scope of consolidation as defined in the non-financial reporting. Since 2019, the main changes in scope are:
 - *Entries*: Termax, Garden Grove, Livonia in the United States, the Chaumont site in France and Tangier site in Morocco. The acquisition of Győr (Hungary), completed at the end of September 2025, will be consolidated from January 2026.
 - *Deconsolidations*: Argenton sur Creuse, Dreux, St-Florent-sur-Cher and La Ferté Fresnel in France; Vöhrenbach in Germany; Casablanca in Morocco; Chihuahua in Mexico; Escondido in the United States; Zhuozhou in China, LISI MEDICAL (Neyron and Hérouville St Clair in France, Big Lake and Coon Rapids in the United States).
 - *Impact of the disposal of LISI MEDICAL*: To ensure future comparability of the data, the 2025 fiscal year presents, where possible, a double reading with and without LISI MEDICAL. The baseline year 2019, the basis of the PLANET objectives, has not been restated due to the lack of granular data available to exclude LISI MEDICAL. An analysis of the changes in the scope of consolidation nevertheless confirms that their impact remains below 5% of the Group's revenue, i.e.

below the materiality threshold used. The Group has therefore kept the 2019 data unchanged.

- **The methodology of selected or unused data points** is explained in Section 1.2.2.3. In summary, the following data points were selected:
 - either because they are mandatory,
 - or because they are material, given our double materiality analysis,
 - or because, in a logic of continuity of action, these metrics were already published in the past.
- **Integration of the upstream and downstream value chain** in the sustainability statements: see Section 1.3.3.
- **Previously existing reference databases** were included, in particular: the Taxonomy, the Global Reporting Initiative.
- **Major international frameworks** are used as a reference in the CSR strategy. For example: the UN Global Compact and the SDGs (Sustainable Development Goals), SBTi, CDP as part of the decarbonization strategy; ISO 14001 and ISO 45001 as part of the HSE strategy; EN 9100, IATF 16949 as part of the Quality strategy.
- **The review by the external supervisory authority** was conducted with a sustainability auditor.
- **Time horizon**: In order to ensure consistency with the Group's strategy, the time horizon considered in terms of both impact materiality and financial materiality is the horizon of the strategic plan.
 - Short-term (ST): one year. The impacts in the current year are generally applicable to impact materiality;
 - Medium term (MT): between one and five years. Medium-term impacts are generally applicable to impact materiality and financial materiality (strategic financial plan);
 - Long-term (LT): more than five years. For the climate issue, the short-term horizon is to be considered over the coming year, the long-term horizon is to be considered at 2030.
- **Reporting methods**: In 2023, LISI updated its CSR and HSE data reporting procedure. This specifies the list of data to be collected, the definitions and calculation formulas, the frequency and periodicity of data collection, the function responsible, as well as the control methods. For all the data collected, the reporting period runs from January 1 to December 31. Outlook for 2026: From 2026, we are adapting our CSR reporting to align with water accounting as recommended by CDP Water.
 - *Environmental and Health and Safety data*: In order to ensure the consistency and reliability of the metrics monitored in all its entities, LISI uses standard environmental data reporting guidelines. These guidelines detail the methodologies to be applied for the reporting

of metrics, specify definitions, calculation formulas and emission factors. The carbon footprint complies with the French State's GHG Protocol and BEGES standards. The emission factors used are specified in the PLANET chapter. Scopes 1 and 2 data are collected on a monthly basis. Scope 3 data are collected either quarterly or annually. A procedure for reporting environmental and HSE data sets out how this data is collected.

- **Social data:** The LISI Group does not have a Human Resources Information System (HRIS). Social data are currently collected and consolidated mainly through specific files. Data on own workforce, gender, hires/ departures, types of departures and absenteeism are collected every month. More in-depth data on diversity, attractiveness, training, disability, equity, quality of life at work, etc., are collected once a year at December 31. Specific efforts relating to data quality have been made and are continuing as part of the continuous improvement of the system. The methodologies relating to certain HR metrics may represent limitations due to the absence of globally recognized definitions, the absence of necessary estimates of the representativeness of the measures or the practical methods of collecting and entering information.
- The EPM project: In order to automate and standardize shared data throughout the company, an Enterprise Performance Management (EPM) platform solution was initiated in 2025, to be launched in 2026 and operational in 2027. For the sake of consistency, alignment, automation and data controls, this EPM platform will make it possible to align financial and non-financial reporting with the same level of requirements in terms of quality, quantity, frequency.

LIMITATIONS: This sustainability report reflects our current ability to report the requested data, whether quantitative or qualitative.

- **CSR policy:** The CSR strategy is managed at the highest level of the organization as detailed in Section 1.4. As a result, the policies are specific to the 3Ps (People, Planet, Profit) and its principles of action. They are detailed in the sections relating to material matters and the roadmap in Section 1.2.1.
 - 3 entry points: People, Planet, Profit;
 - 7 action plans (Section 1.2.1.3);
 - flagship projects (Section 1.2.1.3);
 - a Balanced Scorecard that measures each month the 7 major targets monitored at all levels of the organization (Section 1.2.1.4);

- Long-term objectives (2030) on renewable energy, emissions, diversity and health and safety.

- **Action plans:** In order to improve relevance and clarity, actions relating to the Group's CSR strategy are detailed in the sections relating to material matters. Each action plan is monitored monthly, quarterly or annually, specified in the corresponding chapter.
- **Performance measurement:** Performance is measured monthly through a single Balanced Scorecard from site to Group level on the 7 key indicators managed. Performance on long-term objectives (2030) is measured once a year. In order to improve relevance and clarity, the key performance indicators relating to the Group's CSR strategy are detailed in the sections relating to material matters.
- **Non-financial objectives and targets:** The objectives relating to the material issues are specified and detailed in each corresponding paragraph. In the absence of a target, we describe the actions taken to respond to the policy in question.
- **Carbon trajectory:** Projected emission trajectories are likely to vary, due to future changes in the climate scenario and/or other parameters (e.g. changes in available technologies, in emission factors at worldwide scale). These changes could lead LISI to modify its methodology. The Group continues to monitor the changes, as well as the improvement of the quality and availability of data and will continue to assess the need to revise its benchmarks and objectives if necessary.
 - To set its trajectory objectives, the Group uses its own independent assessment of what it considers reasonable, achievable and useful for the achievement of its sustainability principles. LISI Group is aware that the achievement of these various objectives depends on several elements: the successful implementation of initiatives intended to achieve them, and also the fulfillment of other prerequisites that may be beyond its control and hinder the achievement of its objectives or successful implementation of these initiatives. LISI intends to continue to assess both its objectives and the initiatives put in place, and to make any adjustments that it deems necessary in light of the above.

- **Regulatory developments:** As the regulations applicable to sustainability reporting within the framework of the CSRD remain subject to change, in particular with regard to the "OMNIBUS" directive, the LISI Group is closely monitoring the expected clarifications and market practices, maintaining an active watch informed by exchanges with its peers and benchmarking exercises. This report reflects the state of knowledge on the date of its publication and the degree of maturity of the processes and data available. It reflects the approach taken by the Group to gradually strengthen the robustness of its methods, metrics and governance, in line with changes to the regulatory framework.

POTENTIAL FOR IMPROVEMENT

Our sustainability report aims to comply with the general ESRS standards framework. In view of all the detailed points known to date and in order to further improve our

understanding of the nature and extent of our sustainability matters, we have identified areas for improvement in the coming years.

Although this list is not exhaustive, the points that seem to us to be the most useful are:

- Strengthen our information systems through an EPM platform to automate and standardize data collection, consolidation and control, while offering a visualization platform for the benefit of interested parties. This project was initiated in 2025, and will be operational in 2027.
- Strengthen the focus of the risk management and internal control system on sustainability information, by implementing new procedures in 2026.
- Be inspired by the benchmarks of the 2024 and 2025 URD publications with their first CSRD version.

1.2 CSR Strategy

GIVING MEANING TO PERFORMANCE:

LISI's sustainable development strategy does not just follow standards, it also charts its own path.

The global context has changed. Geopolitical tensions are shaking up beliefs about climate change and reshaping supply chains. Energy crises are transforming our industrial models. Technological breakthroughs are accelerating. Faced with this complex reality, we remain guided by our convictions. At LISI, we transform uncertainty into action. Each societal challenge calls for a practical, measurable response, aligned with our businesses. Our objective remains unchanged: to create a lasting positive impact.

Our strategy is based on three inseparable pillars:

■ PEOPLE: Building an environment where everyone matters

Social responsibility starts with the basics: **the safety of our employees is non-negotiable.** It is the foundation of everything we do.

Beyond that, we create an environment where ethics, intellectual stimulation, and fairness are not just promises, but everyday realities. In a fragmented world, we cultivate inclusion as a strategic advantage. LISI reflects global diversity which encompasses origins, gender, background and outlook.

Women in industry should no longer be the exception.

We are taking concrete action to ensure that women have access to the same opportunities and the same career paths. This diversity is not just for show: it is our driver of innovation and performance. In 2025, we created our first corporate women's network called WILL, meaning Women in LISI Life.

We also support the local communities in which we are based, because our success is inseparable from that of our territories.

■ PLANET: Acting today for future generations

Today's industrial choices are shaping the world of 2050. This responsibility shapes our ambition.

Several years ago, LISI committed to demanding objectives for **reducing CO₂ emissions** – objectives which, in our sector, require profound transformations of our processes. We are staying the course despite geopolitical, economic and energy turbulence.

Our commitment extends to the **preservation of water resources and biodiversity.** In a context of resource scarcity, efficiency is no longer an option. It is a prerequisite for sustainability.

Finally, we have begun work on adapting our 38 plants around the world to geoclimatic risks, in order to increase their resilience and anticipate adaptation measures.

■ PROFIT: Performance as a long-term project

LISI has been in existence for nearly 250 years. This longevity is not the result of chance: it is the result of a vision that favors sustainability over immediate gains.

Short-term policies have a weakening effect. We choose resilience through anticipating, adapting and investing in solutions that create sustainable value for all our stakeholders.

In an unstable environment, **organizational agility** becomes an imperative. We cultivate our ability to adapt quickly, to innovate continuously, and to remain relevant in the face of disruption.

Innovation at LISI is not fundamentally technological, but is guided by utility. We develop the solutions that our customers and society really need.

It is based on this vision, driven by the day-to-day commitment of our teams and the trust of our partners, that we are building a more sustainable future.

Our results speak for themselves: after three years of sustained efforts, our CSR performance has been recognized by rating agencies, rewarded by sector-specific awards and validated by the tangible success of our initiatives.

Our most **significant** achievements this year testify to the solid commitment of each of our employees. This is how we give meaning to our performance.

Anne-Delphine BEAULIEU

**Head of CSR and
Digital Transformation**



HIGHLIGHTS

OUR CSR POLICY IS REACHING NEW MILESTONES. In particular, we have extended the policy to:

- geo-climatic risks;
- water accounting with CDP Water.

Celle-ci sera effective en 2026.

PEOPLE, PLANET, PROFIT : Notre démarche s'étoffe encore de nouvelles dimensions.

PEOPLE – People, our top priority

Our achievements include:

- Launch of LISI's first women's network: WILL (Women in LISI Life): An initiative to support the professional development of women in the Group. Of the ~1,700 women surveyed in Europe, 20% responded with remarkable participation rates: 93% in Turkey, 33% in Spain, 30% in Morocco, 21% in the United Kingdom and 20% in France. The 2,354 qualitative comments collected have allowed us to identify the priority issues to be addressed in 2026.
- Strengthening our HSE culture: our golden rules have been increased from 4 to 10 for further enhanced security.

Results for the year include:

- resignation rate down to 5.9% (6.8% in 2024);
- employee turnover improved at 18.1% (18.9% in 2024);
- percentage of women managers at 28.0% (28.4% in 2024).

PLANET – Our rapid environmental transition

Two new strategic partnerships to make progress on climate change mitigation and adaptation

- ANSA Services: to manage our Carbon trajectory with precision;
- AXA Climate: to anticipate and manage our geo-climatic risks.

Concrete actions:

- complete mapping of our vulnerabilities to climate change for our 38 sites;
- new water accounting from 2026 (CDP Water);
- Energy Webinar: Group-wide dissemination of best practices.

Tangible results:

- Renewable energy: 1.38% of our electricity consumption is now produced by us on site. Two new sites have been fitted with solar panels. Solar panels have now been adopted more widely: 7 sites fitted in 6 different countries.
- Energy efficiency: 2.0% of the annual electricity consumption was avoided thanks to 23 energy efficiency projects, which resulted in savings of 7,895 MWh.

- Water consumption: -19.8% reduction in our consumption, including -8% at the Bologne site, which alone accounts for around a third of the Group's consumption.
- Greenhouse gas (GHG) footprint for 2025: down -23% compared to 2024. On our historical comparable Scope (partial 1+2+3), the GHG footprint is down -43% compared to the 2019 baseline year. At the end of 2025, we were in line with our 2030 trajectory objectives.

PROFIT – Performance and responsibility go hand in hand

Structural and governance progress:

- Successful publication in 2025 of the Group's first sustainability report, affirming its non-financial transparency at the highest level.
- Integration of ethics at the heart of our CSR policy.
- Creation of a working group dedicated to the purchase of renewable energy.

The objective achieved:

- Target rate of sensitive suppliers assessed with 69% completed.

RATINGS & RANKINGS – 4 years of uninterrupted growth:

- 100% increase in our ratings for the fourth consecutive year.

Organization	Score 2025	Change
CDP Climate	A-	From D in 2021 to A- in 2024: a successful transformation
CDP Water	B	Successful first participation
ETHIFINANCE	71/100	+10 points in 2 years
ECOVADIS	78/100	+10 points in 3 years

REWARDS & DISTINCTIONS

LISI performs in its sustainable development, and stakeholders recognize this:

- BEST MANAGED COMPANIES 2025 – Winner for the fourth consecutive year: a consistency that testifies to the excellence of our governance;
- *Choiseul Conquérants 2025* winner: Our capacity for innovation and sustainable growth was praised;
- Rugby (United Kingdom) received the Manufacturer MX Award for Leadership & Strategy.

2025: a year that proves that economic performance and social responsibility are one and the same, and that we give meaning to our performance.

1.2.1 PEOPLE, PLANET, PROFIT: Our commitments and highlights

LISI's convictions in terms of sustainability form the basis of our CSR strategy. Our convictions are driven by our values, our management and LISI's operational system.

Our convictions are as follows:

- The world is in constant transformation and requires an agile organization.
- Environmental issues are a major challenge for humanity.
- Thinking only in the short term hurts future generations and undermines the resilience of our business.
- Diversity is a strength.

- Companies must have a positive impact on society and the regions they occupy.

As a civic and responsible company, LISI therefore takes into account the social, human, economic and environmental dimensions of its activity in its relations with its stakeholders, its various partners, and its employees. It acts with a permanent concern for progress and the sustainability of its business.

Guided by our purpose (“**Shape and share sustainable links**”) and through our values, LISI's sustainable development strategy is structured around three entry points, the 3Ps: **People, Planet and Profit**.

Each of these 3Ps is based on five values and is broken down into seven themes, including our flagship projects, our actions and our monthly Balanced Scorecard, which measures performance.



1.2.1.1 - Our values

Aware that collective commitment makes it possible to achieve greater goals, the Group relies on 5 major values shared by all:

Sustainability

The LISI Group has always adapted to the changes of its time. We are continuing the work of the generations that have made LISI a successful international company. Aware of our impacts, we focus on the long term and strive to reduce our environmental footprint.

Integrity, Transparency

We act with honesty, awareness and openness in compliance with regulations. We expect exemplary behavior from our employees and partners. We create transparent relationships with our customers and suppliers and regularly communicate on our commitments.

Innovation, Digital

We anticipate changes to offer the best solutions. Innovation is fueled by technology and creativity. We design environmentally friendly products and deploy innovative solutions to meet the needs of the business lines.

Human, Development

The women and men who work at LISI are the primary driver of our development. We promote talent and skills development. We protect health, safety and well-being, while applying a policy of non-discrimination and diversity.

Excellence, Pragmatism

We offer quality products and services that meet the highest standards. We continually measure our performance and constantly strive to improve. The satisfaction of our customers is the main guarantee of our sustainability. We are collectively committed to anticipating and exceeding the expectations of our stakeholders. Our actions aim to be practical and concrete.

1.2.1.2 - Compliance with major international reference frameworks

LISI's sustainable development strategy is also guided by a number of major international reference frameworks.

LISI, a signatory of the Global Compact

The LISI Group is guided in particular by the Global Compact, which offers a simple and universal framework of commitments based on 10 principles. LISI has been a signatory of the Global Compact since 2018.

This signature is a public act of leadership that demonstrates the Group's commitment to taking into account the principles of the Global Compact in its actions and internal processes.

The Global Compact is a United Nations initiative launched in 2000 and aimed at encouraging businesses worldwide to adopt a socially responsible attitude. Businesses commit to uphold and promote a number of principles relating to human rights, international labor relations, and the fight against corruption.

By joining the Global Compact in 2018, LISI committed to:

- making yearly progress in each of the 4 core areas of the Global Compact;
- submitting an annual "Communication on Progress" (COP) report explaining the progress made.

The 4 core areas of the Global Compact are subdivided into 10 principles.

Human rights

LISI has undertaken to:

- Support and respect the protection of internationally proclaimed human rights.

- Make sure that it is not accomplice of human right violations.

International labor standards

LISI has undertaken to:

- Uphold the freedom of association and the effective recognition of the right to collective bargaining.
- Contribute to the elimination of all forms of forced and compulsory labor.
- Contribute to the effective abolition of child labor.
- Contribute to the elimination of discrimination in respect of employment and occupation.

Environment

LISI has undertaken to:

- Support a precautionary approach to environmental challenges.
- Undertake initiatives to promote greater environmental responsibility.
- Encourage the development and dissemination of environmentally friendly technologies.

Anti-corruption

LISI has undertaken to:



- Fight corruption in all its forms, including extortion and bribery.

LISI contributes to the United Nations Sustainable Development Goals (SDGs)



Our sustainable development strategy is also based on the United Nations Sustainable Development Goals (SDGs). This program lists 17 sustainable development goals aimed at achieving a better and more sustainable future for all.

We have identified 13 SDGs to which LISI contributes through its sustainable development actions and its operations. These SDGs are shown in color in the representation above.

<i>people</i>	<i>planet</i>	<i>profit</i>
<p>1. Protect our employees</p> <ul style="list-style-type: none">  3. GOOD HEALTH AND WELL-BEING  4. QUALITY EDUCATION <p>2. Retain our talents</p> <ul style="list-style-type: none">  5. GENDER EQUALITY  8. DECENT WORK AND ECONOMIC GROWTH  10. REDUCED INEQUALITIES 	<p>3. Protect our environment</p> <ul style="list-style-type: none">  6. CLEAN WATER AND SANITATION  7. CLEAN AND AFFORDABLE ENERGY  13. MEASURES TO COMBAT CLIMATE CHANGE <p>4. Contribute in our territories</p> <ul style="list-style-type: none">  11. SUSTAINABLE CITIES AND COMMUNITIES  12. RESPONSIBLE PRODUCTION AND CONSUMPTION  13. MEASURES TO COMBAT CLIMATE CHANGE 	<p>5. Exceed our Customers' expectations</p> <ul style="list-style-type: none">  12. RESPONSIBLE PRODUCTION AND CONSUMPTION  13. MEASURES TO COMBAT CLIMATE CHANGE <p>6. Partner with our Suppliers</p> <ul style="list-style-type: none">  9. INDUSTRY, INNOVATION AND INFRASTRUCTURE  12. RESPONSIBLE PRODUCTION AND CONSUMPTION  13. MEASURES TO COMBAT CLIMATE CHANGE <p>7. Secure our financial resources</p> <ul style="list-style-type: none">  17. PARTNERSHIPS TO ACHIEVE OBJECTIVES  16. PEACE, JUSTICE AND STRONG INSTITUTIONS

LISI and transparency on ESG disclosure standards

LISI believes that transparency is an essential factor in building relationships of trust with its stakeholders and ensuring the Group pursues a continuous improvement process. Pending the adoption of a harmonized non-financial reporting framework at the international level, LISI ensures that it reports on its performance on the basis of

the various ESG reporting frameworks commonly used. Thus, LISI refers to the standards of the GRI (Global Reporting Initiative), the European CSRD directive (Corporate Sustainability Reporting Directive) and SASB (Sustainability Accounting Standards Board).

1.2.1.3 - Our roadmap

LISI's Corporate Social and Environmental Responsibility approach is based on:

- an analysis of challenges and risks informed by both risk mapping and a double materiality matrix of stakeholder challenges and risks;
- governance adapted to these challenges;
- policies implemented in a cross-cutting manner;
- action plans and monitoring metrics.

Our Corporate Social and Environmental Responsibility strategy is based on 3 entry points broken down into 7 key commitments.

These 3 entry points correspond to **People, Planet, Profit**.

They are also known as the 3Ps.

These three entry points form the basis of our roadmap, which includes our 7 key commitments.

people

planet

profit

- #1 Protect our employees
- #2 Retain our talent

- #3 Protect our environment
- #4 Work in our regions

- #5 Exceed our customers' expectations
- #6 Partner with our suppliers
- #7 Secure our financial resources

These are 7 long-term commitments formalized by short-, medium- and long-term objectives.

The commitments and flagship projects that underpin this roadmap are described in the table below:

 people

Flagship products

- | | |
|--|--|
| <p>1. Protect our employees</p> | <ul style="list-style-type: none"> ■ Continuous decrease in TF1 ■ Elimination of Level 1 machine non-compliance ■ Safety training for 100% of staff at least once a year ■ Disruption plan for accident-prone sites ■ ISO 45001 certification |
| <p>2. Retain our talent</p> | <ul style="list-style-type: none"> ■ Develop LISI's attractiveness ■ Increase the proportion of women ■ Support business transformation and develop skills ■ Improve quality of life at work ■ Raise the level of commitment and retention |

 planet

Flagship products

- | | |
|---|--|
| <p>3. Preserve our environment</p> | <ul style="list-style-type: none"> ■ Construction of a carbon trajectory and management in an adapted solution ■ Implement energy sobriety plans ■ Develop renewable energies ■ ISO 14001, ISO 26000 and ISO 50001 certification in some sites ■ SBTi: have a carbon trajectory in line with the SBTi on Scopes 1 & 2 ■ CDP Climate: achieve an A rating ■ CDP Water: achieve an A rating |
| <p>4. Work in our regions</p> | <ul style="list-style-type: none"> ■ Deploy water management plans in water-stressed areas ■ Assess our 42 sites for geo-climatic risks and reduce their vulnerabilities |

 profit

Flagship products



- | | |
|---|--|
| <p>5. Exceed our customers' expectations</p> | <ul style="list-style-type: none"> ■ Development of new products ■ Assess the carbon footprint of our products ■ Development of eco-design ■ IATF 16949, EN 9100, ISO 13485 certifications |
| <p>6. Involve our suppliers</p> | <ul style="list-style-type: none"> ■ CSR assessment plan for our suppliers ■ Train our buyers in CSR ■ Commit our key suppliers to reducing their carbon footprint |
| <p>7. Secure our financial resources</p> | <ul style="list-style-type: none"> ■ Rigorous management of working capital requirements ■ Currency hedging for up to 3 years to secure USD contracts ■ Differentiation of sources of financing |

The actions and performance measure indicators resulting from the flagship projects of the 3Ps described below cover all material impacts, risks and opportunities identified in Section 1.3. This is also the case for the measurable, results-oriented and time-bound targets set by LISI to achieve its policy objectives.



1.2.1.4 - Our performance indicators

Each of these 7 key commitments is managed using several monitoring indicators. Among these metrics, the following data points are included in our Balanced Scorecards at all levels of our organization through monthly reporting.



 **people**

	ESRS	GRI	SDGs
1. Protect our employees			
TF1	ESRS S1	GRI 403-2	 3. GOOD HEALTH AND WELL-BEING
% of employees trained in Safety	ESRS S1	GRI 410-1	
2. Retain our talent			
Absenteeism	ESRS S1	GRI 401-1	 5. GENDER EQUALITY
% of resignations	ESRS S1	GRI 401-1	
% of women among managers	ESRS S1	GRI 405-1	
Number of hires and departures by status	ESRS S1	GRI 401-1	
Number of vacant positions by status	ESRS S1	GRI 401-1	

 **planet**

		GRI	SDGs
3. Preserve our environment			
% of energy savings in MWh thanks to projects vs. N-1	ESRS E1	GRI 302-1 ; GRI 302-4	 13. CLIMATE ACTION
% of renewable energy produced on site	ESRS E1	GRI 301-1	
4. Work in our regions			
% of sites in water-stressed areas with an action plan	ESRS E5	GRI 303-1 ; GRI 303-2	 6. CLEAN WATER AND SANITATION
Number of environmental complaints	ESRS E5	GRI 307-1	

 **profit**

		GRI	SDGs
5. Exceed our customers' expectations			
% of revenue generated by new products – LISI AEROSPACE	na	GRI 201-1	 9. INDUSTRY, INNOVATION AND INFRASTRUCTURE
Renewal rate for new products – LISI AUTOMOTIVE	na	GRI 201-1	
6. Involve our suppliers			
% of CSR-sensitive suppliers evaluated	ESRS G1	GRI 414-1	 12. RESPONSIBLE CONSUMPTION AND PRODUCTION
Engage our suppliers in reducing their carbon footprint	ESRS E1		
7. Secure our financial resources			
Revenue (in millions of euros)	ESRS 2	GRI 201-1	
EBIT (% of revenue)	ESRS 2	GRI 201-1	
Free cash flow (% of revenue)	ESRS 2	GRI 201-1	
ROCE	ESRS 2	GRI 201-1	
Inventories (No. of revenue days)	na	GRI 201-1	
LPD (>30 days)	na	GRI 201-1	
Added value / employees	na	GRI 201-1	
CAPEX (% of revenue)	ESRS 2	GRI 201-1	

In 2023, for the first time, CSR metrics were monitored every month in the monthly Balanced Scorecards of the sites, business groups, divisions and at the consolidated level. These metrics were improved in 2025. The CSR metrics are as follows:

people

- % of resignations (No. of resignations/Total registered employees)
- % of women among managers (No. of women managers/No. of managers)
- Number of vacant positions by status (2025)
- Number of new hires by status (2025)
- Number of departures by status (2025)

planet

- % of energy savings in MWh versus N-1 consumption achieved through projects
- % of renewable energy produced on site
- % of sites in water-stressed areas that have implemented an action plan
- Number of environmental complaints (2025)

profit


- % of suppliers assessed as sensitive in terms of CSR

The 2025 results for CSR metrics are as follows:

Our 7 areas of action	The 3Ps	LSI Group Key Indicators	2021	2022	2023	2024	2025 without LSI MEDICAL	B 2025	
1 - Protect our employees	people	Health and Safety	Global FR LSI employees + temporary workers	8.5	7.2	6.7	5.7	5.8	< 6
		Retention	% of resignations	6.5%	9.0%	8.1%	6.8%	5.9%	7.0%
		Attractiveness	No. of vacant positions by status					300	
		Attractiveness	No. of new hires by status					1,903	
2 - Retain talent	people	Attractiveness	No. of departures by status					2,531	
		Diversity	% of women managers	27.1%	28.3%	28.1%	28.4%	28.0%	
3 - Preserve our environment	planet	Environment	% energy savings in MWh thanks to projects vs. consumption in year N-1	nd	nd	1.7%	1.8%	2.0%	1.8%
			% of renewable energy produced on site	nd	0%	0.4%	0.7%	1.4%	0.6%
4 - Contribution in our regions	planet		% of sites in water-stressed areas with an action plan	nd	18%	100%	65%	67%	100%
			No. of environmental complaints				13	9	< 10
6 - Partnership with our suppliers	profit	Purchases	No. of strategic suppliers assessed on CSR criteria	nd	nd	56.4%	67.0%	68.7%	65.0%

1.2.1.5 - Awards & highlights

Faits marquants

<p>100% Of our ESG ratings have improved</p>	<p>-43% Greenhouse gas emissions compared to 2019</p>	<p>18.1% Improved turnover rate (18.9% last year)</p>	<p>5.2% Share of renewable energy in our mix (2.3% in 2024)</p>
<p>7 Sites with solar panels in 6 countries</p>	<p>5.9% Resignation rate (6.8% last year)</p>	<p>23 Energy efficiency projects</p>	<p>86% CSR Balanced Scorecard metrics achieved</p>
<p>ISO certifications 17% ISO 26000 assessed sites 24% ISO 50001 certified sites 86% of sites ISO 14001 and ISO 45001 certified</p>	<p>A- CDP Climate</p>	<p>ECOVADIS TOP 6% of companies</p>	 Winner of 2025 Best Managed Companies for the fourth consecutive year

Our non-financial performance is regularly assessed by non-financial rating agencies in terms of its respect for the environment, social values, societal commitment, and corporate governance. These assessments attest to the Group's CSR performance. They serve as a reference for fund managers and investors looking for companies that perform well in terms of CSR.

In 2025, we are particularly proud:

- to have been a **Choiseul Conquéran**s winner,
- to have achieved a **CDP Climate A-** rating,
- to have been a 2025 winner for the fourth consecutive year for the Best Managed Companies program, which awarded us **GOLD status**,
- to have progressed in all our ratings.

These achievements demonstrate that our governance, our roadmap and our employees' ongoing commitment to moving society forward are paying off.

Awards in 2025



ECOVADIS: We continued our progress by reaching the 94th percentile with 78/100. 3 years ago we were at 67/100.



CDP Climate: We have achieved an A- rating.
CDP Water: We achieved a B rating for our first submission.



LISI is the 2025 Winner of the Best Managed Companies awards by Deloitte for the fourth consecutive year. We now have GOLD status.



LISI is the *Choiseul Conquéran*s 2025 Winner: a program that promotes innovative mid-sized companies that are pioneers in the sustainable transition.

The summary of our assessments is as follows:

Non-financial rating	CDP Climate	CDP Water	EcoVadis	Ethifinance / Gaia*	Best Managed Companies Deloitte
Score 2025	A- Leadership	B Management	78/100	71	Lauréat 2025
Score 2024	A- Leadership		71/100	67	Lauréat 2024
Score 2023	B Management		69/100	61	Lauréat 2023
Score 2022	B Management		67/100	63	Lauréat 2022
Score 2021	D Disclosure		nd	53	
Score 2020	D- Disclosure		57/100	53	

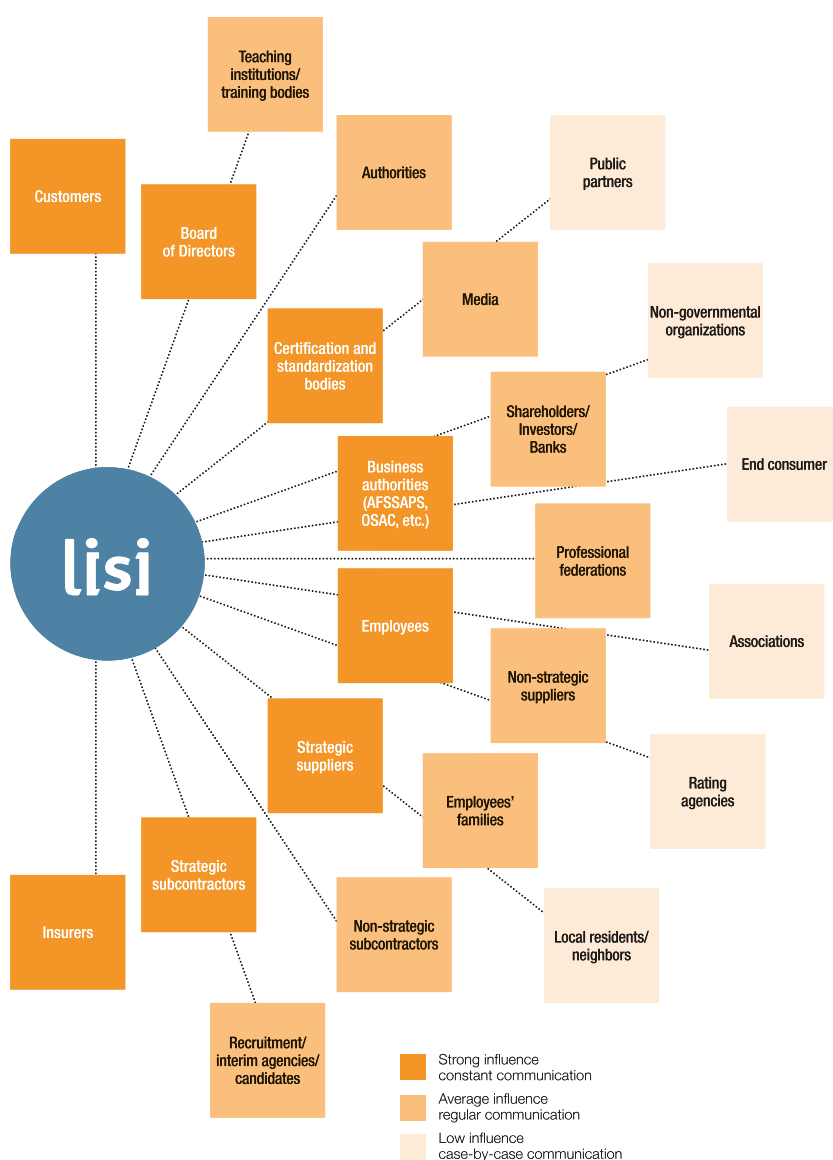
* Ethifinance / Gaia has updated its assessment methodology. The ratings for previous years have been updated by Ethifinance to take this new methodology into account.

1.2.2 Integration into the Group’s CSR strategy (SBM-1)

1.2.2.1 - Ongoing dialog: interests and views of stakeholders (SBM-2)

LISI developed its CSR strategy by consulting all its stakeholders (suppliers, customers, shareholders, employees, employee representative bodies, etc.).

The graph below presents our stakeholders:



Our Company places an emphasis on implementing an organization that allows for regular dialogue with each of them.

This dialogue aims to anticipate their requests and best meet their expectations.

For example, LISI has ongoing dialogue with:

- **its customers** via the commercial departments of the divisions, trade shows such as the Paris Air show, etc.;
- **its insurers**, who are included at every stage of the projects, to take into account their opinions and who regularly visit the plants. An annual assessment of the partnership is carried out in the presence of the Group's Senior Management;
- **its shareholders** via individual meetings for shareholders and numerous meetings with investors;

- **its employees** via the social partners and also via the Group's various communication tools: emails, PSM (performance management routine), memos, the intranet and other company digital tools, any type of survey or questionnaire (Quality of Life at Work, for example);
- **its suppliers** via central and local buyers, regular meetings, and gatherings on the follow-up of partnerships;
- **the authorities** via exchanges of letters, telephone calls, regulatory reports and also via on-site meetings, whether requested by the authorities or by the sites;
- **professional federations:** The LISI Group has been represented at the *Groupement des Industries Françaises Aéronautiques et Spatiales (GIFAS)* for several years, as well as at the *Union des Industries et Métiers de la Métallurgie (UIMM)*. The company is also a member of the *Plateforme Française Automobile (PFA)*.

The table below shows the main channels for dialogue with stakeholders. It is not exhaustive.

Our stakeholders	Forms of dialogue	Department
Customers	<ul style="list-style-type: none"> • Dedicated sales contact • Annual Performance Reviews • Trade fairs (e.g. Paris Air show) 	<ul style="list-style-type: none"> • Divisional commercial departments • Senior Management • Communication & marketing departments
Insurers	<ul style="list-style-type: none"> • Annual prevention visits • Integration of insurers in projects through regular progress points • Annual review 	<ul style="list-style-type: none"> • HSE department • Project team & HSE department • Senior Management
Shareholders	<ul style="list-style-type: none"> • Individual shareholder fairs, investor meetings, letters to shareholders 	<ul style="list-style-type: none"> • Senior Management
Employees	<ul style="list-style-type: none"> • Communication tool (email, memo, intranet, PSM, etc.) • QLW survey • Meetings with the social partners (e.g. Group committee and European committee, ESC, etc.) 	<ul style="list-style-type: none"> • Communication department • HR department • Senior Management and site management
Suppliers	<ul style="list-style-type: none"> • Supplier Evaluation Questionnaires • Communication of the supplier charter • Supplier audits • Performance reviews 	<ul style="list-style-type: none"> • Purchasing and Supplier quality
Authorities	<ul style="list-style-type: none"> • Relations with public authorities (prefecture, communities of municipalities, municipalities, etc.) • Exchanges (correspondence, telephone calls, e-mails, on-site meetings, etc.) • Regulatory Declarations 	<ul style="list-style-type: none"> • Senior Management • Sites
Institutions	<ul style="list-style-type: none"> • Participation in professional federations (MEDEF, UIMM, GIFAS, PFA, ARTEMA, etc.) • Accession and promotion of the UN Global Compact • Participation in the ADEME working group (e.g. EXPEDITE) 	<ul style="list-style-type: none"> • Senior Management
Civil Society	<ul style="list-style-type: none"> • Participation in the local economic fabric (EIG, partnership with local companies, local associations) • Integration into local life (open day, visit of middle schools and high schools) 	<ul style="list-style-type: none"> • Sites
Technical	<ul style="list-style-type: none"> • R&D meeting • Facilitation of the community of technical experts • Cross-visits by technical experts to carry out benchmarks (internal and external) 	<ul style="list-style-type: none"> • R&D department • Experts network

In 2024, the work on CSRD, in particular the double materiality analysis, provided an opportunity to engage in more in-depth dialog with our stakeholders. In addition to the main channels of dialog indicated above, we solicited on an *ad-hoc* basis, a large number of our stakeholders in order to jointly identify the LISI Group's impacts, risks and opportunities.

The expectations and challenges in terms of social responsibility were gathered through two consultative processes:

- the development of the double materiality matrix (see 1.2.2);
- the coordination of employee working groups.

1.2.2.2 - Material impacts, risks and opportunities and their interaction with strategy and business model (SBM-3)

Today, sustainability matters are inseparable from corporate strategy, forming an essential pillar of long-term value creation. Integrating sustainability into the strategy requires a holistic approach which involves all levels of the organization and influences every strategic decision.

At LISI, we believe that:

- Companies that succeed in aligning their strategy with the imperatives of sustainability are better positioned to ensure their continuity and seize the opportunities related to the transition to a more sustainable economy.
- Measurement and reporting of non-financial performance are becoming key elements of communication with investors and other stakeholders.

- Finally, this strategic transformation must be accompanied by clear, measurable objectives and a precise roadmap to ensure effective implementation and create shared value for all stakeholders.

It is in this spirit and method that we worked in workshops and through an organized dialog with our stakeholders to identify our impacts, risks and opportunities (IRO). By convention, we will use the acronym IRO to denote impacts, risks and opportunities.

1.3 Materiality analysis and management of impacts, risks and opportunities

1.3.1 Identification and assessment process (IRO-1)

The IRO identification process was carried out in accordance with the recommendations of the EFRAG on each ESRS and with the assistance of our R3 consultants.

To carry out this mapping of sustainability matters, we proceeded in two ways:

1. **Several internal workshops** with the CSR, Finance and Compliance teams between May and September 2024, which made it possible to:
 - link corporate strategy and sustainability matters;
 - list the IROs according to our internal understanding and cover all the ESRS topics;
 - analyze the issues at the sub-topic level to facilitate the strategic and operational scope in order to:
 - retain, merge or exclude certain subtopics, depending on their materiality and regulatory relevance,

- associate a neutral and clear definition to each sub-topic.

2. **A methodical consultation with our stakeholders**, with a wide coverage in terms of diversity and quantity (see SBM-2).

This methodological work, which was carried out in 2024, remained relevant in 2025. The only change in 2025 was the inclusion of a ninth material matter related to finance, following the comments of our sustainability auditors and by comparison with our benchmarks in our aeronautics and automotive sectors.

1.3.2 Integration of stakeholders (SBM-2)

1.3.2.1 - Methodological approach

Stakeholders assist the LISI Group in mapping the issues to list the impacts of its activities on society and the environment, and to identify the risks and opportunities associated with sustainability matters.

During an internal workshop (CSR, Finance, Compliance), we:

- identified relevant stakeholders;
- defined a consultation methodology and format;
- assigned the matters according to their relevance to each stakeholder;
- developed a rating grid and defined materiality thresholds.

For the selection, we applied an influence grid distinguishing stakeholders according to their impact on the business: no influence, partial influence, global influence, or the power to shut down the business.

We have selected stakeholders with a high level of influence, that are diversified in nature and representative of the entire value chain and that have a good knowledge of the Company's business and/or operations.

We also favored a qualitative rather than quantitative approach.

Ultimately, the consultation took two forms:

1. sending a questionnaire validated by our Board of Directors in June 2024;
2. qualitative consultation interviews with a limited number of stakeholders.

During the consultation interviews, we always asked the same three questions:

IMPACT MATERIALITY

1. What are the positive or negative impacts of LISI's activities on the society and the environment?
2. How do you assess the severity/intensity of this impact on the defined rating grid?
3. What is the probability of this impact occurring?

FINANCIAL MATERIALITY

1. What are the financial risks or opportunities for LISI's activities?
2. How do you assess the severity/intensity of these risks or opportunities on the defined rating grid?
3. What is the probability of occurrence of these risks or opportunities?

Finally, we assigned to each type of stakeholder:

- a consultation scope;
- a weighting coefficient.

1.3.2.2 - Consultation via the online questionnaire

The questionnaire consisted of 27 questions covering all sustainability matters.

- 11 PLANET questions - Environment;
- 12 PEOPLE questions - Social;
- 4 PROFIT questions - Governance.

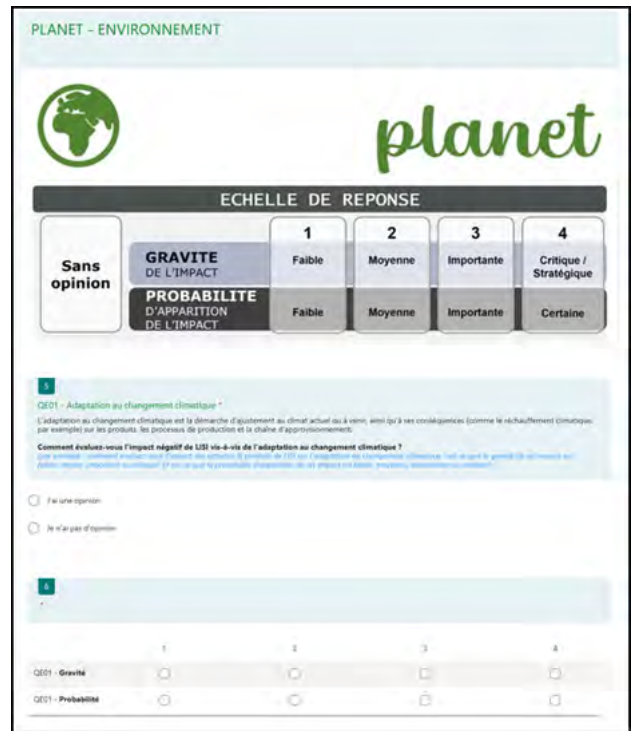
For each question, the stakeholder had to:

- say if they had/did not have an opinion;
- if they had an opinion, choose:
 - a severity on a scale of 1 to 4,
 - a probability on a scale of 1 to 4.

In fine, 117 stakeholders responded. The breakdown is presented in the 2024 URD.

These weighting coefficients were applied according to their level in the sphere of influence. The analysis is based on the principles of ISO 26000.

Cere is an example for question QE01 - Climate change adaptation



1.3.2.3 - Consultation by qualitative interview

The questionnaire approach was supplemented by qualitative interviews with stakeholders with a strong influence on LISI's business.

We organized 1-hour interviews with:

- members of the Group Executive Committee;

- the Chairman of the Board of Directors;
- three key external parties (1 Aerospace customer, 1 Automotive customer and 1 energy supplier).

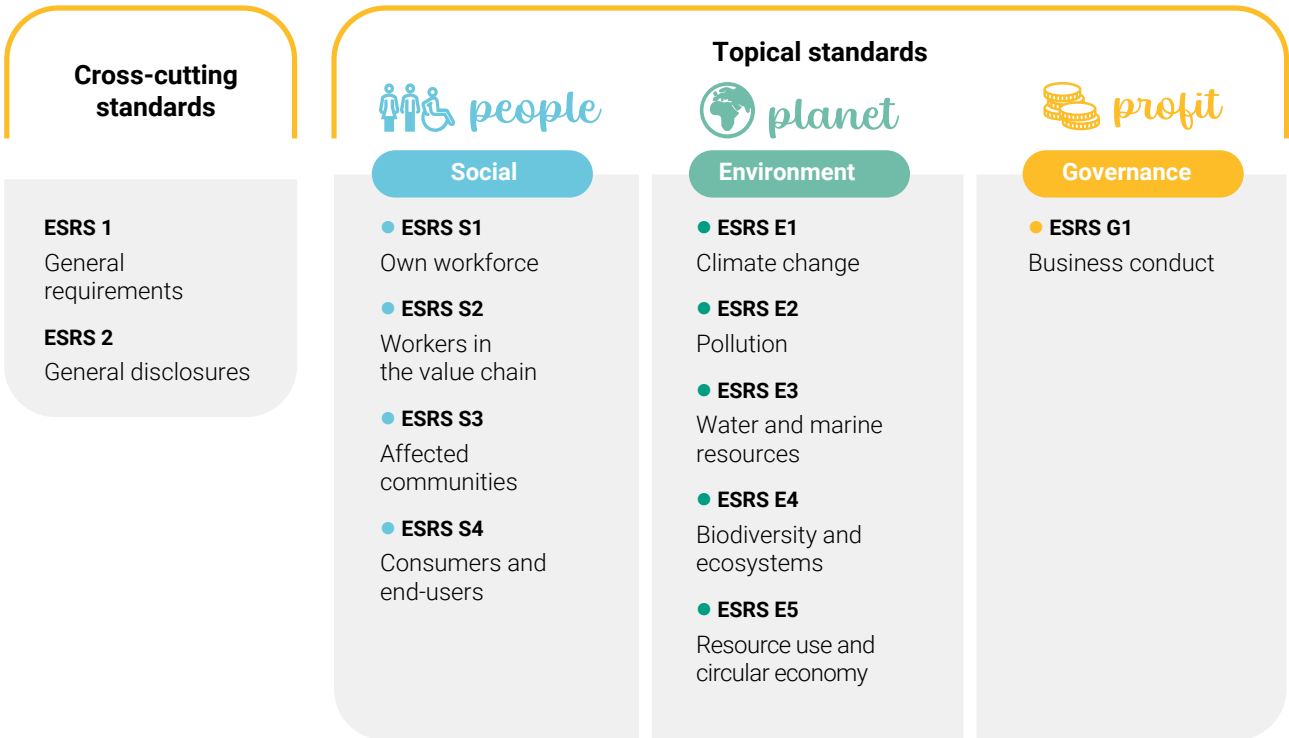
The interviews took place in July 2024.

1.3.3 Results of the materiality analysis (IRO-2, SBM-3)

The LISI Group's materiality analysis was thoroughly overhauled in 2024 to meet CSRD requirements. The CSRD matters, expressed in ESRS, Topics and Sub-Topics, sometimes obscure, were detailed by the work of EFRAG, which LISI used as a reference framework.

For the identification and assessment of impacts, risks and opportunities (IRO), the LISI Group received methodological support from R3 for 9 months until the double materiality matrix was finalized. Their expertise has enabled the LISI teams to approach matters methodically from an external perspective.

The 12 ESRS standards for which the issues were analyzed at LISI are as follows:



Our approach respects the principles of the ISO 26000 standard and maintains consistency with the usual standards: ISO 26000 (7 central topics: Governance, Human Rights, Working Relations and Conditions, Environment, Fair Practices, Consumer Issues, Communities and Local Development), as well as the Global Compact, the UN Sustainable Development Goals (SDGs) and the Global Reporting Initiative (GRI).

IROs are identified and assessed based on a combination of internal discussions (CSR, Finance, Compliance) and stakeholder consultations (online questionnaire and qualitative interviews).

Each IRO has been assessed on 2 areas (impact materiality and financial materiality, rated from 1 to 4) by LISI teams and stakeholders. The time horizon under consideration matches the Group's strategic plan.

Materiality threshold

The materiality threshold was set at 1.7 for both areas. The IROs:

- lower than 1.7 in both areas was deemed non-material;
- higher than 1.7 in both areas was deemed to have double materiality;
- higher than 1.7 in a single area was deemed to have single materiality.

The summary of these results is presented as follows:

- in table form;
- in graph form.

Double materiality analysis results

28 matters have been identified as priorities, including 8 material matters for LISI.

The **5 impacts, risks and opportunities with double materiality** in decreasing order are:

- **Innovation, Quality and Safety of our products sold to customers** - ESRS BD-c;
- **Human capital development** - ESRS S1-a;
- **Climate change mitigation** - ESRS E1-b;
- **Securing financial resources** - ESRS BD-b;
- **Resources inflows and their use** - ESRS E5-a.

The 2 material issues in the Impact sense only are:

- **Attracting and retaining talent** - ESRS S1-a;
- **Health & Safety** - ESRS -S1-a.

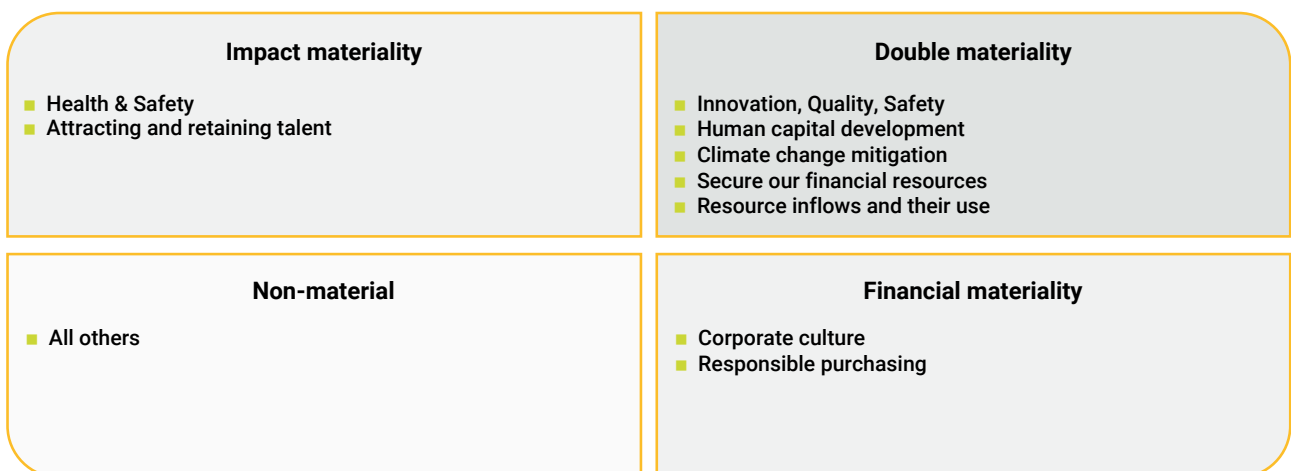
The material challenge in the Financial sense is:

- **Corporate culture** - ESRS G1-a.

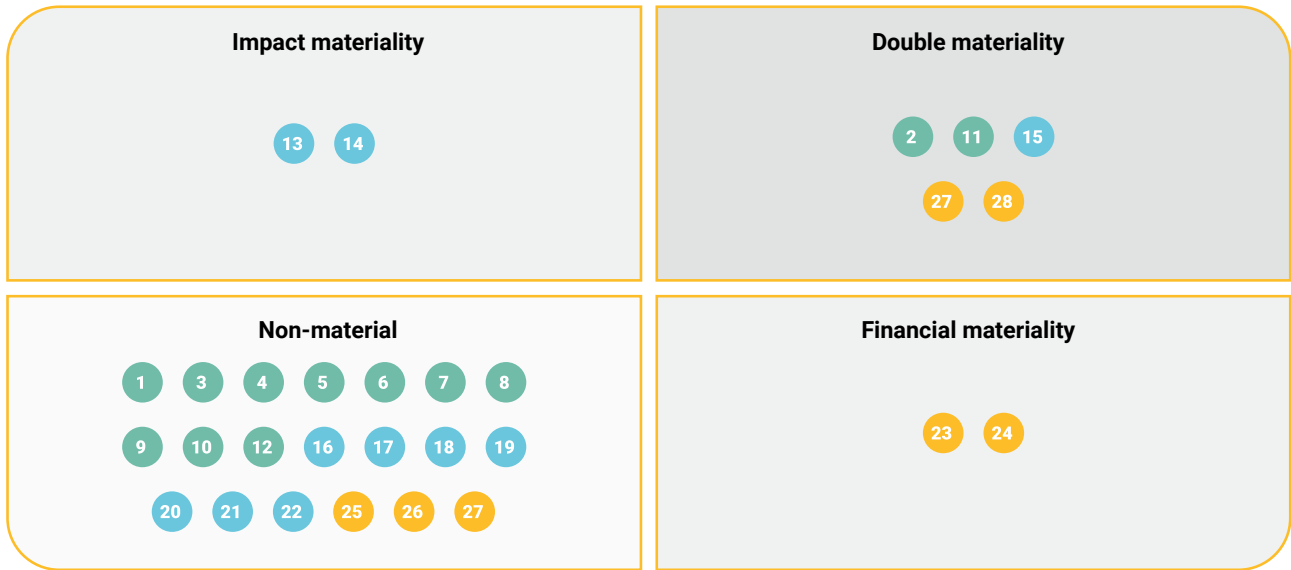
In 2025, following the comments of our sustainability auditors and by comparison with our benchmarks in our aeronautics and automotive sectors, we decided to add a ninth financial material matter:

- **Responsible Purchasing** - ESRS G1-b.

These matters enhance our CSR strategy and have been validated by Senior Management.



OUR DOUBLE MATERIALITY ANALYSIS



people
SOCIAL

- S1 Own workforce**
- 13 S1-a – Health and Safety
- 14 S1-a – Attracting and retaining talent
- 15 S1-b – Human capital development
- 16 S1-b – Equal treatment and opportunities
- 17 S1-c – Other labor rights
- S2 Workers in the value chain**
- 18 S2-a – Working conditions in the value chain
- 19 S2-b – Equal treatment and opportunities
- 20 S2-c – Other labor rights
- S3 Affected communities**
- 21 S3- – Rights of local communities
- S4 Consumers and end-users**
- 22 S4 – Consumers and end-users

planet
ENVIRONMENT

- E1 Climat**
- 1 E1-a – Climate change adaptation
- 2 E1-b – Climate change mitigation
- 3 E1-c – Energy
- E2 Pollution**
- 4 E2-a – Air
- 5 E2-b – Water
- 6 E2-c – Soils
- 7 E2-d – Living organisms
- 8 E2-f – Hazardous substances
- E3 Water and marine resources**
- 9 E3 – Water management
- E4 Biodiversity and ecosystems**
- 10 E4 – Biodiversity and ecosystems
- E5 Resource use and circular economy**
- 11 E5-a – Resource inflows
- 12 E4-b – Resource outflows

profit
GOVERNANCE

- G1 Business conduct**
- 23 G1-a – Corporate culture
- 24 G1-b – Responsible purchasing
- 25 G1-c – Business ethics
- 26 BD.a – Involvement in the local ecosystem
- 27 BD.b – Secure our financial resources
- 28 BD.c – Innovation, Quality and Safety

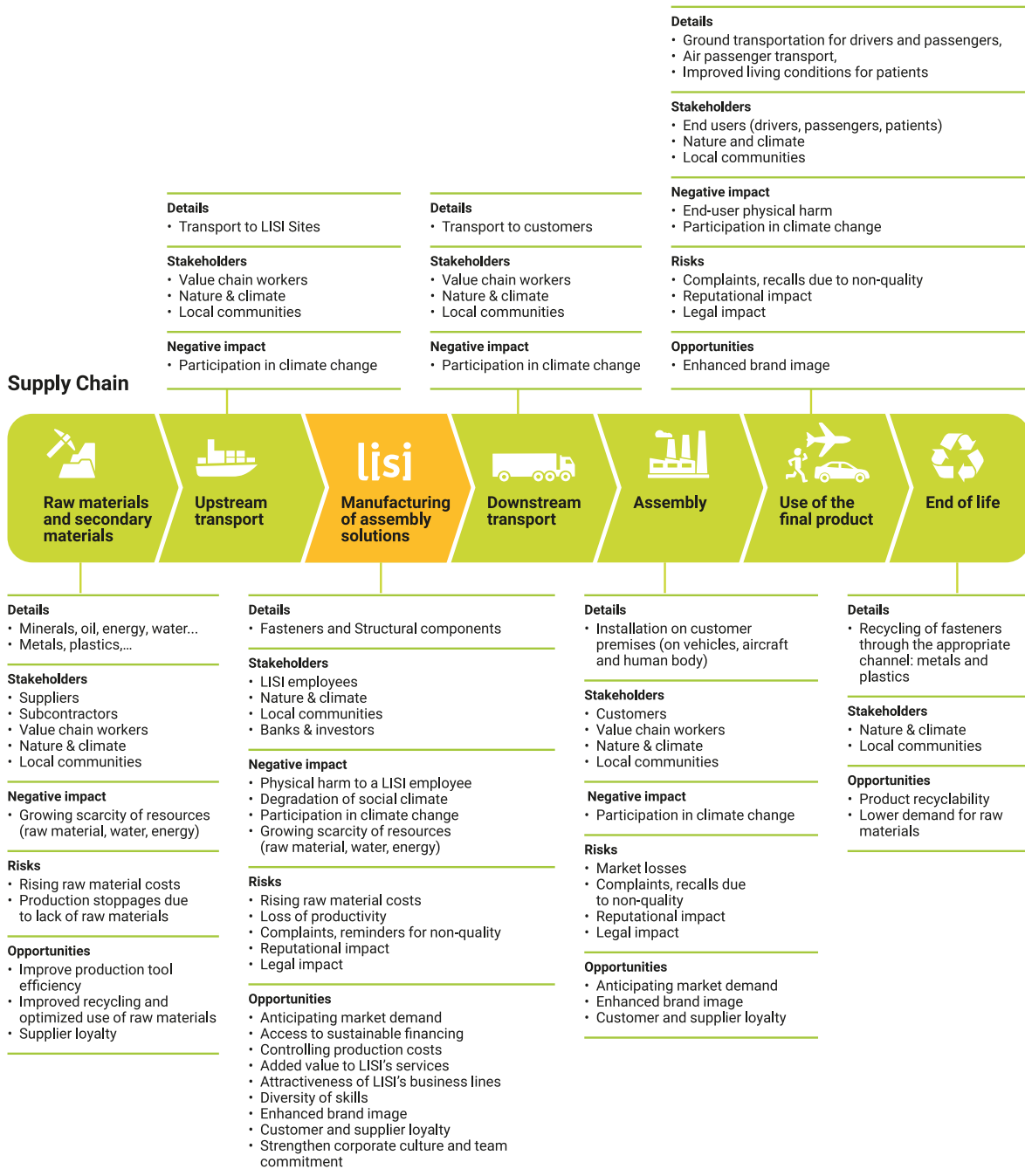
These matters are included in our sustainable development roadmap, together with objectives, monitoring metrics and action plans.

The Executive Committee provides monthly monitoring. These non-financial risks are included in the Group mapping

(Chapter 5 of the Universal Registration Document) and reviewed annually by the Audit Committee, and quarterly by the Executive Committee and the Group Risk Committee with the Director of Sustainable Development.

The impacts, risks and opportunities have been integrated into the value chain of our ecosystem. A graphical representation of our value chain and LISI's positioning in this value chain is provided below:

Presentation of material IROs in the value chain



For information, the segment breakdown of revenue from our activities in 2025 is as follows:

- LISI AEROSPACE: 68%,
- LISI AUTOMOTIVE: 32%.

1.4 CSR Governance

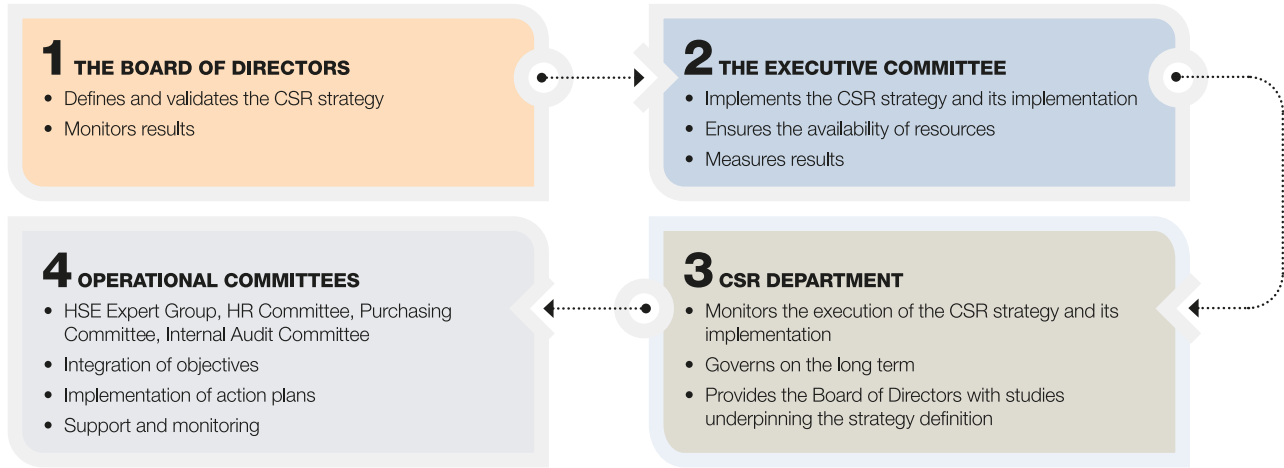
The governance of the LISI Group is explained in Chapter 6 - Corporate governance. This section only concerns the governance of LISI’s Corporate Social Responsibility, as well as CSRD issues.

1.4.1 Managing CSR projects (GOV-1)



The transformation and sustainable development strategy was subject to regular strategic and operational monitoring by the Executive Committee and the Board of Directors.

The governance and management of our sustainable development strategy is presented in the table below:



- The Board of Directors, with the support of the CSR Committee, which relies on the work of the Sustainable Development Department, determines and validates the Group’s sustainable transformation strategy and verifies its proper operational implementation, through:
 - the analysis of non-financial risks;
 - the review of sustainable transformation performance;
 - dialogue on CSR strategic guidelines.

In 2023, the Board of Directors decided to create a CSR Committee composed of 6 members.

In 2025, the Board’s CSR Committee, sometimes associated with the Audit Committee, met three times. In particular, it approved the 2024 Universal Registration Document (URD) at the joint session (Audit/CSR) on April 1, praising its quality and its compliance with CSRD requirements, while identifying areas for improvement for future editions. The Committee also approved the 2024 CSR report, confirmed the Group’s carbon balance trajectory, and encouraged initiatives in favor of diversity with the launch of the WILL women’s network. It issued recommendations in terms of benchmarks, in-depth analyses of attractiveness and retention by country and coordination of the work of the CSR Committee with the Strategic Committee. In addition, it approved the changes to the duty of care system and encouraged the

continuation of risk management efforts. The work of the Board of Directors and the CSR Committee concerning CSR policy and issues is summarized in Chapter 6.

- **Expertise and skills of the members of the Board of Directors and the CSR Committee**
 - The members of the Board of Directors have a diversified expertise in sustainability, enabling them to assess the Group’s ESG impacts, risks and opportunities.
 - In 2024, the entire Board was trained by R3 Group on the carbon trajectory and SBTi (Science Based Targets initiative) certification.
 - The expertise of the members of the Board of Directors is detailed in Chapter 6.
- **The Executive Committee defines and guides the sustainable transformation strategy, through:**
 - the definition of the roadmap and its associated action plans;
 - the dialogue on the integration of sustainable development into the Group’s strategy and operations;
 - the management of sustainable development performance;
 - the oversight of Ethics & Business Conduct issues.

■ **At the Executive Committee, the Director of Corporate Social Responsibility (CSR) in charge of sustainable transformation monitors the roadmap and proposes continuous improvement focuses.**

■ **The CSR and Sustainable Transformation Department manages, leads, and coordinates the CSR strategy.**

- It reports on the progress of the roadmap to the Executive Committee and to the CSR Committee.
- It ensures the due implementation of CSR in the various strategic plans of the functions and businesses, its integration in policies and processes and its deployment across all Group entities. Annual discussions cover:
 - the new orientations of the sustainable strategy;
 - the results of the action plans;
 - the mapping of non-financial risks;
 - the review of the annual non-financial audit.

The sustainable transformation department leads working groups (WGs) with the main key functions in this transformation:

- **The Carbon WG** is composed of representatives of the divisions. This Carbon WG proposes and carries out all long-term actions and projects to reduce LISI's carbon footprint and implement energy sobriety plans. It is also in charge of preparing LISI's carbon footprint (Scopes 1/2/3), and of continually improving its construction, notably with regard to the quality of data and the establishment of a reduction trajectory for LISI.

In 2025, the Carbon WG met twice. The work themes focused on:

- the launch of a platform for monitoring projects on the Carbon trajectory with ANSA Services;
- the creation of a carbon footprint data source in the TABLEAU Business Intelligence solution from site level to Group level;

- the launch of a geo-climatic risk analysis and climate change adaptation approach;
- LISI's benchmarking within its LISI AEROSPACE and LISI AUTOMOTIVE divisions following the publication of the CSRD;
- **The Purchasing WG** is composed of the Lead Buyers of the six main purchasing segments with the highest impact in LISI's Carbon Assessment (Energy, Raw Materials, Subcontracting, Transport, Waste, IT). These lead buyers help the CSR sustainable transformation department to obtain actual consumption data and direct emission factors (Market-based Factor). They are also working to commit our value chain into a carbon reduction trajectory that will be reflected in LISI's Scope 3 in the medium term.

In 2025, the Purchasing WG met five times, mainly in the Energy WG format with the Energy Lead Buyers. It worked on:

- improving the EDF SuiviConso platform for all sites;
- considering the use of power purchase approvals in the following 4 countries: the United States, Turkey, the United Kingdom and Germany, which led to 4 discussions with external third parties in these countries.
- **The Sustainable Finance WG** is composed of members of the CSR, Finance and Compliance departments. The objective of this WG is to prepare our organization to anticipate the European CSRD (Corporate Social Responsibility Directive) and the Taxonomy.

In 2025, the Finance WG did not meet.

Lastly, the CSR strategy is shared by all in-house employees, and integrated into the strategic plans of the 2 divisions.

1.4.2 Information provided and sustainability matters addressed (GOV-2)

The information provided to and the sustainability matters addressed by the governance bodies are presented:

- in summary form in the previous section;
- in detail in Chapter 6.

1.4.3 Integration of CSR issues in incentive policy (GOV-3)

The short-term (bonus) and long-term (performance-based shares) variable compensation systems are aligned with the Group’s strategic objectives and incorporate social and environmental responsibility criteria.

In 2023, under the guidance of the Director of Sustainable Development, discussions were carried out with the Executive Committee to update and broaden these criteria.

The following decisions were taken:

- Health and safety: maintenance of TF1 (frequency rate of accidents with and without time lost for LISI employees and temporary workers);
- Gender diversity: two new metrics – % of women among managers and % of women in management bodies (Executive Committee and Leadership Board) – ahead of the Rixain law;
- Carbon trajectory: four criteria combined:
 - Energy savings in MWh (sobriety projects),
 - Share of renewable energy produced or purchased,
 - Responsible management of water resources in water-stressed areas,
 - Reduction of greenhouse gas emissions (long-term objective).
- These criteria were incorporated into variable compensation in 2024. The results are presented in Section 3.2. These criteria will remain the same in 2025, although their proportion may change.
- **Variable compensation of senior executives** (Executive Committee and Leadership Board). The CSR criterion and share of the bonus are adapted to the professional matters of each employee:
 - A Human Resources Director will have criteria related to PEOPLE, such as Attractiveness and Diversity included in their bonus, the impact of which depends on the criticality in relation to their HR matters.
 - A Division Director will ensure that the matters related to the 3Ps (PEOPLE, PLANET, PROFIT), adjusted to match the matters relevant to their division.

- An HSE Director will have a higher proportion of Health and Safety criteria, in light of their priorities.

- **Group CEO:** Their variable compensation includes criteria on the 3Ps, the proportion of which is adjusted according to the relevant matters. The NRG Committee validates the share of CSR and each criterion with regard to strategic priorities (see Chapter 6 for details).

- **With regard to performance share programs,** they depend on the achievement of objectives related to:
 - financial reporting (PROFIT);
 - non-financial reporting (PEOPLE, PLANET, PROFIT);
 - as well as a portion related to the employee’s attendance.

The proportion of CSR criteria among all criteria is generally 30%. Among the CSR criteria selected are 3 criteria from PEOPLE and PLANET.

The PROFIT criteria are taken into account in the share of financial performance criteria.

For example, for the 22C25 plan, the CSR criteria used were:

- PEOPLE: frequency rate of accidents with time lost (TF1);
- PEOPLE: the % of women managers;
- PLANET: the % of energy (in MWh) saved compared to the previous year’s consumption thanks to projects launched at the sites.

Minimum and maximum charts are introduced for certain criteria. Below the minimum, no distribution is made. At the maximum or above, the criterion has been fully met. Between the two, there is a gradual change in distribution based on different levels.

The Board’s NRG Committee examines the conditions for allocating plans, including financial and non-financial criteria, detailed in Chapter 6.

1.4.4 Investment policy integrating CSR issues

In 2023, the LISI Group reviewed its investment procedure (CAPEX) to align it with the 3Ps program (People, Planet, Profit). In the past, only the Profit analysis (IRR and Payback) was required.

From now on, each major investment must account for its impact on each of the 3Ps.

- **PEOPLE:** an impact grid is requested on the subjects: machine compliance, workstation ergonomics, hazardous products.

- **PLANET:** a calculation of greenhouse gas emissions (Carbon Impact). The assessment compares the situation before/after in metric tons of CO₂ equivalent.
- **PROFIT:** a calculation of the rate of return on investment and payback.

REMINDER OF CRITERIA

Financial decision-making criteria	Acceptable	To be deepened
IRR - %	19%	15%
Payback - years	5	7
Environmental decision-making criteria	Favorable	Unfavorable
Carbon savings - tCO ₂	>0	<0

The purpose of this policy is to ensure that strategic thinking on the impact of our investments on the environment and on working conditions is based on fact.

This incorporates the three aspects (our 3Ps) and different concepts of profit alone into the decision.

It came into force in the second quarter of 2023, and requires a calculation of greenhouse gas emissions for:

- all projects of more than €250 thousand, regardless of the purpose;

- all projects concerning buildings (construction, renovation, smart management, HVAC, BMS), energy (renewable or fossil fuels) and the decarbonization or energy sobriety plan, regardless of their amount;
- the share of investments in 2025 that had a favorable impact in terms of CO₂ represents 2.3% of the annual amount of investments committed during the year. Details of these investment projects are presented in Chapter 4.3.

1.4.5 Reporting adapted to the issues

In order to measure the full impact of our flagship CSR projects, new CSR metrics were introduced in 2023 to monitor our performance and objectives. This reporting is monitored every month in the Balanced Scorecards of all levels of the organization:

- sites;
- business groups;
- divisions;
- at Group level on a consolidated basis.

They are:

people

- % of resignations (No. of resignations/Total headcount);
- % of women among managers (No. of women managers/No. of managers);
- The number of hires and departures by status;
- The number of vacant positions by status.

planet

- % of energy savings in MWh versus N-1 consumption achieved through projects;
- % of renewable energy produced on site;
- The number of environmental complaints from the authorities.

profit

- % of suppliers assessed as sensitive in terms of CSR.

The 2025 results are presented in Chapter 1.2.1.4.

1.4.6 Statement on the due diligence process (GOV-4)

The table below presents, in a summary of the sections of the sustainability report (Chapter 4 of this Universal Registration Document) detailing the essential elements of due diligence.

Core elements of due diligence	Structure of the sustainability report
a. Embedding due diligence in governance, strategy and business model	Governance: 1.1 / 1.2.2.2 - / 1.4.6 / 1.4.7
b. Engaging with affected stakeholders in all key steps of due diligence	Environment: 2.3 Social: 3.1.2 / 3.1.4 / 3.2.2 / 3.2.4 Governance: 4.1.2 / 4.1.4
c. Identifying and assessing adverse impacts	Environment: 2.4 Social: 3.1.3 / 3.2.3 Governance: 1.2.2 / 4.1.3 / 4.2.1
d. Taking measures to remedy these impacts	Environment: 2.5.2 Social: 3.1.5 / 3.2.5 / 3.2.6 Governance: 4.1.5 / 4.2.2 / 4.2.3 / 4.2.4
e. Monitor the effectiveness of these efforts and communicating them	Environment: 2.5.3 / 2.5.4 Social: 3.1.6 / 3.2.5 / 3.2.6 Governance: 4.1.6 / 4.1.7

1.4.7 Risk management and internal controls over sustainability reporting (GOV-5)

Pursuant to the Financial Security Act of July 17, 2003 (Article L.225-35 of the French Commercial Code), the LISI Group has an Internal Audit Department responsible for verifying the application of the management and internal control manual. This manual contains the Group’s procedures. Its purpose is to ensure the efficiency of its internal control system, built on the COSO framework.

The primary missions are:

- Verifying compliance with the management policies defined by the Executive Committee and other management bodies approved by the Board of Directors;
- Verifying the proper safeguarding of assets and their regular use with regard to the corporate purpose of each legal entity;
- Verifying the accuracy and completeness of accounting records;
- Verifying the correct preparation of the reporting and accounting information, their reliability and their accuracy, within the time limits given by the Group;
- Ensuring compliance with the principle of separation of duties and functions;

- Preventing and detecting irregularities in the application of the management and control manual. Issuing recommendations to promptly correct identified discrepancies and verifying the proper application of defined action plans.

The Internal Audit Department reports to the Group’s Governance, Risk and Compliance Department, which presents its work to the Audit Committee, itself part of the Board of Directors. Twice a year, the Committee reviews the work carried out, which is communicated to the external auditors.












While sustainability is at the heart of the Company and its management procedures, the internal control manual was adapted in 2025 for implementation in 2026 and will cover the accuracy of non-financial reporting. The update of the Internal Audit questionnaire carried out in 2025 for implementation in 2026, also made it possible to ensure that the risks identified by the double materiality analysis are included in the internal audit processes.

1.5 Regulatory compliance and standards

1.5.1 International frameworks and external expertise

LISI complies with best environmental, social and societal practices by adhering to recognized international norms and standards. The Group relies on CSR partners and methodologies to control its supply chain, develop its climate strategy and guarantee the quality of its processes, while ensuring its transparency through international reporting frameworks and certifications.

- LISI's CSR strategy contributes to the United Nations Sustainable Development Goals (SDGs). LISI supports the goals of this program and thus identified, in 2019, among the 17 SDGs, the 12 to which the Group contributes through its CSR actions and its activities.
- The 3Ps of its CSR strategy contribute to the SDGs through the policies and action plans described in the table below.

people	planet	profit
<p> 3. GOOD HEALTH AND WELL-BEING</p> <p>Health & Safety Policy. Prevention of accidents. Prevention of occupational risks and diseases</p>	<p> 6. CLEAN WATER AND SANITATION</p> <p>Efficiency in water use</p>	<p> 9. INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> <p>Encouraging innovation and R&D. Modernising infrastructure. Promoting a sustainable industry, more efficient use of resources, more environmentally friendly processes</p>
<p> 4. QUALITY EDUCATION</p> <p>Training and development of employees' skills, notably through the LISI Knowledge Institute</p>	<p> 7. CLEAN AND AFFORDABLE ENERGY</p> <p>On-site renewable energy production and external supply</p>	<p> 12. RESPONSIBLE PRODUCTION AND CONSUMPTION</p> <p>Life cycle analysis of products. Ecoconception. Reduction of raw material scrap. Circular economy</p>
<p> 5. GENDER EQUALITY</p> <p>Specific recruitment, promotion and development of women. Promoting equal employment</p>	<p> 11. SUSTAINABLE CITIES AND COMMUNITIES</p> <p>Preservation of industrial heritage. Promoting inclusive urbanization</p>	<p> 13. MEASURES TO COMBAT CLIMATE CHANGE</p> <p>Development of less carbon intensive processes</p>
<p> 8. DECENT WORK AND ECONOMIC GROWTH</p> <p>Improving working conditions and quality of life at work</p>	<p> 12. RESPONSIBLE PRODUCTION AND CONSUMPTION</p> <p>Sustainable waste management through recycling</p>	<p> 17. PARTNERSHIPS TO ACHIEVE GOALS</p> <p>Partnerships for sustainable innovation with start-ups, our customers, our suppliers</p>
<p> 10. REDUCED INEQUALITIES</p> <p>Fight against all forms of discrimination. Promote the employment of young people and seniors</p>	<p> 13. MEASURES TO COMBAT CLIMATE CHANGE</p> <p>Reduction of the CO₂ footprint. Adaptation to increased risks of climate change (flood, storm...)</p>	

LISI's CSR commitments are based on recognized international standards, principles and frameworks:

- ISO standards: IATF 16949, EN 9100, ISO 14001, ISO 45001, ISO 26000;
- The standards of the Global Reporting Initiative (GRI);
- The UN Sustainable Development Goals;
- The UN Global Compact.

Our commitments also seek to align to the best practices of certain assessment bodies such as the Carbon Disclosure Project (CDP) or EcoVadis.

1.5.2 ISO 14001 / ISO 45001 / ISO 50001 / ISO 26000 certifications

LISI has been certified according to ISO 14001: v2015 and ISO 45001: v2018 by Bureau Veritas since 2021. The Group is audited each year and a re-certification audit was

successfully carried out in 2025 to verify continued compliance with these 2 standards.



35 out of the 41 sites (85%) have dual ISO 14001: v2015 & ISO 45001: v2018 certification, either through multi-site LISI certification (35 sites), or via local certification.

- Shanghai (China): the ISO 14001 & ISO 45001 certificates issued in Europe are not recognized by the Chinese government. This site is therefore certified locally.
- Bangalore (India), Livonia (United States), Queretaro (Mexico) and Suzhou (China): the LISI Group must implement the Group's HSE management system before it can include them in the multi-site certification.
- Ayguemorte-les-Graves (France) is fully autonomous and integrated (process, revenue, etc.). Even though the site is not certified, it applies the principles of the Group's HSE management system.
- Chaumont (France) is a new site resulting from the relocation of part of the facilities of the Bologne site. The site applies the Group's HSE management system. Integration into the Group certification scope will be planned when the move is finalized.

24% of sites (10 sites) also have ISO 50001: v2018 certification on a multi-site or individual basis. In 2025, all of the LISI AEROSPACE Fasteners Europe Business Group sites were certified. The LISI AEROSPACE division aims to obtain ISO 50001 certification for all its sites in 2026 and 2027.

Finally, 7 sites were assessed individually according to ISO 26000: v2020: Izmir (Turkey), Saint-Brieuc, Saint-Ouen-l'Aumône, Villefranche-de-Rouergue and Vignoux-sur-Barangeon (France), Tangier (Morocco) and Rugby (United Kingdom) in 2025.

It should be noted that the sites mentioned are those as defined and listed in the appendices of the certificates issued through their address. Their number may therefore differ slightly from the number in official presentations.

1.5.3 CSRD and Duty of Care

This chapter on sustainable performance addresses:

- the requirements of Directive (EU) 2022/2464 of the European Parliament and of the Council of December 14, 2022 amending Regulation (EU) No. 537/2014;
- the requirements of Law No. 2017-399 of March 27, 2017 on the duty of care (see Section 1.4.7).

2 PLANET – Environmental information (ESRS E)

2.1 Context and challenges

Due to its industrial and historical activities, the LISI Group has had an impact on the environment, notably through its consumption of raw materials, energy, water, and its greenhouse gas emissions. As a responsible company, LISI makes every effort to limit its impacts.

2.1.1 LISI and the management of resource inflows [ESRS E5]

In a context of the rapid scarcity of natural resources and the ecological emergency, resource management is a major strategic issue for LISI. More than just cost reduction, it embodies our commitment to sustainable and responsible performance.

The increasing scarcity of raw material including metals, plastics, and other critical materials, is having a direct impact on our costs, eroding our margins, and threatening our competitiveness. Even more worrying are supply disruptions which expose our operations to production stoppages with serious consequences on our deadlines, customer satisfaction and reputation.

Faced with these challenges, the LISI Group is transforming constraints into strategic opportunities.

- *Cost reduction:* Anticipatory planning, advanced technologies and optimized processes allow us to eliminate waste and generate substantial savings.
- *Operational efficiency:* Investing in modern equipment accelerates our productivity while significantly reducing our environmental footprint.
- *Circular economy:* The integration of recycled materials – in direct production or *via* specialized channels – and the development of innovative techniques reduce our dependence on virgin resources and embed the circularity of our model.

By converting these constraints into drivers of performance, the LISI Group combines competitive excellence and long-term sustainability.

2.1.2 LISI addressing the challenges of climate change [ESRS E1]

Climate change is disrupting global balances and imposing new rules, particularly in LISI's strategic sectors of aeronautics and automotive. The transition to low-carbon electric vehicles and aircraft is no longer an option but a necessity, requiring massive investments in process innovation and R&D to transform our products.

Customers and regulators now expect ambitious environmental performance. Failure to respond to this means exposing ourselves to a rapid erosion of our market share, restricted access to financing and increased regulatory costs.

However, LISI can also use these challenges as springboards.

- By developing low-carbon products for electric vehicles and aircraft, LISI is positioning itself as a key player in the energy transition and unlocking new high-growth markets.
- By being proactive rather than reactive, LISI can widen the gap with its competitors, win new market shares and build a supply chain that is both greener and more competitive.

Therefore, LISI will not simply tolerate these constraints, but will transform them into drivers of innovation and sustainable growth.

2.2 Policy and targets

The LISI Group is resolutely committed to reducing its environmental footprint and honoring all of its environmental protection obligations. This policy, a pillar of our ISO 14001 multi-site certification, reflects concrete commitments to protecting our planet, including:

- the energy optimization of our industrial sites;
- the ambitious reduction of our carbon footprint;
- the development of renewable energy;
- rigorous control of our water consumption;
- active prevention of pollution (air, water and land);
- the circular economy, from responsible management of raw materials to waste recycling;
- the eco-responsibility of our industrial processes and our purchasing policy, by involving our entire supply chain in this approach.

LISI's objectives in terms of the PLANET component are as follows:

Topic	Objective
Eco-management scheme	100% of eligible sites ISO 14001-certified Monitoring audits in 2025 and 2026; renewal in 2027
Greenhouse gas energy and emissions	-57% GHG emissions (Scopes 1 & 2) by 2030 vs. 2019 ≥ 1.8% of consumption of own renewable energy in 2026 and ≥ 3.0% by 2030 1.7% of energy savings in 2026 vs. 2025 (via dedicated projects)
Water	2% less total water consumption in 2026 vs. 2025 25% less total water consumption by 2030 vs. 2019
Combating pollution	0 formal notices related to pollution on production sites. Otherwise, respond to the authorities on 100% of the points identified Decrease in the number of environmental complaints by the authorities (maximum 10 in 2025 with an action plan established for each one) Reduction of the TOP 3 significant environmental aspects by the end of 2026
Circular economy	100% of staff made aware of the new golden rules (including waste sorting) by 2026 Maintain the waste recycling rate strategy of ≥ 70% each year by 2030

N.B.:

Significant environmental aspects are the Company's activities that have the greatest impact on the environment, and on which action is a priority. These are identified through the ISO 14001 environmental analysis.

2.2.1 Process performance

The LISI Group optimizes the environmental performance of its manufacturing processes in order to reduce their ecological footprint, while maintaining the quality and reliability requirements of its products.

This industrial eco-design approach is based on two main areas:

- Firstly, the Group seeks to optimize its raw materials transformation processes:
 - Plastic injection: maximum reintegration of recycled plastics into production cycles;
 - Cold or hot deformation: opt for forging and cold forming processes, which limit material loss and reduce energy consumption compared to conventional machining techniques.

- Secondly, the LISI Group is developing the circular economy.
 - Metal waste recovery: systematic sorting and recycling of metal scraps and waste via specialized industrial channels;
 - Reusable packaging: deployment of reusable and returnable packaging standards in logistics flows, thus limiting the production of single-use packaging waste.

These actions help to reduce the consumption of virgin raw materials, limiting waste production and improving the energy efficiency of the Group's industrial operations.

2.2.2 Team training & environmental culture

The LISI Group is convinced that its CSR and Health and Safety ambitions are based on the commitment and expertise of its employees, the initial ambassadors of this approach.

To embody this vision, the CSR Department has rolled out a comprehensive training and awareness-raising system:

- The Leadership Board and plant managers, supported through their joint career paths within LKI;
- All the management committees of the plants visited, which were systematically made aware of CSR issues;

- Each new plant manager has an individual interview with the Head of CSR and Digital Transformation or the Group CSR Manager within three months of taking up the position, to present the approach and strategic objectives in depth.

In 2025, 82% of buyers had been trained in CSR (objective: >70%), particularly on Scope 3.

Our environmental culture is built through practical, global and local initiatives. Each site is encouraged to develop its own awareness-raising and engagement actions.

2.3 Governance and organization

CLIMATE TOPICS

A *Carbon WG* meets three to four times a year to work on the Carbon strategy.

- It oversees the definition and monitoring of the Group's carbon trajectory, developing long-term scenarios and ensuring their alignment with the trajectories of the Science Based Targets initiative (SBTi).
- It identifies the strategic projects to be deployed, and regularly monitors the GHG assessment, adapting the methodology according to regulatory and operational changes.
- It designs the operational management metrics needed to monitor environmental performance, while ensuring continuous improvement in the quality and completeness of the data collected. This includes setting out and adapting reporting and monitoring tools for these metrics.
- Finally, it oversees the progress of the decarbonization action plans rolled out within the Group, in particular initiatives related to the deployment of renewable energy and energy sobriety plans.

Its members include the Head of CSR and Digital Transformation, the Group CSR Manager, the LISI AEROSPACE CSR Project Manager and the LISI AUTOMOTIVE LCA (Life Cycle Analysis) engineer.

A Purchasing WG, mainly in the *Energy WG* format with the energy lead buyers, works on the following aspects:

- Improving the EDF SuiviConso platform for all sites;
- Considering the use of power purchase agreements in the following 4 countries: the United States, Turkey, the United Kingdom and Germany, which led to 4 discussions with external third parties in these countries.

NON-CLIMATE TOPICS

- *Annual HSE management review*: sets out the HSE strategy and builds the roadmap. The following are taking part: 2 members of the Executive Committee (Industrial and Purchasing Director, Head of CSR and Digital Transformation), the Group HSE Manager, the Group CSR Manager, the Quality and Industrial Performance Directors of LISI AEROSPACE and LISI AUTOMOTIVE and the HSE Directors of each division.
- *Monthly HSE Experts Committee*: comprising the Industrial and Purchasing Director, the Group HSE Manager, the Group CSR Manager and the HSE Directors of each division. The Quality and Industrial Performance Directors of LISI AEROSPACE and LISI AUTOMOTIVE are also invited. This Committee provides operational support and continuous improvement in health, safety and the environment. It monitors the progress of the roadmap and performance metrics.

2.4 Reminder of environmental IROs

The table below summarizes the material impacts, risks and opportunities in the environmental field for LISI.

ESRS	Issues	Impact and Risk	Opportunity
E1	Climate change mitigation: Climate change mitigation means reducing the degree of warming of the climate. This involves reducing the greenhouse gas emissions that are the cause at each stage, from production to distribution. For LISI, this means reducing the carbon footprint of our production activities, our value chain and the carbon impact of the use of our products and services.	<ul style="list-style-type: none"> ■ Adaptation of the aeronautics and automotive markets to less emitting vehicles (electric vehicles, low-carbon aircraft, etc.) ■ Increasing demand from customers discriminating against the least performing companies ■ Decline ■ Difficulties in accessing financing due to activities in sectors deemed harmful to climate change ■ Risk of stricter regulations 	<ul style="list-style-type: none"> ■ Development of new products on lower emitting vehicles (electric vehicles, low carbon aircraft, etc.) ■ Proposal of technical solutions with a lower carbon impact ■ Proposal of solutions with higher added value on the carbon footprint ■ Anticipation of market demands to be pioneers ■ Support for suppliers to have a competitive global offer on the carbon component ■ Access to financing and subsidies to develop beneficial products/processes for climate change mitigation
E5	Circular economy, eco-design, life cycle - resource inflows: The circular economy is the production of goods and services that greatly limits the consumption and inefficiency of resource inflows and outflows and waste. Resource inflows are the elements used to manufacture a product or packaging.	<ul style="list-style-type: none"> ■ Scarcity of raw materials ■ Increased costs ■ Production stoppages due to lack of raw materials 	<ul style="list-style-type: none"> ■ Lower production costs ■ Production tool efficiency ■ Improving recycling and optimizing the use of raw materials

Climate change mitigation:

Climate change mitigation involves reducing greenhouse gas emissions at every stage, from production to use of products. For LISI, this means limiting the carbon footprint of its activities, value chain and products.

Impacts and risks:

- Transition to electric vehicles and low-carbon aircraft.
- Increased demands from customers and regulators.
- Potential decrease in demand for polluting products.
- Reduced access to financing and stricter regulations.

Opportunities:

Despite these challenges, climate change mitigation can also offer many opportunities for LISI:

- The development of new products for lower emitting vehicles, such as electric vehicles and low-carbon aircrafts.
- The proposal of technical solutions with a lower carbon impact, thus meeting the expectations of customers and regulators.
- The creation of solutions with higher added value on the carbon footprint, making it possible to stand out in the market.
- Anticipating market demands to be pioneers and leaders in the field of emission reduction.
- Support for suppliers to offer a competitive global solution on the carbon component.
- Access to financing and subsidies to develop products and processes that are beneficial for climate change mitigation.

Circular economy, eco-design, life cycle - resource inflows:

The circular economy is the production of goods and services that greatly limits the consumption and inefficiency of resource inflows and outflows as well as waste. Resource inflows are the elements used to manufacture a product or packaging.

Impacts and risks:

The transition to a circular economy involves several risks:

- The scarcity of raw materials, which can lead to higher costs and production stoppages in the event of shortages.
- An increase in production costs due to the need to find sustainable alternatives.
- Production stoppages caused by a lack of available raw materials.

Opportunities:

Despite these challenges, the circular economy can also offer many opportunities for LISI:

- Lower production costs through more efficient use of resources and reduced waste.
- An improvement in the efficiency of the production tool, making it possible to maximize the use of raw materials.
- Optimization of the recycling and use of raw materials, contributing to a more sustainable and environmentally friendly production.

2.5 PLANET - Climate change mitigation (ESRS E1)

2.5.1 Climate transition strategy

2.5.1.1 - Climate trajectory and targets

Through its industrial activities and its heritage, the LISI Group generates an environmental impact, including the consumption of raw materials, energy and water, and discharges in to the water and atmosphere. LISI is well aware of this, and has acted resolutely to reduce its footprint through an ISO 14001-certified environmental management system.

While our products do not directly reach the end-consumer, they play a key role in the fight against climate change. The majority of our parts are used in transport systems. In strategic partnership with our customers (Stellantis, Renault, Volkswagen, ZF, Airbus, Boeing, Safran, GE, Pratt & Whitney, etc.), LISI designs innovative, lightweight solutions that significantly reduce the weight of aircraft and vehicles. The result: a direct reduction in fuel consumption and a measurable contribution to CO₂ emission reduction.

LISI has aligned its Scopes 1 and 2 greenhouse gas (GHG) emissions reduction trajectory with the **Science Based Targets initiative (SBTi)** objectives.

- Scopes 1 and 2: We are on track to meet our commitments.
- Scope 3: Market growth and constraints in our value chain, particularly with regard to raw materials suppliers, make it very difficult to fully achieve our objectives.

Faced with these constraints, we have made the pragmatic choice to stay the course on the SBTi objectives by allocating the resources needed for this ambitious trajectory. In consultation with our Board of Directors, however, we have opted for a differentiated approach on Scope 3: rather than a strict commitment, we have opted for flexibility to progress at a sustainable pace, both

financially and in terms of our actual ability to transform practices with our raw materials suppliers.

Thus, LISI is committed to reducing its GHG emissions by 57% by 2030 compared to 2019 on Scopes 1 and 2.

This ambitious objective is compatible with the SBTi objectives on Scopes 1 and 2.

It reflects our determination to make tangible and measurable progress in our decarbonization process.

LISI remains resolutely committed to playing an active role in the transition to a greener economy, while taking into account the operational and economic realities we face.

Definitions:

- **SCOPE 1:** direct emissions from fixed or mobile facilities located within the organizational scope, *i.e.* emissions from sources owned or controlled by LISI.
- **SCOPE 2:** indirect emissions associated with the production of electricity, heat or steam imported for LISI's activities.
- **SCOPE 3:** the other emissions indirectly produced by the organization's activities that are not accounted for in Scope 2 but that are linked to the complete value chain such as: purchases of raw materials, services or other products, employee travel, upstream and downstream transportation of goods, management of waste generated by the organization's activities, use and end-of-life of products and services sold, capitalization of production goods and equipment. Partial Scope 3 = emissions associated with raw materials and transport.

2.5.1.2 - Climate transition risk

Climate transition risks are monitored at the highest level of the organization, and have been included in the risk-mapping since 2019.

LISI exhaustively reassessed these risks in 2023 based on Carbon Disclosure Project (CDP) methodology, assessing and quantifying for each risk and opportunity: frequency, severity, potential financial impact and cost of risk management. The most significant risks were published in the response to the CDP questionnaire.

The risk categories considered are as follows:

- Existing and future regulations;
- Technology;
- Market development;
- Reputation / image;
- Physical (occasional or chronic), associated with extreme weather events.

Some examples of identified risks:

- Exposure to extreme weather events;
- Emerging taxonomic regulation;
- Increase in insurance premiums;
- Growing demand from customers for parts that emit fewer greenhouse gases.

The categories of opportunities considered are as follows:

- Resource efficiency;
- Energy source;
- Products and services;
- Markets;
- Resilience.

Some examples of opportunities identified:

- Facilitated access to renewable energies;
- Reduced returns on investment for energy sobriety projects;
- The development of new parts for new customer markets (electric vehicles, low-carbon aircrafts, etc.).

2.5.2 Action plans

2.5.2.1 - Scopes 1 & 2

The main contributions to the LISI Group’s Scopes 1 & 2 greenhouse gas emissions are from energy consumption, notably electricity and natural gas. The energy is used in the manufacturing process and in heating premises.

The LISI Group seeks to reduce its energy dependency and carbon emissions in Scopes 1 & 2. Thus, it acts on 2 axes:

- **The optimization of its energy consumption;**
- **Developing renewable energy.**

By 2030, the LISI Group aims to:

- Have at least 20% renewable energy in its energy mix;
- Reach 3% self-production in renewable energy;
- Optimize its energy consumption by 10% between 2019 and 2030.

In 2025, the LISI Group's total energy consumption amounted to 379,379 MWh. This was down -8.7% compared to 2024, despite activity increasing by 11.5%.

Compared to 2019, consumption in MWh was 20.3% lower.

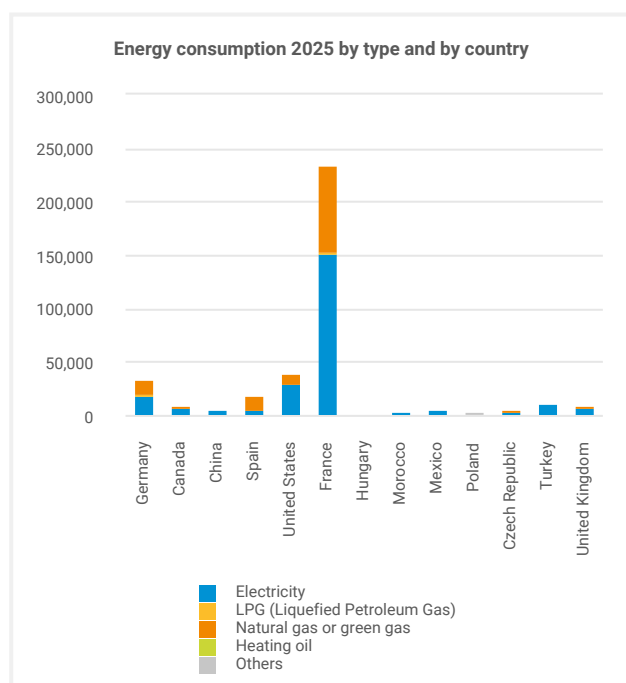
Energy consumption in MWh	2019 - Baseline year	2022	2023	2024	2025 with LISI MEDICAL	2025 w/o LISI MEDICAL	Change vs 2024	Change vs 2019 - Baseline year	Proportion
Electricity from network (non renewable)	311,181	276,260	277,256	274,707	257,200	236,133	-14.0%	-24.1%	62.2%
Electricity from network (renewable)	-	-	-	7,337	15,193	15,193	107.1%	nd	4.0%
Natural gas	157,679	136,262	124,417	127,009	120,588	118,217	-6.9%	-25.0%	31.2%
Biogas	-	-	-	-	1,103	1,103	nd	nd	0.3%
LPG	5,348	4,680	3,714	2,851	3,489	3,489	22.4%	-34.8%	0.9%
Domestic fuel	1,417	753	736	726	843	843	16.1%	-40.5%	0.2%
Other energies	570	949	728	929	893	893	-3.9%	56.7%	0.2%
Renewable electricity production (sold to network)	-	-	-	-	-	-	N/A	N/A	-%
Renewable electricity production (self consumed)	-	-	1,022	2,131	3,508	3,508	64.6%	N/A	0.9%
TOTAL ENERGY	476,195	418,904	406,851	415,691	402,818	379,379	-8.7%	-20.3%	100.0%
Share of renewable energies (electricity and biogas)	-%		0.3%	2.3%	4.9%	5.2%			

This -20.3% drop in consumption compared to 2019 also reflects a significant reallocation of consumption towards renewable energy:

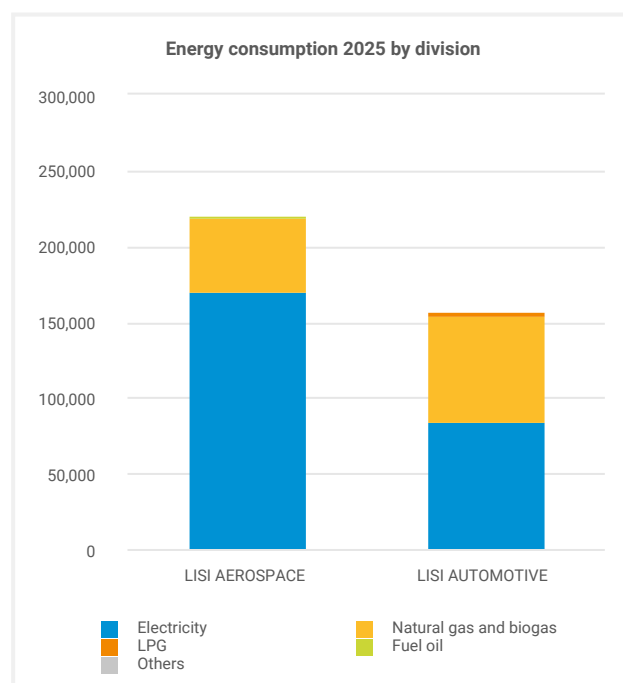
- Fall in non-renewable energy consumption: the share of non-renewable electricity from the grid has fallen by -24.1% since 2019. Natural gas has fallen -25.0% since 2019.

- Increased consumption of renewable energy: in turn, the Group boosted renewable energy consumption through the production of renewable electricity (+64.6%) and renewable electricity from the grid (+107.1%).

Breakdown of energy consumption by country



Breakdown of energy consumption by Division

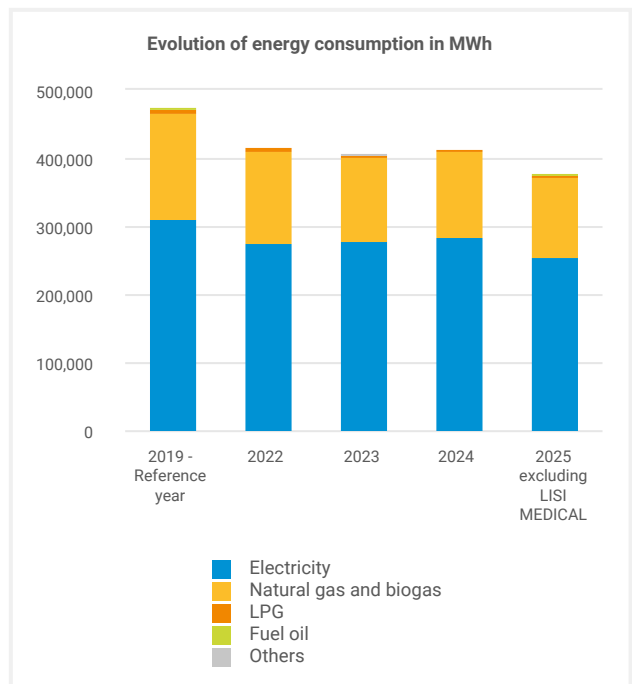
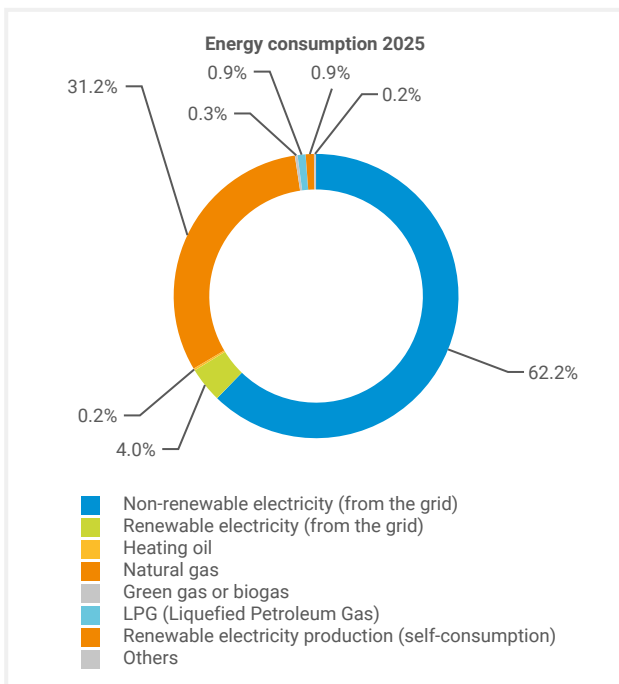


Renewable energy supply

- The share of self-generated electricity on our sites with solar panels increased from 0% in 2022 to 1.4% in 2025.
- The share of renewable energy in total electricity increased from 0% in 2022 to 7.3% in 2025.
- The share of renewable energy in total energy increased from 0% in 2022 to 5.2% in 2025.

Non-fossil fuels: the share of non-fossil fuels corresponds to renewable energy and nuclear energy. In 2025, this will amount to 31%. This result is based on the assumption that 67% of the electricity in France (source: EDF) from the grid is nuclear. The nuclear share of other countries is not taken into account due to a lack of reliable sources.

Renewable energy metrics	2019	2023	2024	2025	2030 TARGET
Share of self-generated renewable electricity in electricity consumption	–%	0.3%	0.7%	1.4%	3.0%
Share of self-produced and purchased renewable energy in electricity consumption	–%	0.4%	3.3%	7.3%	
Renewable energy mix (renewable electricity + biogas)	0	0.3%	2.3%	5.2%	
Share of non-fossil fuels (renewable + nuclear)	nd	nd	nd	31.0%	



The Top 5 consumer sites are as follows:

Top 5 Energy in MWh	2025	Proportion
Bologne	48,580	13%
Delle	24,873	7%
Grandvillars	23,267	6%
Torrance	21,337	6%
Kierspe	20,476	5%
TOTAL TOP 5	138,534	37%
TOTAL LISI	379,379	100%

Top 5 Electricity in MWh	2025	Proportion
Bologne	25,160	10%
Saint-Ouen-l'Aumône	15,534	6%
Torrance	15,444	6%
Beysac	14,842	6%
Villefranche-de-Rouergue	14,450	6%
TOTAL TOP 5	85,430	34%
TOTAL LISI	254,834	100%

Top 5 Natural gas in MWh	2025	Proportion
Bologne	22,911	19%
Grandvillars	17,319	15%
Delle	16,221	14%
Fuenlabrada	12,135	10%
Kierspe	11,508	10%
TOTAL TOP 5	80,093	67%
TOTAL LISI	119,320	100%

The 2 main energies consumed were electricity (67.1%) and natural gas (31.4%). They are mainly used for:

- the manufacturing process, with variability linked to the load on the production sites;
- heating, whose consumption will vary according to climatic conditions.

The most consuming processes are Surface Treatment and Heat Treatment. Local actions are carried out to optimize them. For example, the recovery of waste heat or the insulation of furnaces are increasingly practiced.

Action plan No. 1 – Encourage energy savings at site level

Since 2023, the Group has monitored the energy savings achieved through energy efficiency projects.

The objective set for 2025 was to achieve through projects the equivalent of 1.5% of energy consumption in 2024. The objective was achieved with 7,869 MWh avoided, i.e. 2.0% of consumption for 2024.

N.B.: energy savings are calculated based on technical data associated with the project, on the basis of theoretical consumption avoided over 12 months.

Among the 23 projects implemented in 2025, the following actions can be noted:

- complete shutdown of furnaces in Bar-sur-Aube (France) at weekends or outside production periods, coupled with process optimization: 1,705 MWh saved;
- insulation of valves and singular points (equipment that breaks the continuity of insulation and represents a source of energy waste if not properly insulated) in Delle (France): 1,447 MWh saved;
- lowering set temperatures on the gas ramps of the drop hammers in Bologne (France): 590 MWh;
- optimization of compressed air pressure in Mellrichstadt (Germany): 200 MWh;
- LED lighting projects in Beyssac, Bologne (France), Heidelberg (Germany) and Shanghai (China).

Projects identified in 2025 include:

- 6 compressed air projects: 915 MWh saved;
- 2 heat treatment projects: 1,924 MWh saved;
- 4 heating and cooling projects: 506 MWh saved;
- 2 insulation projects: 1,548 MWh saved;
- 5 lighting projects: 1,398 MWh saved;
- 5 machine optimization projects: 1,683 MWh saved.

Since 2023, we have also increased the number of sensors to monitor our energy consumption as closely as possible to our operations. In France, we now have 1,283 sensors installed in the LISI AEROSPACE division: 82% for electricity, 3% for gas, 1% for compressed air and the rest for water.

Actions of a more behavioral nature complement energy consumption reduction projects, for example:

- lowering the set temperature in workshops and offices;
- postponing production, if possible, on days of high stress on the electrical system;
- charging electric forklifts at night, outside peak periods of consumption;
- the implementation of energy rounds;
- the installation of leakage systems on compressed air networks.

These actions help to raise staff awareness of small gestures on the principle “small streams make great rivers”.

Action plan No. 2 – Develop renewable energies

Renewable energy production

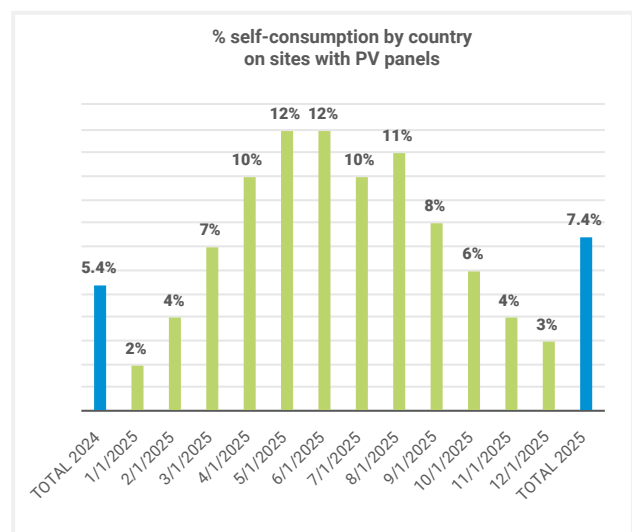
LISI is proud to have commissioned 7 solar power units in 6 different countries since mid-2023.

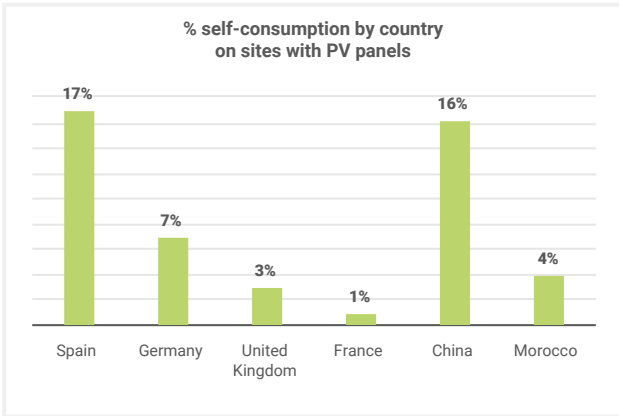
In 2025, 7.4% of our electricity was self-generated from renewable energy. This rate varies as there is a strong seasonal factor (see graph below) and large disparities between sites (surface area, sunshine, etc.)

The highest rate of electricity self-generation was reached in May at 12.4%, at Group level. The site with the highest monthly self-generation rate was Shanghai (China) with 43% in August 2025, followed by Fuenlabrada (Spain) in July 2024 with 23%.

This renewable energy production for use on site avoided the generation of 1,210 tCO₂.

In 2025, two new sites in China (Shanghai and Suzhou) installed solar panels. At the end of 2025, 7 sites in 6 different countries were fitted with solar facilities (Germany, Spain, the United Kingdom, France, Morocco and China).





- Fuenlabrada (Spain): 978 MWh, or 15.4% of its electricity consumption. Facility commissioned in April 2023.
- Mellrichstadt (Germany): 721 MWh, or 7.6% of its electricity consumption. Facility commissioned in July 2023.
- Rugby (United Kingdom): 226 MWh, or 2.7% of its electricity consumption. Facility commissioned in August 2023.
- Saint-Ouen-l'Aumône (France): 379 MWh, or 2.4% of its electricity consumption. Facility commissioned in July 2024.
- Tangier (Morocco): 342 MWh, or 16.5% of its electricity consumption. Facility commissioned in September 2024.

- Shanghai (China): 855 MWh, or 21.8% of its electricity consumption. Facility commissioned in March 2025.
- Suzhou (China): 8 MWh, or 0.6% of its electricity consumption. Facility commissioned in December 2025.

Other projects were launched in 2025 and will be implemented in 2026 in order to continue the trajectory initiated 4 years ago. The Beyssac site (France) began work in 2025, and production will start in the first quarter of 2026.

Renewable energy consumption

In addition, LISI consumes renewable energy from the grid:

- This is the case in Dorval (Canada). This site purchases 100% of its hydroelectric electricity consumption from HydroQuébec, i.e. 7,303 MWh. The site also uses biogas. This site is exemplary in that 99.4% of its consumption comes from renewable sources.
- The sites of Monterrey (Mexico), Cejc (Czech Republic) and Dasle, Delle and Mélisey (France) consumed 7,890 MWh of renewable electricity covered by certificates of guarantee of origin.

It should be noted that the LISI Group has not developed or implemented a carbon storage or carbon credit buyback project.

2.5.2.2 - Scope 3

Most of the Group's GHG emissions come from upstream Scope 3.

Although the LISI Group has limited control over upstream Scope 3 greenhouse gas (GHG) emissions, it has nevertheless undertaken several actions to reduce its environmental impact.

Purchase of goods and services:

With regard to raw materials, LISI has put in place initiatives to select suppliers that are more respectful of the environment and to favor recycled materials or materials with a low carbon footprint.

The LISI AUTOMOTIVE division favors as much as possible suppliers of metal raw materials with a low emission factor for their products.

Freight:

For freight, the Group has optimized its logistics chains by promoting less polluting modes of transport and improving travel efficiency to reduce emissions.

Capital expenditure:

In terms of CAPEX (capital expenditure), LISI has invested in more sustainable equipment and technology, to reduce the energy consumption and emissions associated with its activities (see projects described in the Scope 1 section). Its regular renewal of the fleet of machinery using the latest technologies also ensures that its equipment is more energy-efficient.

In addition, the LISI Group has an equipment exchange platform. Sites that wish to decommission a piece of equipment put it on the "LISI Equipment Market". This way, other sites can acquire it instead of buying brand new equipment.

These actions demonstrate LISI's commitment to integrating sustainable practices throughout its value chain, despite the inherent challenges in managing upstream Scope 3 emissions.

By adopting a proactive approach and working closely with its partners, LISI strives to contribute to the fight against climate change and promote a more responsible industry.

Section 4.4.4 presents our environmental investment policy.

2.5.3 Carbon Assessment - Greenhouse gas emissions

Details of the acronyms used in this section:

- GHG = Greenhouse Gas
- SBTi = Science Based Targets initiative
- GHG Protocol = Greenhouse Gas Protocol
- CAPEX = Capital expenditures
- OPEX = Operating expenses

2.5.3.1 - Methodology

- **Scope:** The 2019 emissions have not been restated for LISI MEDICAL. Indeed, the entries and deconsolidations from the consolidation scope had an impact of less than 5% on revenue.

The LISI Group, as a responsible company committed to environmental sustainability, uses the Greenhouse Gas Protocol (GHG Protocol) methodology to measure its greenhouse gas emissions. This internationally recognized standard provides a comprehensive framework for the quantification and management of emissions, allowing LISI to ensure that its measurement and reporting practices are in line with global best practices and regulatory requirements.

This approach allows LISI to accurately monitor its direct and indirect emissions, identify the main sources of emissions, assess the environmental impacts of its operations and implement effective strategies to reduce its carbon footprint.

- **Scope 1:** Energy consumption data is collected monthly via meter readings or invoices. Data on vehicles and refrigerants are collected annually. The emission factors used for all LISI sites are taken from the ADEME database.

In summary:

- Type of data: physical data;
- Frequency: monthly reporting;
- Emission factors: those of the ADEME Empreinte database;
- Data quality: very good.

- **Scope 2:** Scope 2 data is collected monthly. These are physical data from meter readings, remote readings or consumption on invoices. There are 2 types of emission factors:

- “Location based”: these are the emission factors corresponding to the energy mix of the country in which each LISI site is located. The data used are those available on the ADEME Empreinte database or on governmental databases when available (e.g. China and the United Kingdom).

- “Market based”:

These are the emission factors corresponding to the energy mix of the country in which each LISI site is located (as for location based, except when more precise data is available (e.g. supplier data or status data)). We used:

- supplier data for Germany from SWB, Canada from HydroQuébec, Poland from PGE;
- in the United States, local network data is made available by the EPA federal environmental agencies.

In summary:

- Type of data: physical data;
- Frequency: monthly reporting;
- Data quality: very good.

- **Scope 3:** In 2025, the majority of Scope 3 data were collected on a quarterly or annual basis.

■ Raw materials:

- Type of data: physical data that has been collected (tonnages of raw materials purchased);
- Frequency: annual reporting;
- Emission factors: provided by suppliers in most cases. When they were not available, ADEME’s generic emission factors were considered;
- Data quality: good.

■ Waste:

- Type of data: physical data (tonnages of waste emitted);
- Frequency: quarterly reporting;
- Emission factors: those of the ADEME Empreinte database v23.9 for waste treatment;
- Data quality: good.

■ Business travel:

- Type of data: physical data;
- Frequency: annual reporting;
- Emission factors: emissions were recovered directly from travel agencies and car rental agencies;
- Data quality: very good.

■ Commuting:

- Type of data: an estimate of the distances traveled by the Group’s employees was used to calculate the emissions relating to this item;
- Frequency: annual reporting;
- Emission factors: those of the ADEME Empreinte database in terms of the average vehicle engines;
- Data quality: average.

■ **Upstream transport:**

- Type of data: physical data and monetary data. Physical data was recovered for some suppliers (28% of expenses). For the other suppliers, monetary data were used;
- Frequency: annual reporting;
- Emission factors: direct emissions or emission factors from the ADEME Empreinte database (Land transport and transport *via* pipelines);
- Data quality: average.

■ **Other purchases of goods and services, investments:**

- Type of data: monetary data;
- Frequency: annual reporting;
- Emission factors: those of the ADEME Empreinte database;
- Data quality: average.

The ADEME Footprint database was updated with version v23.9 with more recent data in 2025.

The retrieval of emissions data from LISI suppliers is an ongoing process. Some suppliers (chemicals, oils, transport) communicate their data late in the year, preventing their inclusion in line with the publication deadlines for this document.

Concerning downstream Scope 3, its estimation is considered difficult or even negligible compared to upstream Scopes 1-2-3 for several reasons:

- A very long product life (30 years for aircraft, 10-15 years for vehicles);
- Intermediate products can be used by 2 to 5 customers before the end of their life;
- Low weight of LISI parts in customer vehicles and aircraft;
- Almost all parts are recyclable;
- Minimal energy consumption during assembly (some screwdrivers and robots).

Limitations:

The update of the 2025 emission factors has a significant impact on changes in greenhouse gas emissions. The emissions of previous years are based on the old emission factors and have not been recalculated, in order to guarantee continuity with previous publications.

The transition plan is currently being revised and is part of the 2026 projects. Among the expected improvements, the links between decarbonization levers, the financial elements and the decarbonization trajectory will be strengthened.

2.5.3.2 - Greenhouse Gas Emissions and Evolution

2.5.3.2.1 - Greenhouse gas emissions

The carbon footprint is 476,832 metric tons of CO₂.

This corresponds to the consumption of a city of 58,000 inhabitants in France, or a city of 34,000 inhabitants in the United States.

- GHG = Greenhouse Gas

It should be noted that the 2025 emissions were restated for the disposal of the deconsolidated LISI MEDICAL division on October 31, 2025.

Greenhouse gas emissions

Carbon footprint in tCO ₂	2019 - Baseline year	2022	2023	2024	2025 Market based w/o LISI MEDICAL	Change vs 2024	Change vs 2019 - Baseline year	Change vs 2024 - Factors Impact	Change vs 2024 - Consumptions Impact	Change vs 2024 - Perimeter Impact	Change vs 2024 - Activity impact
Scope 1	40,990	28,201	26,868	26,032	26,288	1 %	2,053	(37)	(1,539)	(222)	(36)%
Scope 2	65,542	42,162	46,387	41,781	34,267	(18)%	923	(2,187)	(6,501)	251	(48)%
Scope 1 + 2 Total	106,532	70,363	73,255	67,813	60,554	(11)%	2,976	(2,224)	(8,039)	29	(43)%
Scope 3	402,790	530,291	570,796	553,893	416,278	(25)%	(114,220)	(18,321)	(52,917)	47,845	3 %
GHG emissions	509,322	600,654	644,051	621,706	476,832	(23)%	(111,244)	(20,545)	(60,956)	47,874	(6.4)%
Partial Scope 1 + 2 + 3 - historical comparable	509,322	291,487	321,410	312,248	289,071	(7)%	NA	NA	NA	NA	(43)%
Partial Scope 3 - historical comparable	402,790	203,906	233,615	228,071	228,517	- %	NA	NA	NA	NA	(43)%

N.B.:

- The impacts (emission factors, consumption, scope, activity) were calculated between 2024 and 2025.
- In 2024, data from LISI MEDICAL were taken into account.
- In 2025, some data could not be collected for LISI MEDICAL, so they have been estimated at 10/12^{ths} of the 2024 data. The following are covered: emissions related to leased and owned vehicles, refrigerant emissions, raw materials, freight, commuting, business travel.
- Location-based emissions: Location-based emissions only cover Scope 2. They amounted to 44,291 tCO₂, i.e. a total of 486,857 tCO₂ on Scopes 1 + 2 + 3.

Between 2024 and 2025, greenhouse gas emissions were reduced by 144,874 tCO₂ (i.e. -23%). This variation is explained by:

- Favorable technical impacts of 172,202 tCO₂ related to the update of emission factors and scope effects, namely:
 - A favorable impact of 111,244 tCO₂ linked to the update of emission factors, particularly for Scope 3,
 - A favorable impact of 60,958 tCO₂ linked to changes in scope.
- Adverse operational impacts for 27,329 tCO₂ which are explained by:
 - A favorable impact of 20,545 tCO₂ related to lower consumption,
 - An adverse impact linked to the growth of business activity for 47,874 tCO₂.

Impacts on emission factors break down as follows:

- an unfavorable impact of energy-related emission factors (+2,976 tCO₂);

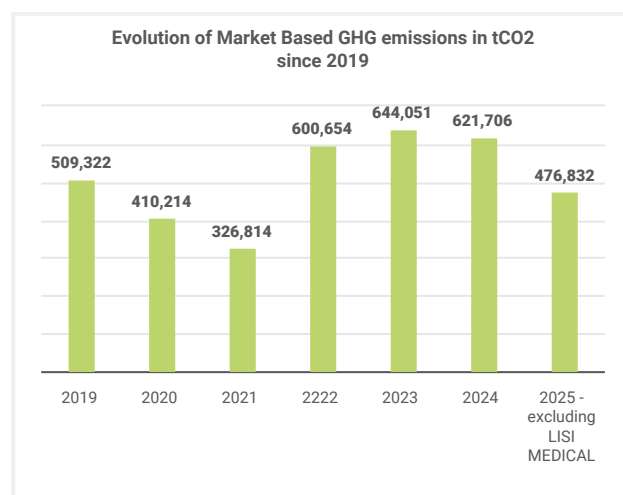
- a favorable impact of Scope 3 emission factors (-114,220 tCO₂), as ADEME's Empreinte database has been updated. This improvement in factors mainly affects the following Scope 3 items: Purchases of goods and services, Investments.

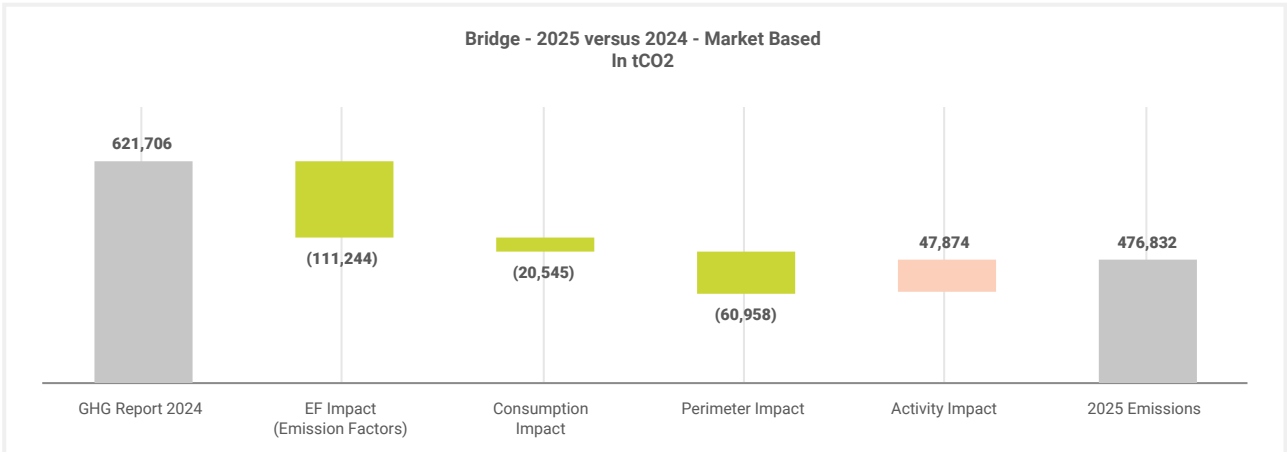
The impact of the change in scope of consolidation can be broken down as follows:

- a change in the scope between 2024 and 2025, which favorably impacts Scopes 1 and 2 by 8,039 tCO₂ and Scope 3 by 52,917 tCO₂.

The operational impacts can be broken down as follows:

- a decrease in consumption, which is the result, among other things, of energy sobriety actions and renewable energy development plans (-2,224 tCO₂);
- a reduction in Scope 3 consumption (-18,321 tCO₂);
- an increase in activity that negatively impacts emissions (+47,845 tCO₂).





■ Increase ■ Decrease ■ Total

The above graph illustrates that, without changes in emission factors and changes in scope, greenhouse gas emissions would have increased significantly, in line with the significant increase in activity.

This decrease in emissions is mainly due to the favorable change in Scope 3 emission factors, updated with the most recent data. For example, the following emission factors

have seen very significant decreases, which have significantly improved our assessment:

- Investments / CAPEX: emission factor down by 610%;
- Manufactured metal products: emission factor down by 472%;
- Chemicals: emission factor down by 623%.

Greenhouse gas emissions - detail by item

Scope	Indicators	2019 - Baseline year	2022	2023	2024	2025 with LISI MEDICAL	2025 w/o LISI MEDICAL
Scope 1	GHG Natural Gas [tCO ₂]	37,174	23,625	22,489	22,941	24,259	23,731
	GHG Domestic heating fuel [tCO ₂]	460	205	199	197	228	228
	GHG LPG [tCO ₂]	1,206	1,090	865	664	802	802
	GHG Vehicles owned [tCO ₂]	621	304	283	196	74	72
	GHG Private vehicles under lease [tCO ₂]	2	1,691	1,691	852	821	758
	GHG Fugitive emissions from refrigerants [tCO ₂]	1,527	1,286	1,341	1,182	794	696
	Sum GHG Scope 1 [tCO ₂]	40,990	28,201	26,868	26,868	26,978	26,288
Scope 2 Market Based	GHG Electricity [tCO ₂]	65,542	42,015	46,274	41,637	39,135	34,075
	GHG Heating network [tCO ₂]	-	147	113	144	192	192
	Sum GHG Scope 2 [tCO ₂]	65,542	42,162	46,387	41,781	39,327	34,267
1+2	TOTAL GHG SCOPES 1 & 2 [tCO₂]	106,533	70,363	73,255	67,812	66,305	60,554
Scope 3 Amont	Purchases of goods and services (other than raw materials) [tCO ₂]		183,201	213,205	196,020	127,198	119,886
	Consumption of raw materials [tCO ₂]	390,912	189,054	218,114	212,413	209,406	204,556
	Investments [tCO ₂]		80,212	66,329	71,146	43,421	32,241
	Fuel and energy-related activities (not included in Scope 1 or 2)	Intégrés au Scopes 1 et 2		16,225	16,363	14,820	13,395
	Upstream transport [tCO ₂]	11,878	14,852	15,501	15,658	11,403	10,565
	Waste generated by operations [tCO ₂]		31,395	30,301	30,745	25,237	24,922
	Business travel [tCO ₂]		564	717	489	598	550
	Commuting [tCO ₂]		13,795	10,403	11,330	10,876	10,163
	Upstream leased assets [tCO ₂]		-	-	-	-	-
Sum GHG Scope 3 [tCO ₂]	402,790	530,291	570,796	553,893	442,960	416,278	
TOTAL	TOTAL GHG SCOPES 1, 2 & 3 [tCO₂]	509,323	600,654	644,051	621,706	509,265	476,832

Greenhouse gas emissions - ratios

Intensity ratios tCO ₂	Baseline year 2019	2024	2025 without LISI MEDICAL	Change vs. 2019	Change vs. 2024
GHG emissions - Scopes 1, 2 & 3 by revenue [tCO ₂ per € thousand]	0.294	0.347	0.273	(7.1)%	(21.3)%
GHG emissions - Scopes 1, 2 & 3 by workforce registered at the end of the period [tCO ₂ / registered employee]	45.6	60.6	49.5	8.6 %	(18.3)%

Note that these data are not restated for inflation.

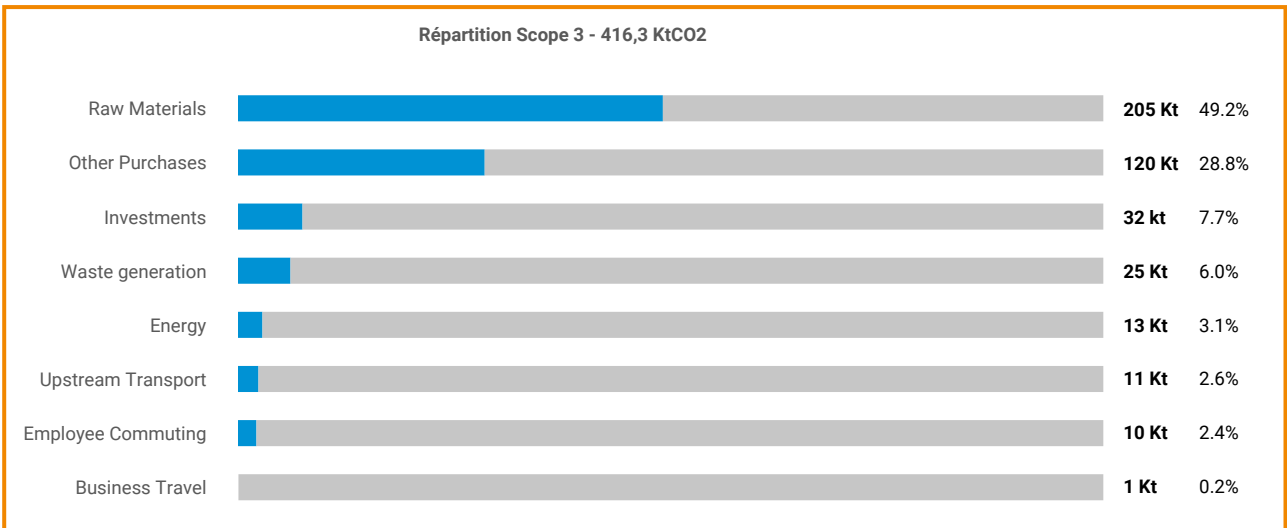
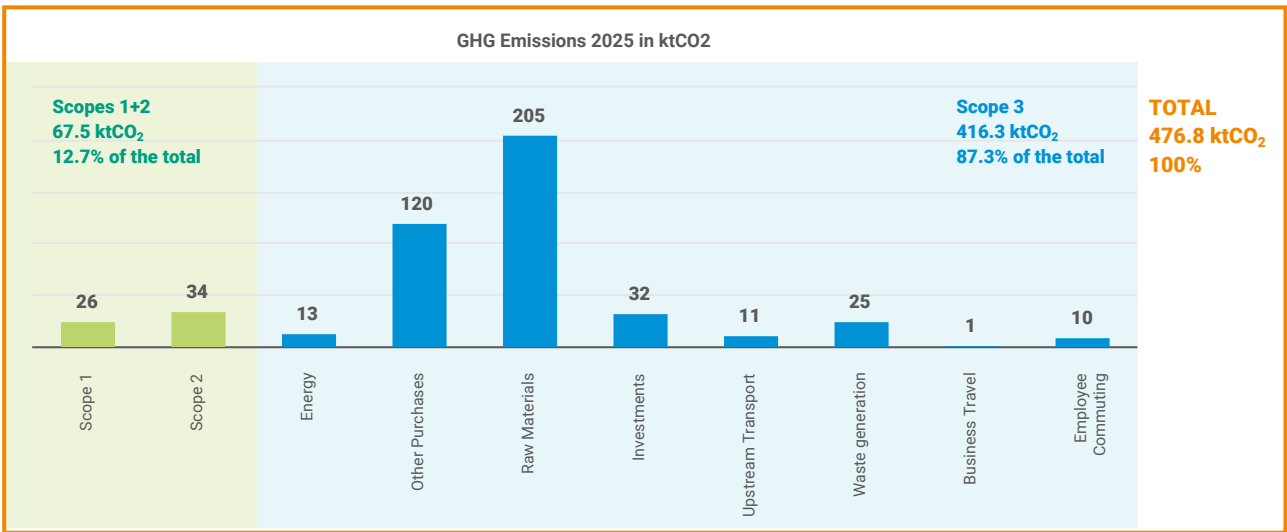
Detailed breakdown of CO₂ emissions by category

The greenhouse gas assessment breaks down into:

- 12.7% on Scopes 1 + 2;
- 87.3% on Scope 3 alone.

Within Scope 3, the three major items in proportion to the total emissions of the Group's balance sheet are:

- 43% related to the purchase of raw materials weighing 204,556 metric tons of CO₂;
- 25% related to the purchase of goods and services (other than raw materials) representing 119,886 metric tons of CO₂;
- 7% related to investments with 32,241 metric tons of CO₂.



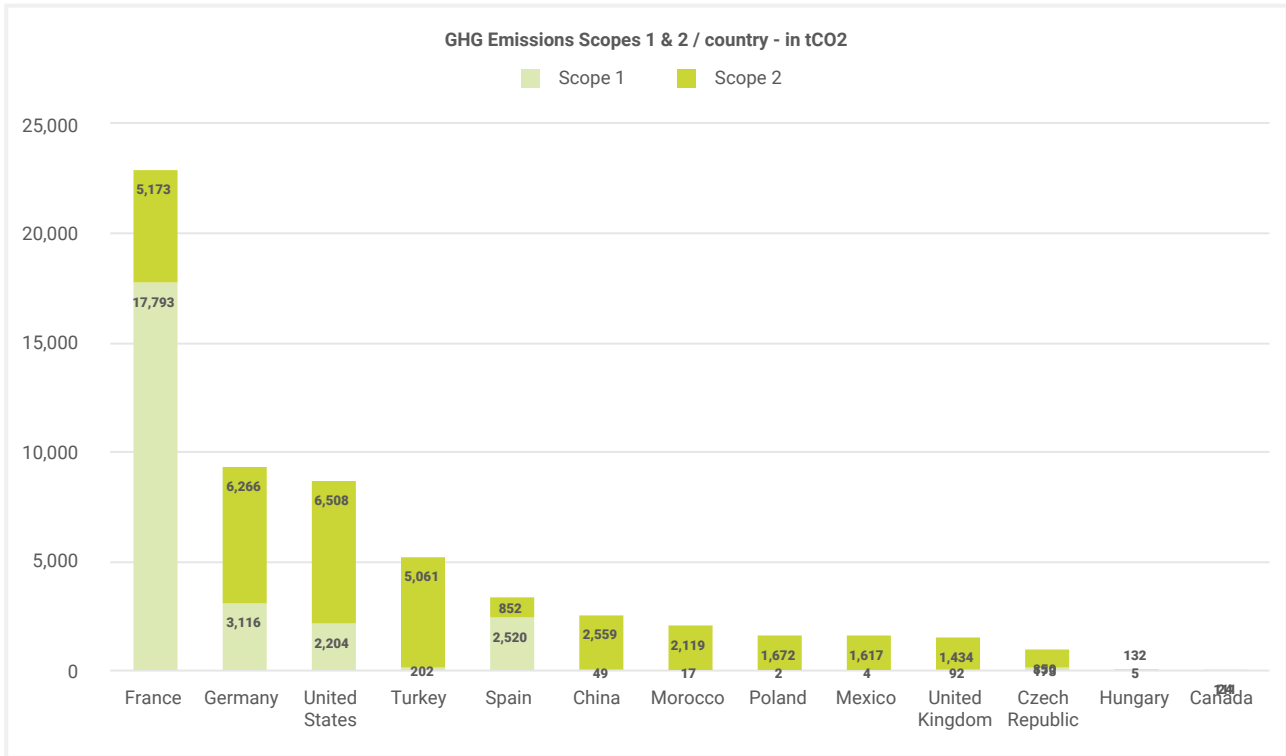
Geographical distribution of Scopes 1 and 2 GHG emissions

The breakdown of CO₂ emissions by country is as follows:

The LISI Group has more than half of its sites in France.

The graph below shows the influence of France’s lower emission factor for electricity compared to other countries.

It is important to underline the negligible impact of Canada, which is powered almost exclusively by renewable energies (hydroelectricity and green gas).



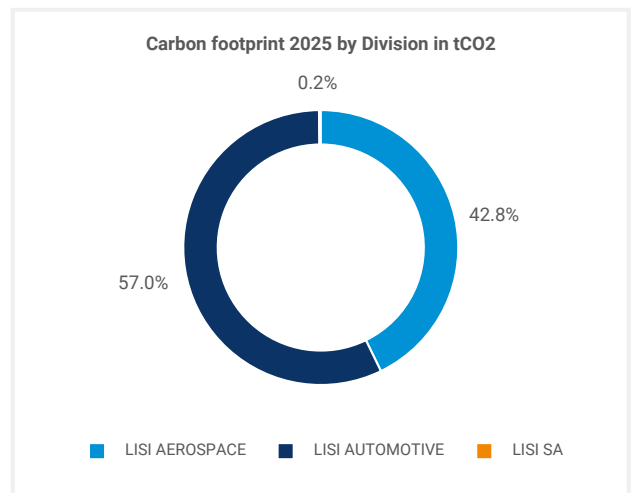
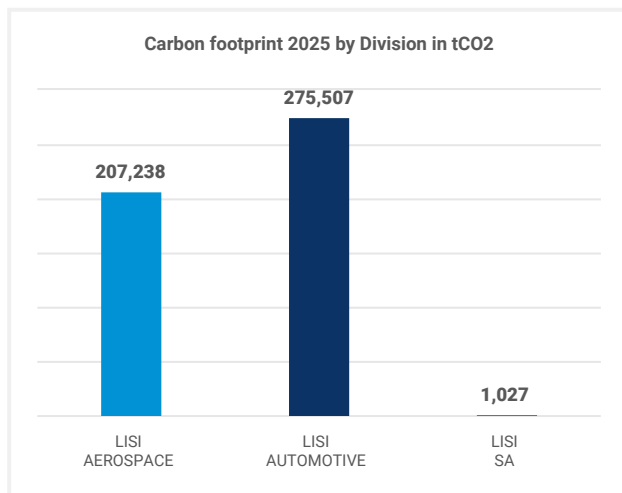
Top 5 highest emitting countries:

Top countries	Scopes 1 + 2 emissions	Number of sites	Ratio / Emissions per site
France	22,966	19	1,209
Germany	9,382	3	3,127
United States	8,712	5	1,742
Turkey	5,263	1	5,263
Spain	3,372	1	3,372

Breakdown of GHG emissions by division

By division, the carbon footprint for 2025 was as follows:

Carbon footprint per Division in tCO ₂	LISI AEROSPACE	LISI AUTOMOTIVE	LISI HOLDING	LISI MEDICAL (unconsolidated)	TOTAL 2025 w/o LISI MEDICAL
Scope 1	10,905	15,316	67	690	26,288
Scope 2	17,646	16,619	2	5,060	34,267
Scope 3	178,688	243,572	958	26,682	416,278
	207,239	275,507	1,027	32,432	476,832
Proportion	43%	57%	—%	/	



Greenhouse gas emissions come mainly from the LISI AUTOMOTIVE division (57%). Due to the quantity of parts produced, this division purchases a greater quantity of raw materials than LISI AEROSPACE.

In particular:

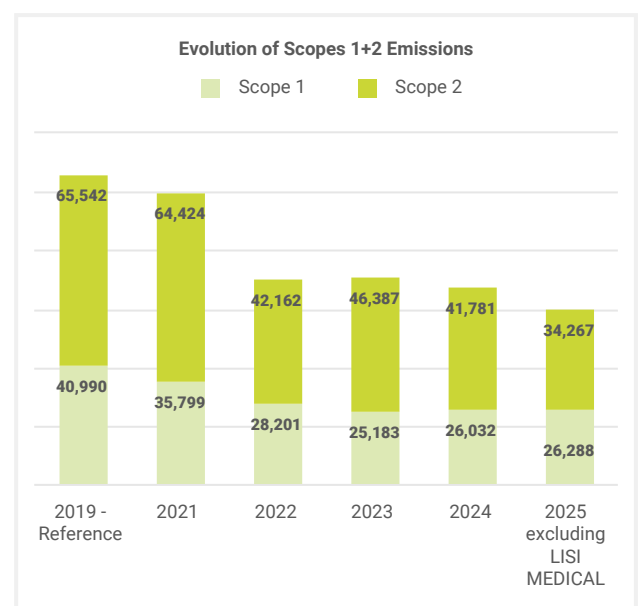
- The LISI AUTOMOTIVE division’s raw materials alone represent 139 ktCO₂, i.e. 29% of the Group’s emissions.
- The LISI AUTOMOTIVE division consumes more natural gas due to heat treatment.

2.5.3.2.2 - Change in Greenhouse gas emissions

Change compared to 2024:

- Scopes 1+2:

Although the activity increased by 11.5%, emissions associated with Scopes 1 & 2 increased by 1% compared to 2024.



The increase in activity was more than offset, demonstrating the relevance of our mitigation action plans. This is mainly due to:

- energy sobriety action plans;
- renewable energy projects rolled out since 2023;
- purchases of decarbonized green electricity in 2025;
- investments aimed at reducing the energy consumption of the sites;
- the change in scope, including the disposal of LISI MEDICAL.

These projects and actions are described in more detail in Section 2.5.2.

■ **Scope 3:**

Scope 3 emissions decreased by 24% between 2024 and 2025. The highlights are as follows:

- Change in scope, in particular with the deconsolidation of LISI MEDICAL representing 52,919 tCO₂;

Evolution compared to the 2019 reference year:

■ **Scopes 1 & 2:**

First of all, it should be noted that the 2019 emissions have not been restated for LISI MEDICAL. Indeed, the entries and deconsolidations from the consolidation scope had an impact of less than 5% on revenue.

Our emissions decreased by -43% compared to 2019, i.e. a reduction of 32,490 metric tons of CO₂ (including 21,306 tCO₂ which was counted in Scopes 1 & 2 in 2019 and 6,487 tCO₂ from LISI MEDICAL in 2024).

On Scope 1, the reduction is -31% (i.e. -14,702 tCO₂). This decrease is mainly due to the following actions:

- Investments in energy efficiency (heat recovery from processes to avoid heating buildings, for example);
- Organizational measures aiming to limit the heating of buildings (lowering the setpoint temperature, smart building management, for example);
- Better characterization of emission factors.

- Strong impact of the change in Scope 3 emission factors (for example the emission factor for machine investments has been updated and divided by 2.5);
- Decrease in purchasing expenses for goods and services, including raw materials;
- The other items are equivalent between 2024 and 2025.

Impact of emission factors:

The updates of the emission factors contributed to improving the GHG assessment.

The emission factors that changed the most are on Scope 3, because the ADEME's Empreinte database has updated its factors with more recent data. The previous data dated from 2011 or 2017. The new emission factors take into account technological developments, energy mixes and the latest life cycle studies.

On Scope 2, the reduction is -47% (i.e. -31,275 tCO₂). This decrease is mainly due to the following actions:

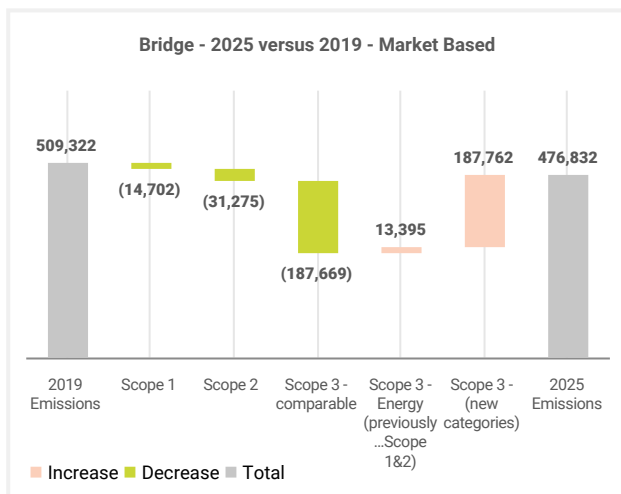
- Investments for better energy efficiency in buildings: some sites have continued to switch from lighting to LED systems;
- Investment in improved process efficiency: many sites have replaced their compressors with new-generation equipment that are more efficient and more adapted to the uncertainties of production;
- Investments in photovoltaic panels dedicated to self-consumption on 3 sites;
- Agreement on the consumption of energy from renewable sources in Canada, associated with a conversion of natural gas to biogas (Scopes 1 and 2);
- Better characterization of emission factors.

■ **Scope 3:**

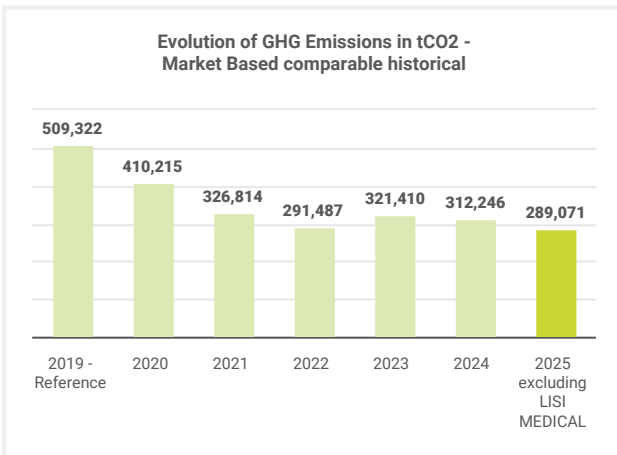
The 2019 and 2023 scopes are not comparable.

LISI has made considerable progress in collecting Scope 3 data and its data quality. The difference in scope is significant and represents 330,768 metric tons of CO₂ (in 2019) and mainly comes from the following items:

- purchases of goods and services (other than raw materials);
- capital expenditures;
- production of waste;
- business travel and commuting.



On a comparable scope, the change in Scope 3 of -47% (i.e. -187,669 tCO₂) compared to 2019.



Total of 3 scopes on a historically comparable basis: in total, greenhouse gas emissions are **down by -43%** on historically comparable scopes between 2025 and 2019 (reference year of the Group’s objectives).

These emissions are subject to non-material changes in scope.

2.5.4 Outlook and improvement plans

In 2024, we had studied the possibilities of aligning our objectives with the Paris Agreements (limiting global warming to 1.5°C) and the feasibility of achieving SBTi-compliant objectives (Science Based Targets initiative). We had carried out work to:

- **identify** 52 sets of decarbonization actions;
- **assess** their impacts in 3 areas:
 - carbon impact (in metric tons of CO₂),
 - investment impact (CAPEX in millions of euros),
 - operating costs impact (OPEX in millions of euros).

Three scenarios for the evolution of LISI’s GHG emissions have been created and include the expected growth in activity. These 3 scenarios are valued in:

- Financial impact (CAPEX and OPEX in millions of euros);
- Carbon impact (in metric tons of CO₂).

The 3 scenarios are:

- **LOW scenario:** it consists of taking into consideration only known and planned decarbonization projects.
- **MEDIUM scenario:** in addition to the LOW scenario, additional projects identified but not yet approved and not planned.
- **HIGH scenario:** in addition to the projects of the MEDIUM scenario, it consists of taking into account the cross-functional nature of the projects identified on all of the Group’s sites or higher levels of objectives achievement.





- Based on these scenarios, we presented the results to the Executive Committee and the Board of Directors via the CSR Committee for validation. The result was a median scenario between MEDIUM and HIGH, called the **LISI balanced scenario**.

- The simulation of these trajectories showed that:
 - none of the scenarios would meet SBTi expectations (Science Based Targets initiative) for the 3 Scopes;
 - only the HIGH scenario would make it possible to achieve LISI objectives, i.e. -30% in greenhouse gas emissions compared to 2019 on Scopes 1, 2 and partial 3;
 - however, the LISI balanced scenario makes it possible to achieve SBTi expectations on Scopes 1 and 2.

Faced with these findings, the LISI Board of Directors pragmatically recommended:

- seeking a LISI balanced scenario for Scopes 1 and 2;
- not to seek SBTi certification;
- to keep as a strategic compass the trajectory closest to the Paris Agreements (SBTi);
- to maintain flexibility on our financial resources so as not to penalize the Group’s ability to seize other strategic opportunities.

2030 CLIMATE TRAJECTORY: 2025 assessment and Outlook for 2030

	Reference		2024	2025		2030		Trend vs. target
	Year	Emissions (tCO ₂)	Emissions (tCO ₂)	Emissions (tCO ₂)	 Change vs. 2019	Target in absolute value	Target in %	
Operational scope								
Scope 1	2019	40,990	26,032	26,288	-36%	45,809	-57%	
Scope 2	2019	65,542	41,781	34,267	-48%			
Scope 3 partial	2019	402,790	228,071	228,517	-43%			
Scopes 1+2+3 partial	2019	509,322	295,884	289,072	-43%	356,525	-30%	
Scope 3	2019	—	553,893	416,278				
Scopes 1+2+3	2019	—	621,706	476,832				

N.B.: the 2024 data include LISI MEDICAL and 2025 do not include LISI MEDICAL.

■ Achievement of the 2025 objectives

In 2025, the LISI Group achieved its objectives and remains on the trajectory defined in 2019:

- -43% for Scopes 1 & 2 achieved to date;
- -43% for Scopes 1, 2 & partial 3 achieved to date.

However, the prospects for a sustained growth forecast in the aerospace sector in particular suggest a structural increase in emissions for the years to come: capacity investments, increased energy consumption, increase in purchases of raw materials and goods and services.

In this context, it is still possible to achieve our 2030 targets, but we remain cautious about the actual achievement of the objective by the end of 2030.

■ -57% on Scopes 1 & 2: analysis & outlook for the 2030 trajectory

During the 2025 fiscal year, the growth in operating activity (11.5%) generated an increase of +47 ktCO₂ in our greenhouse gas balance. At the same time, decarbonization actions deployed led to a reduction of -20 ktCO₂, offsetting 42% of the growth-related impact.

To date, we have posted a reduction of -43% compared to the 2019 baseline year.

Our trajectory towards the 2030 objective (-57% vs. 2019) remains achievable, despite the anticipated growth in the aerospace sector. The current project pipeline is

sufficient, and complementary levers can still be activated, in particular *via* power purchase agreements (PPAs) in Germany, Turkey and California.

The **LISI balanced scenario** achieves SBTi expectations on Scopes 1 and 2, with a decrease in emissions of around -57%, broken down as follows:

- ~50% related to energy efficiency and process optimizations;
- ~50% related to renewable energy projects and/or the purchase of green energy (e.g. *via* PPAs or green energy certificates).

However, the conditions for achieving it require the restoration of the investment rate observed over the 2023-2024 period, both in number and impact, in renewable energy and energy efficiency projects.

■ -30% on Scopes 1, 2 & partial 3: analysis and outlook for the 2030 trajectory

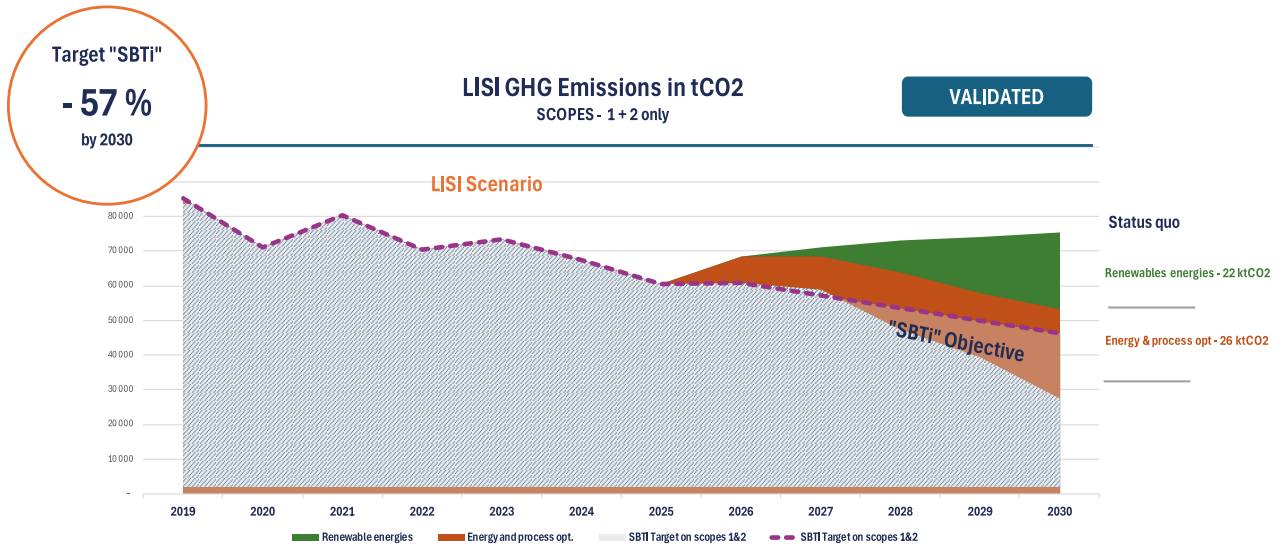
The -30% reduction objective also remains within reach, but with no significant room for maneuver.

Achieving this target will require an intensification of reduction efforts for Scope 3, with a particular focus on optimizing the carbon footprint of raw materials and purchases of goods and services.

GRAPHIC REPRESENTATIONS OF TRAJECTORIES

2030 trajectory on Scopes 1 + 2 alone

The sharp drop in Scope 3 emission factors complicates the reading of this graph, and could imply that the achievement of the SBTi objectives is imminent. However, the simulation of the impacts of operational growth over the remaining years until 2030 is based solely on revenue, and does not take into account the effects of storage and anticipated supply, in particular for raw materials and other goods.



Summary table of trajectories in terms of impact and financial cost

The approach, the scenarios as well as the beneficial and financial impacts were shared with LISI's Board of Directors in order to decide on the strategic orientations.

In metric tons of CO ₂	2019	2025	2030		2030
	Ref. year	Actual	LISI objective -57% Scopes 1 + 2	LISI compass -30% on a historical basis	Comments
Scope 1 + 2 emissions	106,532	60,554	46,313	46,313	Attainable
Scope 1 + 2 + partial 3 emissions - historically comparable	509,322	289,071	Not applicable	356,525	Attainable
Scope 1 + 2 + 3 emissions	835,000	476,832	Not applicable	Not applicable	Not applicable
CAPEX over 5 years			€30 - €40 million	€40 -€50 million	
OPEX over 5 years			€20 - €30 million	€30 - €40 million	

It was decided to set our decarbonization ambitions at 2030 on the reduction of -57% in greenhouse gas emissions on Scopes 1 & 2 alone compared to 2019, in accordance with the SBTi.

OUTLOOK - CLIMATE CHANGE ADAPTATION:

In 2025, we formed a partnership with AXA Climate with the aim of identifying the geo-climatic risks by 2030 and 2050 to which our sites are exposed.

This analysis made it possible to identify the gross risks according to the 13 geo-climatic hazards classified as Acute or Chronic, which are:

- ACUTE:
 - 3 hazards Flooding (Coastal/Marine, river, surface or basin submersion),
 - 2 hazards Extreme temperature (Heat wave, Cold snap),
 - Ground movement: freezing/thawing / Cracks / Ground movements,
 - Wildfires,
 - Wind storm (+70 km/h), Cyclones (+130 km/h);
- CHRONIC:
 - Continuous increase in temperature,
 - Aridity/drought index,
 - Global increase in precipitation,
 - Sea level rise and coastal erosion,
 - Changing wind patterns.

During 2025, we assessed the gross risks to which our sites are exposed, and built a prioritization system on 3 levels:

- Priority 1 for sites exposed to very high risks;
- Priority 2 for sites exposed to high risks;
- Priority 3 for sites exposed to medium or low risks.

Under priority 1 there are 7 sites, whose net risk will be assessed in 2026. The most common types of risk are: heat and rising temperatures, floods and water stress.

From 2026, we will take a decisive step: LISI will systematically assess the exposure of all its sites to geo-climatic risks, by analyzing both gross and net risks. This mapping will cover the risks of drought and water stress. This structured approach will enable us to identify vulnerabilities and deploy, on a site-by-site basis, targeted adaptation measures proportionate to the matters identified.

2.6 PLANET - Resource inflows and resource use (ESRS E5)

2.6.1 Resource optimization actions

2.6.1.1 - Use of raw materials

We optimize the use of our raw materials in our production processes (hot forging, cold forging, plastic injection). These methods are carefully chosen and continuously improved to ensure optimal use of resources.

Hot forging makes it possible to work metals at high temperatures, making the material more malleable. This process produces complex parts with precision while minimizing waste: it is a deformation of the material, with the only losses related to deburring.

Cold forging uses metals at room temperature, preserving their mechanical properties while reducing energy consumption. This process is ideal for the large-scale production of standardized parts, ensuring efficient use of raw materials.

Plastic injection produces plastic parts with high precision and minimal waste. This waste mainly comes from core samples, channels connecting the injection unit to the mold cavity, allowing molten plastic to penetrate before cooling and solidification. Waste is recovered, crushed and reinjected in the maximum proportions guaranteeing the technical characteristics required by customers.

Other processes are used:

- rolling: during this operation, the material is crushed, resulting in no loss of raw material;
- machining, bar turning and milling: used only if necessary, the material removed is recovered, sorted and recycled;
- heat treatment, surface treatment: these processes do not generate any loss of raw material;
- additive manufacturing: the unfused powder is reused, thus avoiding losses.

By combining these processes, LISI succeeds in maximizing the efficiency of each manufacturing step, therefore reducing waste and minimizing our environmental impact. This sustainable approach preserves natural resources while ensuring high-quality products for our customers.

Regarding the integration of recycled materials in production, we do not have access to this information from the suppliers of metal raw materials, as they deem this information to be confidential.

2.6.1.2 - Circular economy and waste management

We have implemented efficient recovery systems to collect manufacturing waste. This is then sorted according to its type and composition, a crucial step in ensuring proper processing. Once sorted, waste is recovered by various means.

Recyclable materials, such as metals and plastics, are sent to specialized recycling channels where they are transformed into new raw materials. We have well-established contracts with service providers that guarantee the recycling and recovery of our so-called "noble" waste. Recyclable waste from support processes (wood, paper, cardboard) is also sorted and recovered through the appropriate channels.

We are constantly exploring new methods to recover non-recyclable waste, seeking as much recovery as possible through regulatory channels. Some can be used as an energy source in industrial processes, or be processed by physico-chemical channels, contributing to a circular economy.

Through these initiatives, LISI seeks not only to reduce its environmental footprint, but also to promote a more responsible and sustainable use of resources.

2.6.1.3 - Water management

At LISI Group, the responsible management of our natural resources is an absolute priority, and water is a flagship example. Although it is not directly used as a raw material in our production processes, its environmental role and its importance for the regions in which we are based are undeniable. Local communities depend on it: we are fully aware of this and act accordingly.

We have deployed practical and rigorous measures to optimize every drop of water used in our facilities. We do everything we can to reduce our consumption, including recycling, reuse and cutting-edge technology. Our closed cooling systems minimize losses and maximize efficiency.

Our surface treatment lines work in a counter-current cascade, representing our ongoing quest for environmental performance.

In addition to these measures, we continuously monitor our water consumption and relentlessly pursue improvements in our practices to reduce our water footprint.

This proactive approach goes beyond mere compliance with environmental regulations: it reflects our solid commitment to preserving all natural resources for present and future generations.

2.6.2 Results and analysis

2.6.2.1 - Circular economy and waste management

In 2025, the LISI Group generated 36,829 metric tons of waste.

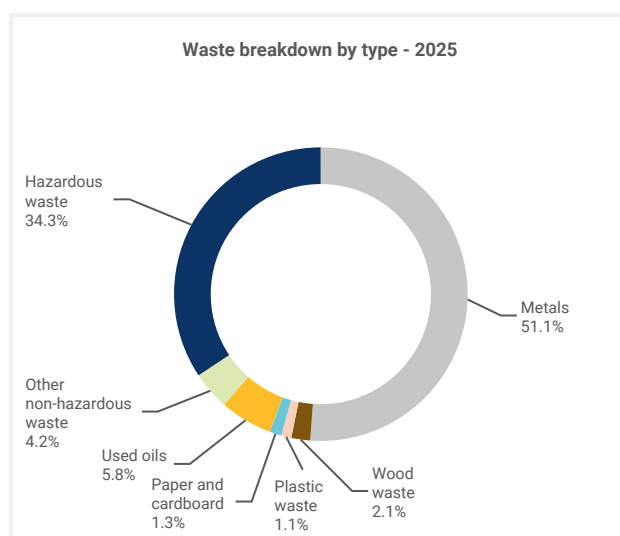
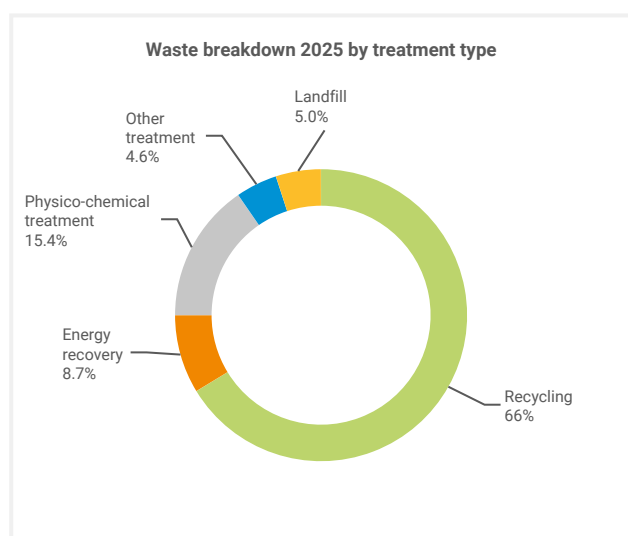
The production sites principally generate metallic waste (51.1% of the total quantity of waste produced).

This is sold for recycling. The share of recovered waste is 75.0%. It involves material recovery (66.3% of waste) and energy recovery (8.7% of waste).

By division, the recycling rate is as follows:

% of waste recycled	2019	2022	2023	2024	2025
LISI AEROSPACE	nd	46.8%	45.1%	46.9%	51.1%
LISI AUTOMOTIVE	nd	91.1%	88.8%	92.3%	94.6%
LISI MEDICAL	nd	60.7%	77.5%	54.6%	na
LISI TOTAL	72.5%	75.0%	73.5%	73.8%	75.0%

N.B.: LISI consolidated data in 2025 is restated for LISI MEDICAL.



Each Group site sorts its waste according to recovery channels and local regulations.

- **Metal waste (51.1%):** sorted by type of material (steel, titanium, aluminum, etc.) with a view to optimizing its recycling by preferred partners.
- **Non-hazardous waste (8.7%):** plastic, wood and paper/cardboard waste are also sorted and recycled according to the local channels available.
- **Hazardous waste (34.3%):** most of this waste comes from surface treatment lines depending on their level of hazard, they can either undergo a physico-chemical treatment, or be sent as final waste to a landfill center.

- **Waste used oil (5.8%):** this waste is classified as hazardous waste or not according to local regulations. These used oils are largely recovered (68% are reused for other uses or regenerated; 19% are recovered for energy).

Waste sorting awareness-raising actions and sorting compliance audits are widely carried out at the Group. Audits are carried out to verify their effectiveness during field routines and internal audits.

The objective is to maintain this level of recovery (> 70%) over the coming years.

2.6.2.2 - Water management

Water is mainly used in the cooling of processes, surface treatment lines and sanitation purposes.

In 2025, the LISI Group consumed 430,972 m³ of water, i.e. a fall in consumption of -19.8% compared to 2024, and down significantly (-40.8%) compared to 2019.

	2019 - Baseline year	2022	2023	2024	2025 with LISI MEDICAL	2025 w/o LISI MEDICAL	Change vs 2024	Change vs 2019 - Baseline year	Proportion 2025 w/o LISI MEDICAL
Water consumption [m ³]									
Municipal water	522,785	342,900	336,375	384,473	336,886	306,269	(20.3)%	(41.4)%	71.1%
Water from the natural environment	205,187	252,289	131,977	141,129	111,535	111,535	(21.0)%	(45.6)%	25.9%
Rain water			8,039	11,544	13,169	13,169	14.1 %		3.1%
Total water consumption [m³]	727,972	595,189	476,391	537,146	461,590	430,972	(19.8)%	(40.8)%	100.0%

All divisions reported a decrease in consumption compared to 2024, i.e. a total reduction of 106,174 m³, of which 74,403 m³ related to the change in scope and 31,771 m³ related to water consumption management plans.

This change is the result of two parallel dynamics:

- **Countermeasures to one-off or permanent increase factors:**
 - *Aging infrastructure:* leaks in networks require continuous repairs as soon as they are detected.
 - *Commissioning of the Chaumont site (France):* the site operated alongside Bologne during the multi-year transfer phase, doubling the consumption for a temporary period.
 - *Recovery in aeronautics activity:* growth in the sector is leading to an intensification of surface treatment work and associated sanitation needs.
- **Levers for improvement deployed:**
 - Large-scale action in Bologne (32% of the Group's consumption): creation of a local water committee, better monitoring, acceleration of repairs and preventive maintenance.

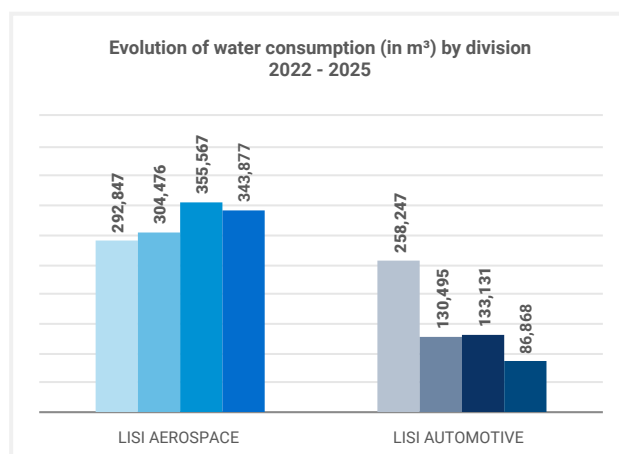
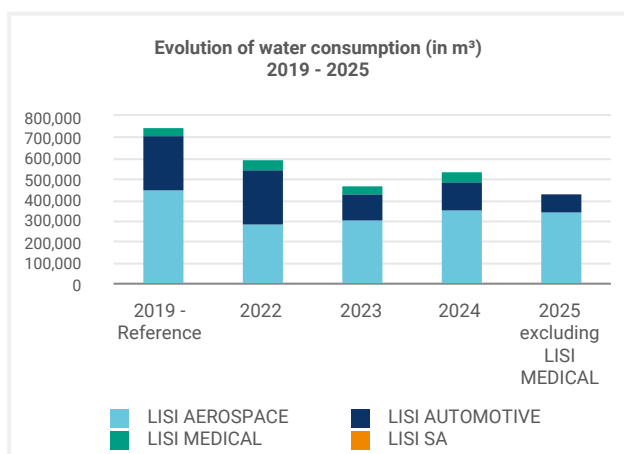
- Resolution of leaks identified in 2024.
- Control plans targeted at sites in water-stressed areas.
- Repair of leaks and breakdowns.
- Recovery of rainwater to preserve groundwater.

N.B.: Annual changes partly reflect the leak detection and repair cycle.

Beyond the fluctuations, LISI's long-term strategy is reaping benefits: -40.8% since 2019.

This performance validates core decisions that favor of the preservation of resources: stopping processes that consume too much energy (Dreux site) and selling assets that cannot be optimized (La Ferté Fresnel).

	2025 w/o LISI MEDICAL	Proportion
LISI AEROSPACE	343,877	79.8%
LISI AUTOMOTIVE	86,868	20.2%
LISI SA	228	0.1%
LISI	430,972	100.0%



The top 5 sites that account for 57% of total consumption for the year are those with surface treatment and heat treatment lines. These are the following sites:

	2019 - Baseline year	2022	2023	2024	2025	Change vs 2024	Change vs 2019
Bologne (France)	178,226	140,527	143,189	160,868	148,062	(8.0)%	(16.9)%
Dorval (Canada)	109,609	18,390	22,476	25,320	27,077	6.9%	(75.3)%
Izmir (Turkey)	42,310	27,012	20,204	26,910	26,910	—%	(36.4)%
Rugby (United Kingdom)	13,698	16,048	18,652	18,767	22,804	21.5%	66.5%
Bar-sur-Aube (France)	17,893	13,776	17,266	26,488	17,458	(34.1)%	(2.4)%

The 9 sites in water-stressed areas continued their efforts to limit their consumption. Faced with an increasing number of droughts, the increased risk of supply disruptions and prefectural orders prohibiting extraction, these sites are anticipating long-term constraints on water. The results are solid: consumption fell by -4.1% between 2024 and 2025, thanks to regular monitoring of action plans.

Of the 52 actions identified, 35 were completed in 2025. The sites adopt a continuous improvement approach: new initiatives are regularly launched, while others, after testing, are abandoned in favor of the most effective solutions.

These core actions include:

- Early detection of errors through the installation of meters and remote readings at many sites. For example, the LISI AEROSPACE division's sites now have 178 water meters installed (88 water and 90 hot water/calorie meters);

- Securing closed cooling circuits to limit the use of mains water in the event of a failure (Beyssac);
- Improving the life of surface treatment baths without degrading quality (Carpète);
- The use of "gray water" for cleaning workshops (Carpète);
- The deployment of rainwater collection systems (Izmir, Monterrey and Villefranche-de-Rouergue);
- Active leak detection campaigns (Delle, Monterrey and Torrance);
- Mobilization and awareness-raising of teams across all sites.

While the gains remain difficult to quantify precisely due to changes in activity, the cumulative impact of these initiatives forms part of a sustainable performance approach.

2.6.3 Outlook and improvement plans

At LISI Group, we are convinced that we have deployed the best techniques currently available to minimize waste generation and optimize waste recovery. Thanks to advanced production processes and rigorous resource management, we have been able to significantly reduce our environmental footprint. Each type of waste is handled appropriately, maximizing material reuse and minimizing losses.

Our commitment does not stop there. We constantly monitor our practices and continuously look for levers for improvement to maintain our high standards and guarantee an optimal rate of recyclability over the long term.

We are adopting a proactive and anticipatory approach to address climate challenges. The LISI Group is continuing its efforts to reduce water demand, particularly on sites exposed or potentially exposed to water stress.

- **Water management:** For the first time in 2025, we conducted the CDP Water assessment to measure ourselves against expected standards. Our rating was B, which, for a first submission, is a welcome score. We

have also worked to adjust our water accounting to CDP Water standards. This water accounting (withdrawals, discharges, water quality, etc.) will be gradually implemented over the course of 2026. Thanks to this improved water accounting, we will be able to adjust our actions even more effectively for a more responsible use of water resources.

- **Adaptation to geo-climatic risks:** From 2026, we are taking a decisive step: LISI will systematically assess the exposure of all its sites to geo-climatic risks, by analyzing both gross and net risks. This mapping will cover the risks of drought and water stress. This structured approach will enable us to identify vulnerabilities and deploy, on a site-by-site basis, bespoke adaptation measures proportionate to the matters identified.

By integrating this assessment and adaptation dynamic into the heart of our strategy, we are strengthening the resilience of our operations to climate change, and ensuring the sustainability of our activities against a changing environmental backdrop.

2.7 PLANET - Other environmental information

2.7.1 Pollution and environmental nuisances

This issue is not considered material at the end of the double materiality analysis.

The LISI Group's sites are subject to permanent actions, and follow the recommendations of the authorities, some of which are identified as part of clean-up programs. All complaints are recorded, whether formal or informal, official or unofficial, when they originate from stakeholders.

In 2025, no site received a formal notice.

Group entities received 8 official letters requesting action or additional information from the authorities, as well as 1 complaint about noise pollution.

Each complaint or letter is answered as appropriate. The complaint register, which is integrated into the Group's processes, is inspected during internal HSE audits.

For example:

- 1 letter from the French authorities concerning a drought order.
- 1 letter from the French authorities concerning the solvent management plan and fire prevention.
- 1 letter from the fire department (United States) regarding the identification and storage of waste.

2.7.2 Biodiversity and ecosystems

The information relating to this matter can be consulted in the DNSH of the Green Taxonomy chapter below.

2.8 Information on the European Taxonomy

The European Regulation 2020/852 of June 18, 2020 ("Taxonomy Regulation"), establishes a reference framework aimed at promoting sustainable investments by requiring companies to publish the share of their turnover, investment expenses and operating expenses making a substantial contribution to environmental objectives:

- climate change mitigation;
- climate change adaptation;

- sustainable use and protection of water and marine resources;
- transition to a circular economy;
- pollution prevention and control;
- protection and restoration of biodiversity and ecosystems.

This information must be published on an annual basis in the sustainability report and therefore in France, in the management report.

On July 4, 2025, the European Commission adopted a package of measures aimed at simplifying the application

of the Taxonomy in a delegated act that was published in the OJEU on January 8, 2026. The new provisions may apply from this fiscal year or next. The decision was made to follow the rules in force before they were amended by the new delegated regulation for this fiscal year.

2.8.1 2025 Scope

2025 Reporting: European Taxonomy

For the 2025 reporting, companies must publish the share of their economic activities that are eligible and aligned with the 6 environmental objectives of the Taxonomy, and no longer only the climate objectives (climate change mitigation and adaptation).

Reporting scope: The turnover, capital expenditure (CAPEX) and operating expenditure (OPEX) cover all of the LISI Group’s activities on a worldwide scope corresponding to the financial consolidation scope, in accordance with the delegated act. To ensure alignment with IFRS financial

ratios, only controlled and fully consolidated companies are taken into account in the calculation of metrics. Companies under joint control or significant influence are excluded. However, the delegated act authorizes the communication of additional ratios including companies accounted for by the equity method.

The LISI Group has no subsidiaries accounted for by the equity method: all of its consolidated subsidiaries are fully consolidated.

Period covered: The annual reporting period runs from January 1 to December 31, 2025.

2.8.2 Methodology for analyzing eligible and aligned activities

In order to analyze the contribution of its activities to the environmental objectives, the Group has taken the following steps.

■ **Non-eligible activity:** The LISI MEDICAL activity is not eligible for the Taxonomy regulation.

■ **Eligible but not aligned activity:** The LISI AEROSPACE activity is eligible, but considered as not aligned given the lack of information from aircraft manufacturers.

■ **Eligible and aligned activity:** Lastly, the LISI AUTOMOTIVE activity is eligible and partly aligned.

European Taxonomy		Corresponding activity of the LISI Group	Substantial contribution to one of the environmental objectives						Carried forward values		
			Mitigation	Adaptation	Water	Circular economy	Pollution	Biodiversity	Net Turnover	CAPEX	OPEX
Label	Regulation description	Activity									
LISI AUTOMOTIVE activity	3.18: Manufacturing of automotive and mobility components: Manufacture, repair, maintenance, retrofitting, repurposing and upgrade of mobility components for zero-emission personal mobility devices and of automotive and mobility systems, components, separate technical units, parts and spare parts as defined in Article 3, points 18) and 21) and 23) of Regulation (EU) 2018/858 of the European Parliament and of the Council	Production of metal and plastic assembly solutions, and safety mechanical components for automotive manufacturers and suppliers worldwide	X						X	X	X
LISI AEROSPACE activity	3.21: Aircraft manufacturing: Manufacture, repair, maintenance, overhaul, retrofitting, design, repurposing and upgrade of aircraft and aircraft parts and equipment	Production of assembly solutions and structural metal components for aircraft manufacturers worldwide	X						X	X	X

2.8.2.1 - Aerospace activity

The technical criteria defined by the acts delegated to the Taxonomy Regulation for Section 3.21 are as follows: The activity must consist of the manufacture, repair, maintenance, overhaul, retrofitting, design, repurposing and upgrade of one the following:

- the aircraft with zero direct (tailpipe) CO₂ emissions;
- until December 31, 2027, the aircrafts, other than produced for private or commercial business aviation, meeting the margins specified below and limited by the replacement ratio to ensure that the delivery does not increase the worldwide fleet number:
 - having a maximum take-off mass greater than 5.7 t and less than or equal to 60 t and a certified metric value of CO₂ emissions of at least 11% less than the new type limit of the International Civil Aviation Organization (ICAO) standard (173),
 - having a maximum take-off mass greater than 60 t and less than or equal to 150 t and a certified metric value of CO₂ emissions of at least 2% less than the new type limit of the ICAO standard,
 - having a maximum take-off mass greater than 150 t and a certified metric value of CO₂ emissions of at least 1.5% less than the new type limit of the ICAO standard.

The share of Taxonomy compliance of eligible aircraft shall be limited by the replacement ratio. The replacement rate will be calculated based on the proportion of aircraft permanently withdrawn from use to aircraft delivered at the global level, averaged over the preceding 10 years, as evidenced by verified data available from independent data providers.

In the absence of a certificate on the metric values of CO₂ emissions confirming the required margin to the new type limit of the ICAO standard, the aircraft manufacturer shall deliver a declaration that the aircraft meets the required level of performance and the margins of improvement with the condition that the aircraft is certified by December 11, 2026.

LISI does not have the technical information to justify the alignment. The alignment is subject to information from aircraft manufacturers, which have not yet published any information. In addition, the publication obligation only concerns European aircraft manufacturers, whereas LISI produces products for customers around the world. In addition, no study on this technical information is available to date.

By default, the Group considers that this activity is not aligned.

2.8.2.2 - Automotive business

The technical criteria defined by the acts delegated to the Taxonomy Regulation for Section 3.18 are the following: The economic activity manufactures, repairs, maintains, retrofits, repurposes and upgrades components that are essential for delivering and improving the environmental performance for the following vehicles:

- urban, suburban and road passenger transport devices, where the direct (tailpipe) CO₂ emissions of the vehicles are zero;
- vehicles designated as categories M2 and M3 (164) where the direct (tailpipe) CO₂ emissions of the vehicles are zero;
- vehicles of category M1 and N1 classified as light-duty vehicles (165) where specific emissions of CO₂, as defined in Article 3 (1), point (h) of Regulation (EU) 2019/631 of the European Parliament and of the Council (166), are zero;
- vehicles of category L (167) with tailpipe CO₂ emissions equal to 0 g CO₂/km calculated in accordance with the emission test laid down in Regulation (EU) No. 168/2013;

- vehicles of categories N2 and N3, and N1 classified as heavy-duty vehicles, not dedicated to transporting fossil fuels, with a technically permissible maximum laden mass not exceeding 7.5 metric tons, that are “zero-emission heavy-duty vehicles” as defined in Article 3 (11) of Regulation (EU) 2019/1242 of the European Parliament and of the Council (168).

The economic activity manufactures, repairs, maintains, retrofits, repurposes and upgrades mobility components for personal mobility devices with a propulsion that comes from the physical activity of the user, from a zero-emissions motor, or a mix of zero-emissions motor and physical activity.

Thus, the alignment with this activity will be considered as follows:

- if the parts are dedicated to electric vehicles, then the associated turnover, CAPEX and OPEX are considered at 100%;
- if the parts are intended for multiplatform vehicles (without traceability of engine types), then the associated turnover, CAPEX and OPEX are considered *pro-rata* to market share in the geographical areas considered.

2.8.2.3 - Substantial contribution

The LISI Group analyzed the substantial contribution of the AUTOMOTIVE and AEROSPACE activities to the objective of climate change mitigation.

- For the AUTOMOTIVE activity, the Group considers that the criterion of “substantial contribution to climate change mitigation” is satisfied by the parts that are sold to be fitted to electric vehicles that meet the technical criteria of car manufacturers.

- For the AEROSPACE activity, the Group does not publish an aligned share of this activity due to the absence of data available to demonstrate the alignment with the criterion defined by the European Taxonomy. Indeed, aircraft manufacturers do not currently publish the number of aircraft meeting the technical criteria enabling them to be considered aligned. The Group plans to conduct an additional analysis at a future date as soon as this market information becomes available.

2.8.2.4 - “Do No Significant Harm ” (DNSH) criteria:

■ Climate change adaptation

Initially, an internal analysis was carried out to identify chronic and acute climate risks at the sites of the three divisions, taking into account the RCP 8.5 scenario of the IPCC. The conclusions were as follows:

- 10 sites were identified as being in water stress areas with a potential impact. Nevertheless, the potential impact would be a temporary reduction in activity (a shutdown for a short period in the worst case). These sites must implement an action plan to control their water consumption.
- The other elements relating to adaptation to climate change in annex A of the delegated act were also reviewed without identifying any major impact for our activities.

■ Water and marine resources:

LISI AEROSPACE and LISI AUTOMOTIVE divisions’ sites are mainly ISO 14001 certified (see dedicated section). Thus, the Environmental Analysis carried out by each site must include the sensitivity of the environment and the environmental impact on it.

The sites must also carry out a regulatory compliance analysis that shows there was no violation of the regulations relating to water discharges. Water discharges generated by operations are analyzed in accordance with the regulations in force. In the event of a discrepancy, an analysis of the causes is carried out and actions are taken to return to the levels defined by the authorities. In 2023, one site was given formal notice by the authorities following non-compliant water discharge results. No environmental impact has been identified. Nevertheless, as the regulatory limit values were exceeded, the site defined an action plan that was submitted and validated by the authorities in order to remedy the situation. This action plan is currently being implemented.

■ Transition to a circular economy:

The components manufactured by the LISI AEROSPACE and LISI AUTOMOTIVE divisions are either metal or plastic.

Concerning the reuse and use of secondary raw materials: the raw material in question favors the use of recycled material. LISI AEROSPACE and LISI AUTOMOTIVE’s suppliers are encouraged to use recycled materials as much as possible. Offcuts of plastic parts are recovered, crushed and reinjected into the raw material circuit of the sites concerned (in the proportion that allows the mechanical characteristics required by customers to be maintained). With regard to the design of manufactured products that are sustainable, recyclable, easy to disassemble and adaptable: LISI AUTOMOTIVE offers its customers products that meet their needs. In strict compliance with the ELV law, and in compliance with customer specifications, LISI AUTOMOTIVE parts are:

- Durable: compliance with the technical characteristics of resistance defined by customers.
- Recyclable: metal and plastic parts recognized as recyclable materials and without any coating that would hinder their recyclability.
- Easy to disassemble and adaptable: in compliance with technical standards defined by customers.
- LISI AEROSPACE offers its customers products that meet their needs. The parts provided by LISI AEROSPACE are:
 - Durable: compliance with the technical characteristics of resistance defined by customers.
 - Recyclable: metal and plastic parts recognized as recyclable materials and without any coating that would hinder their recyclability.
 - Easy to disassemble if and only if it does not harm the final safety of users.

Concerning waste management and prioritizing recycling: the parts manufactured by LISI AEROSPACE and LISI AUTOMOTIVE are made through the following processes:

- Mainly metal deformation processes such as cold forging, hot forging and rolling. These processes are known to generate very little waste.
- Plastic injection: plastic offcuts (core samples) are optimized and reduced as much as possible. They are crushed and reinjected into the raw material circuit.

- Metal cutting: cutting in metal strips is optimized to minimize waste. They are sorted and sent to recycling for material recovery.
- Machining: the recovered shavings are sorted and sent to recycling for material recovery.
- Surface treatment: waste is not easily recovered but is disposed of according to regulatory channels.

■ **Pollution prevention and control:**

The LISI Group has taken into account the changes made by the new texts published in June 2023 concerning the “Pollution prevention and control” criterion.

The Taxonomy Regulation requires compliance with the absence of the manufacture, marketing or use of various chemical substances governed by European legislation:

- Persistent Organic Pollutants (POP Regulation);
- Chemicals containing mercury or mercury derivatives;
- Ozone-depleting substances;
- Hazardous chemical substances in electrical and electronic equipment, unless they comply with Article 4 of the WEEE Directive (Waste Electrical and Electronic Equipment);
- Substances subject to restriction by the REACH regulation (Registration, Evaluation, Authorization and restriction of Chemicals), unless they comply with the conditions of annex XVII of REACH.

As part of its manufacturing activities, LISI complies with these European regulations and meets the criteria defined by the European Taxonomy:

- Under paragraph (f), the assurance of the absence of use in our raw materials, intermediate products or final product in quantities greater than 0.1% of substances of very high concern (SVHC) included on the candidate list of REACH except to demonstrate the absence of alternative and the use under controlled conditions.

■ **Protection and restoration of biodiversity and ecosystems:**

The LISI Group ensures that its sites and products have no impact on biodiversity and ecosystems.

Indeed, ISO 14001-certified sites must take into account the sensitivity of the environment when assessing the environmental impacts of their activities and products. This includes biodiversity and ecosystems.

In addition, most of the LISI AEROSPACE and LISI AUTOMOTIVE divisions’ sites are located in developed industrial areas or in urban areas. Their activity is therefore limited with regard to the surrounding environment. The most important sites, and therefore potentially the most impactful, are subject to administrative authorization. In France, as in most countries, an impact study is required to obtain operating permits. The regulations require that the impact on biodiversity and ecosystems be assessed.

In an exploratory manner, in 2023, LISI carried out a spatial analysis (which is still valid) of its sites to identify those located near the biodiversity areas declared in the IBAT database. These key biodiversity areas (KBAs) correspond

to areas identified according to specific criteria as making a significant contribution to maintaining biodiversity within the various ecosystems.

This database assesses the risk of impact of a location less than 50 km from a biodiversity area. The risk is divided into 3 categories: low, moderate and high.

By juxtaposing the location of our 41 sites, 20 are classified as low risk, 20 as moderate risk and only 1 is classified as high risk. This is the Heidelberg site (Germany), which is in an industrial zone in a city center.

LISI is continuing its analysis to make full use of this information.

■ **Regarding the “minimum safeguards” criteria:**

The 2020 Taxonomy Regulation specifies in its Article 18: *“The minimum safeguards referred to in point (c) of Article 3 shall be procedures implemented by an undertaking that is carrying out an economic activity to ensure the alignment with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights, including the principles and rights set out in the eight fundamental conventions identified in the Declaration of the International Labour Organization on Fundamental Principles and Rights at Work and the International Bill of Human Rights.”*

The Group has analyzed compliance with minimum social safeguards and wishes to publish the fact that it subscribes to the highest international standards relating to human rights in the conduct of its activities and in its value chain.

LISI has been a signatory of the UN Global Compact since 2017.

The Group’s approach is based on recognized international standards, in particular the Universal Declaration of Human Rights, the United Nations Guiding Principles on international companies and the Fundamental Conventions of the International Labour Organization; these cover in particular child labor, forced labor, non-discrimination, freedom of association and bargaining as well as occupational health and safety.

Each year, LISI publishes its Vigilance Plan in its Universal Registration Document. This describes the main human rights risks of its activities as well as those of its supply chain, and the measures put in place to prevent them.

By entrusting the non-financial rating company EcoVadis with the performance of documentary audits of its suppliers, LISI measures the performance of its main suppliers (see Section Responsible Purchasing):

The Group’s procedures deal with:

- Ethics policy;
- Corruption prevention;
- Protection of privacy and personal data;
- Fight against tax evasion;
- Competition law.

Below are the tables required by Appendix II of the Taxonomy Regulation.

2.8.3 Turnover

Economic activity (1)	2025		Substantial contribution criteria							Do no significant harm criteria ("DNSH criteria")							Minimum guarantees (17)	Proportion of turnover aligned (A.1.)	Category (enabling activity) (19)	Category (transitional activity) (20)
	Code(s) (2)	Absolute Turnovers (3)	Share of turnover (4)	Climate change mitigation (5)	Climate change adaptation (6)	Aquatic and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Aquatic and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)					
		€ k	%	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES/ NO	YES/ NO	YES/ NO	YES/ NO	YES/ NO	YES/ NO	YES/ NO	%	H	T	
A. TAXONOMY ELIGIBLE ACTIVITIES																				
A.1 Environmentally sustainable activities (taxonomy aligned)																				
Manufacturing of automotive components and mobility components	CCM 3.18	101,880	6%	YES	N/EL	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	YES	5%	NA	NA	
Turnover of environmentally sustainable activities (taxonomy-aligned) (A.1)		101,880	6%														5%			
of which enabling		101,880	6%														5%			
of which transitional		0	-%																	
A.2 Taxonomy eligible but not environmentally sustainable activities (not taxonomy aligned)																				
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL											
Aircraft manufacturing	CCM 3.21	1,170,076	67%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								57%			
Turnover of taxonomy-eligible but environmentally unsustainable activities (not taxonomy aligned) (A.2)		1,170,076	67%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								57%			
A. Turnover of taxonomy-eligible activities (A.1 + 1.2)		1,271,956	73%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								62%			
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																				
Turnover of taxonomy non-eligible activities		475,970	27%																	
TOTAL		1,747,926	100%																	

2.8.4 CAPEX










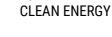


2025 Fiscal Year	2025			Substantial contribution criteria							Do no significant harm criteria ("DNSH criteria")							Proportion of capital expenditure aligned (1)	Category (enabling activity) (19)	Category (transitional activity) (20)
	Code(s) (2)	Absolute CapEx (3)	Share of CapEx (4)	Climate change mitigation (5)	Climate change adaptation (6)	Aquatic and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Aquatic and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Minimum guarantees (17)				
Economic activities (1)		€ k	%	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES/ NO	YES/ NO	YES/ NO	YES/ NO	YES/ NO	YES/ NO	%	H	T		
A. TAXONOMY ELIGIBLE ACTIVITIES																				
A.1 Environmentally sustainable activities (taxonomy aligned)																				
Manufacturing of automotive components and mobility components	CCM and CCA 3.18	1,722	1.2%	YES	N/EL	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	1%	NA	NA		
Construction of new buildings	CCM and CCA 7.1	14,110	9.8%	YES	YES	N/EL	OUI	N/EL	N/EL	YES	YES	YES	YES	YES	YES	8%	NA	NA		
Renovation of existing buildings	CCM and CCA 7.2	5,297	3.7%	YES	YES	N/EL	OUI	N/EL	N/EL	YES	YES	YES	YES	YES	YES	—%	NA	NA		
Installation, maintenance, and repair of equipment promoting energy efficiency	CCM and CCA 7.3	9,365	6.5%	YES	YES	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	1%	NA	NA		
Installation, maintenance and repair of charging stations for electric vehicles in buildings	CCM and CCA 7.4	110	0.1%	YES	YES	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	—%	NA	NA		
Installation, maintenance and repair of instruments and devices for measuring, regulating, and controlling the energy performance of buildings	CCM and CCA 7.5	506	0.4%	YES	YES	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	—%	NA	NA		
CapEx environmentally sustainable activities (taxonomy-aligned) (A.1)		31,110	21.6%													10%				
of which enabling		31,110	22%													10%				
of which transitional																				
A.2 Taxonomy eligible but not environmentally sustainable activities (not taxonomy aligned)																				
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL											
Aircraft manufacturing	CCM 3.21	60,062	41.6%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								44%			
CapEx of taxonomy eligible but not environmentally sustainable activities (not taxonomy-aligned) (A.2)		60,062	41.6%														44%	%		
A. CapEx of taxonomy-eligible activities (A.1 + 1.2)		91,172	63.2%														54%			
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																				
CapEx of taxonomy non-eligible activities		53,053	36.8%																	
TOTAL		144,225	100%																	

N.B.: The CAPEX considered corresponds to the CAPEX validated during 2025. In fact, this figure is different from the recorded CAPEX.

2.8.5 OPEX

2024 Fiscal year	2025			Substantial contribution criteria						Criteria for absence of material prejudice (DNSH - Does Not Significant Harm)										Proportion of operating expenses aligned (A.1.) or eligible (A.2.) for the taxonomy, year N-1	Category (enabling activity) (19)	Category (transitional activity) (20)
	Code(s) (2)	Absolute OpEx (3)	Share of OpEx (4)	Climate change mitigation (5)	Climate change adaptation (6)	Aquatic and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Aquatic and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Minimum guarantees (17)	%	H	T			
Economic activities (1)		€ k	%	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES; NO; N/EL	YES/ NO	YES/ NO	YES/ NO	YES/ NO	YES/ NO	YES/ NO	YES/ NO	%	H	T			
A. TAXONOMY ELIGIBLE ACTIVITIES																						
A.1 Taxonomy aligned																						
Manufacture of automotive and mobility components	CCM 3.18	61,943	6%	OUI	N/EL	N/EL	N/EL	N/EL	N/EL	YES	YES	YES	YES	YES	YES	YES	4%	NA	NA			
None																						
Opex of taxonomy aligned activities (A.1.)		56,011	6%														4%					
of which enabling		61,943	6%														4%	NA				
of which transitional																						
A.2 Taxonomy eligible but not taxonomy aligned activities																						
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL													
Manufacture of aircraft	CCM 3.21	737,607	69%	EL	N/EL	N/EL	N/EL	N/EL	N/EL											56%		
Opex of taxonomy eligible but not taxonomy aligned activities (A.2.)		737,607	69%	EL	N/EL	N/EL	N/EL	N/EL	N/EL											56%		
A. OpEx des activités éligibles à la taxinomie (A.1 + A.2)		793,618	74%	EL	N/EL	N/EL	N/EL	N/EL	N/EL											60%		
B. TAXONOMY NON-ELIGIBLE ACTIVITIES																						
Opex of taxonomy non eligible activities (B)		276,422	26%																			
TOTAL		1,070,040	100%																			

2.9 PLANET – Performance metrics

	Baseline year 2019	Results 2022	Results 2023	Restated Results 2024	Results 2025 w/o LISI MEDICAL	Target 2026	Target 2030	ESRS	GRI	ODD
3 – PROTECT OUR ENVIRONMENT										
% of energy savings in Mwh thanks to projects vs Y-1	nd	nd	1.7%	1.8%	2.0%	1.5%		ESRS E-1	GRI 302-4	ODD 7, 13 
% of renewable energies produced on site	nd	nd	0.3%	0.7%	1.4%	3.0%		ESRS E-1	GRI 302-4	
% of renewable electricity generated on-site and purchased	0	0	0.4%	3.3%	7.3%			ESRS E-1	GRI 302-4	
% of renewable energy (renewable electricity + biogas) as a proportion of total energy consumed	0	0	0.3%	2.3%	5.2%			ESRS E-1	GRI 302-4	
% of recycled wastes	72.5 %	75.0%	73.5%	73.8%	75.0%			ESRS E-5	GRI 306-4	ODD 12 
% of capex dedicated to reduce our CO ₂ emissions	nd	2.2%	4.6%	7.3%	2.3%			BD-b	na	ODD 7 
4 – WORK IN OUR REGIONS										
% of sites in water hydric stress zone with an action plan	nd	nd	18%	65%	67%	100%		ESRS E-5	GRI 303-1; 303-2	ODD 6 
GREENHOUSE GAS EMISSIONS - By Scope (T CO₂)										
Scope 1	40,990	28,201	25,183	26,032	26,288			ESRS E-1	GRI 305-1	ODD 7, 13 
Scope 2	65,542	42,162	46,387	41,781	34,267			ESRS E-1	GRI 305-2	
Total - Scopes 1 & 2 [T CO₂]	106,532	70,363	71,570	67,813	60,554	-57%		ESRS E-1	GRI 305-1	AFFORDABLE AND CLEAN ENERGY 
Scope 3	402,790	530,291	570,796	553,893	416,278			ESRS E-1	GRI 305-1	
Total - Scopes 1, 2 & 3 [T CO₂]	509,322	600,654	642,366	621,706	476,832			ESRS E-1	GRI 305-1	CLIMATE ACTION 
Scopes 1 + 2 + 3 partial - historically comparable	509,322	291,487	321,410	312,248	289,071	-30%		ESRS E-1	GRI 305-1	
Scopes 3 partial - historically comparable	402,790	203,906	236,615	228,071	228,517			ESRS E-1	GRI 305-1	
GREENHOUSE GAS EMISSIONS - By Item (T CO₂)										
GHG Natural Gas (T CO ₂)	37,174	23,625	22,489	22,941	23,731			ESRS E-1	GRI 305-1	ODD 7 
GHG Domestic heating fuel (T CO ₂)	460	205	199	197	228			ESRS E-1	GRI 305-1	
GHG LPG (T CO ₂)	1,206	1,090	865	664	802			ESRS E-1	GRI 305-1	AFFORDABLE AND CLEAN ENERGY 
GHG Vehicles owned (T CO ₂)	621	304	283	196	72			ESRS E-1	GRI 305-1	
GHG Private vehicles under lease (T CO ₂)	2	1,691	1,691	852	758			ESRS E-1	GRI 305-1	
GHG Fugitive emissions from refrigerants (T CO ₂)	1,527	1,286	1,341	1,182	696			ESRS E-1	GRI 305-1	
Total - Scope 1 [T CO₂]	40,990	28,201	26,868	26,032	26,288			ESRS E-1	GRI 305-2	
GHG Electricity (T CO ₂)	65,542	42,015	46,274	41,637	34,075			ESRS E-1	GRI 305-2	
GHG Heating network (T CO ₂)	0	147	113	144	192			ESRS E-1	GRI 305-2	
Total - Scope 2 [T CO₂]	65,542	42,162	46,387	41,781	34,267			ESRS E-1	GRI 305-2	
Total - Scopes 1 & 2 [T CO₂]	106,532	70,363	73,255	67,812	60,554			ESRS E-1	GRI 305-1	
Purchases of goods & services (other than Raw materials) (T CO ₂)		183,201	213,205	196,020	119,886			ESRS E-1	GRI 305-1	ODD 13 
Consumption of raw materials (T CO ₂)	390,912	189,054	218,114	212,413	204,556			ESRS E-1	GRI 305-1	
Capex (T CO ₂)		80,212	66,329	71,146	32,241			ESRS E-1	GRI 305-1	CLIMATE ACTION 
Fuel and energy related activities (not included in Scope 1 or 2)	Included in Scopes 1 and 2		16,225	16,363	13,395			ESRS E-1	GRI 305-1	
Upstream transport (T CO ₂)	11,878	14,852	15,501	15,658	10,565			ESRS E-1	GRI 305-1	
Wastes generated by operations (T CO ₂)		31,395	30,301	30,475	24,922			ESRS E-1	GRI 305-1	
Business Travel (T CO ₂)		564	717	489	550			ESRS E-1	GRI 305-1	
Communiting (T CO ₂)		13,795	10,403	11,330	10,163			ESRS E-1	GRI 305-1	
Upstream leased assets (T CO ₂)			0	-	-			ESRS E-1	GRI 305-1	
Total - Scope 3 [T CO₂]	402,790	530,291	570,795	553,893	416,278			ESRS E-1	GRI 305-1	
Total - Scopes 1, 2 & 3 [T CO₂]	509,322	600,654	644,050	621,706	476,832			ESRS E-1	GRI 305-1/2	



	Baseline year 2019	Results 2022	Results 2023	Restated Results 2024	Results 2025 w/o LISI MEDICAL	Target 2026	Target 2030	ESRS	GRI	ODD
WATER CONSUMPTION IN M³										
City water consumptions	522,785	342,900	336,375	384,473	306,269			ESRS E-5	GRI 303-5	ODD 6
Consumption for water drawn from the natural environment	267,771	252,289	131,977	141,129	111,535			ESRS E-5	GRI 303-3	EAU PROPRE ET ASSAINISSEMENT
Rainwater recovery			8,039	11,544	13,169			ESRS E-5	GRI 303-3	
Total - Water consumption (in m³)	790,556	595,189	476,391	537,146	430,972		-25%	ESRS E-5	GRI 303-5	
ENERGY CONSUMPTION IN MWH										
Electricity from network (non renewable)	311,181	276,260	277,256	274,707	236,133			ESRS E-1	GRI 302-1	ODD 7 ; 13
Electricity from network (renewable)	nd	nd	nd	7,337	15,193			ESRS E-1		
Natural gas	157,679	136,262	124,417	127,009	118,217			ESRS E-1		
Biogas	nd	nd	nd	0	1,103			ESRS E-1	GRI 302-1	ODD 7 ; 13
LPG	5,348	4,680	3,714	2,851	3,489			ESRS E-1	GRI 302-1	AFFORDABLE AND CLEAN ENERGY
Domestic fuel	1,417	753	736	726	843			ESRS E-1	GRI 302-1	
Other energies	570	949	728	929	893			ESRS E-1	GRI 302-1	
Renewable electricity production (sold to network)	-	-	-	-	-			ESRS E-1	GRI 302-1	CLIMATE ACTION
Renewable electricity production (self consumed)	-	-	1,022	2,131	3,508			ESRS E-1	GRI 302-1	
TOTAL	476,195	418,904	406,851	415,691	379,379			ESRS E-1	GRI 302-1	
Revenue (In M€)	1,730	1,425	1,630	1,790	1,790			NA		
Intensity ration (Consumption / Revenue)	275	294	250	232	212			NA	GRI 302-3	ODD 7 ; 13
BREAKDOWN OF TOTAL ENERGY CONSUMPTIONS (in MWH) BY COUNTRY										
France	313,426	257,801	247,039	252,426	235,160			ESRS E-1	GRI 302-1	ODD 7 ; 13
United States	44,906	58,446	56,900	57,674	40,300			ESRS E-1	GRI 302-1	
Germany	44,330	39,143	37,695	36,799	34,005			ESRS E-1	GRI 302-1	AFFORDABLE AND CLEAN ENERGY
Spain	21,734	15,908	16,418	17,480	18,503			ESRS E-1	GRI 302-1	
Turkey	11,585	11,359	12,472	12,368	12,062			ESRS E-1	GRI 302-1	CLIMATE ACTION
Canada	9,289	8,469	8,490	8,571	8,576			ESRS E-1	GRI 302-1	
United Kingdom	12,149	7,337	7,690	7,820	8,708			ESRS E-1	GRI 302-1	
Czech republic	6,949	6,174	5,966	5,425	5,132			ESRS E-1	GRI 302-1	
China	4,799	5,904	4,478	4,710	5,293			ESRS E-1	GRI 302-1	
Mexico	4,724	3,577	4,222	4,476	4,903			ESRS E-1	GRI 302-1	
Poland	3,159	3,361	3,427	3,297	3,112			ESRS E-1	GRI 302-1	
Morocco	3,565	1,421	2,054	2,514	3,186			ESRS E-1	GRI 302-1	
Hungary	na	na	na	na	439			ESRS E-1	GRI 302-1	
OUR WASTES (IN TONS)										
Metals	22,220	21,891	19,725	19,684	18,831			ESRS E-5	GRI 306-3	ODD 12
Paper - Cardboard	617	377	510	474	475			ESRS E-5	GRI 306-3	
Plastic	329	271	356	462	419			ESRS E-5	GRI 306-3	RESPONSIBLE CONSUMPTION AND PRODUCTION
Wood	917	674	718	774	782			ESRS E-5	GRI 306-3	
Oils	2,412	2,113	2,254	2,044	2,152			ESRS E-5	GRI 306-3	
Other non-hazardous waste	2,966	2,230	2,255	2,301	1,545			ESRS E-5	GRI 306-3	
Hazardous waste (without oil)	13,026	11,051	11,598	11,775	12,624			ESRS E-5	GRI 306-3	
Total - Wastes (in Ton)	42,487	38,607	37,416	37,513	36,828			ESRS E-5	GRI 306-3	
BREAKDOWN OF GENERATED WASTES										
% recycling	66.0%	67.0%	68.0%	66.2%	66.0%			ESRS E-5	GRI 306-1; 306-4	ODD 12
% energy recovery	8.0%	8.0%	6.0%	7.6%	8.7%			ESRS E-5	GRI 306-1; 306-4	
% physic-chemical treatment	15.0%	13.0%	13.0%	14.9%	15.4%			ESRS E-5	GRI 306-1; 306-5	RESPONSIBLE CONSUMPTION AND PRODUCTION
% landfill	5.0%	4.0%	4.0%	3.9%	5.0%			ESRS E-5	GRI 306-1; 306-5	
% other treatment	7.0%	8.0%	9.0%	7.3%	4.6%			ESRS E-5	GRI 306-1; 306-5	
% of recycled wastes	72.5%	75.0%	73.5%	73.8%	75.0%			ESRS E-5	GRI 306-4	

3 PEOPLE – Social information (ESRS S)

3.1 PEOPLE - Occupational health and safety (ESRS S1)

3.1.1 Strategic context and challenges

Health and safety at work is the cornerstone of LISI's commitment. In addition to a regulatory obligation, it is crucial to the human and strategic necessity of protecting each and every employee, which cements the Company's long-term performance.

The challenges are clear: preventing accidents, managing occupational risks and cultivating an environment in which

safety is embedded into everyday working life. This requirement nurtures a positive corporate culture, where each employee feels valued and protected.

LISI provides practical support for training programs, suitable protective equipment and well-being initiatives. These actions create optimal conditions which are conducive to both productivity and professional fulfillment.

3.1.2 Policy and commitments

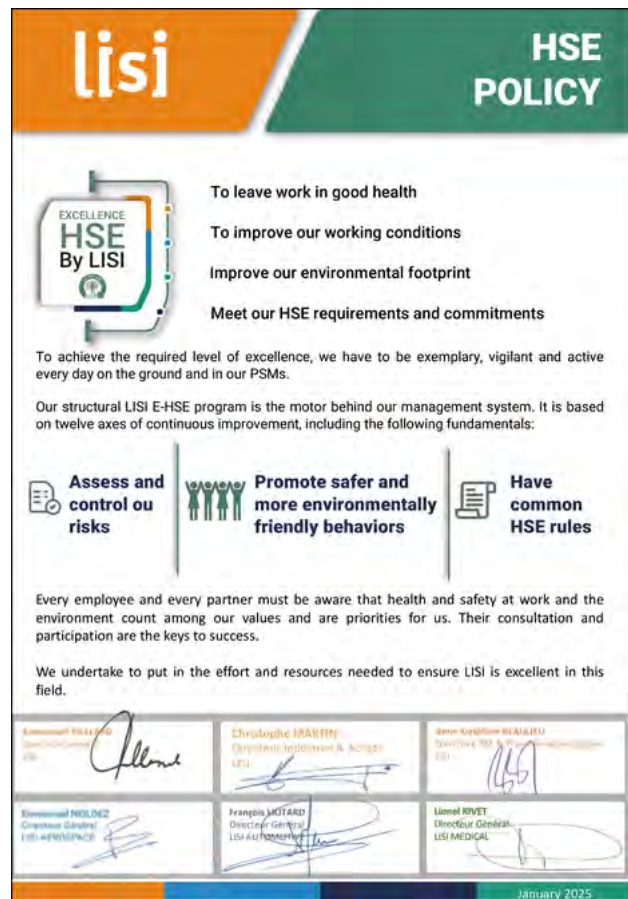
The Group's ambition is to achieve excellence in health and safety at work. For LISI, excellence is non-negotiable. It is based on three fundamental pillars:

- **everyone coming home after work in good health;**
- **a continuous and relentless improvement in our working conditions;**
- **full compliance with our regulatory obligations and voluntary commitments.**

By signing this policy, the Group's Senior Management and divisional management is making a firm commitment to implement all of the and necessary resources and action to achieve this excellence.

The LISI Group relies on the principles of ISO 45001 v2018, the international benchmark standard for occupational health and safety. Our deployment strategy follows a strict hierarchy of prevention measures:

- Elimination of the hazard;
- Substitution with less hazardous operations or equipment;
- Collective protection;
- Training;
- Individual protection.



3.1.3 Impacts, risks and opportunities (IRO)

The table below shows the impacts, risks and opportunities resulting from the materiality analysis concerning the issue of health, safety and quality of life at work.

ESRS	Issues	Impacts and Risks	Opportunities
S1	Health, safety and quality of life at work: Preventing risks to the physical and psychological health of employees. Improving the quality of life at work and taking into account the work-life balance.	<ul style="list-style-type: none"> ■ Impact on the mental and physical health of employees and service providers ■ Loss of productivity ■ Legal and criminal risk ■ Reputational risk 	<ul style="list-style-type: none"> ■ Talent attractiveness and retention ■ Social cohesion ■ Improved productivity ■ Decrease in absenteeism

3.1.4 Governance and resources

3.1.4.1 - Governance

HSE management review (annual): It guarantees the achievement of the objectives and the effectiveness of the LISI Excellence HSE program, allows for the necessary adjustments and defines the HSE roadmap for the years to come. It is made up of the following members:

- 2 members of the Executive Committee: the Industrial and Purchasing Director, the Head of CSR and Digital Transformation;
- The Group HSE Manager;
- The Group CSR Manager;
- The Quality and Industrial Performance Directors of LISI AEROSPACE and LISI AUTOMOTIVE;
- The HSE Departments of LISI AEROSPACE and LISI AUTOMOTIVE.

HSE Expert Committee (monthly): Composed of the same members except for the Executive Committee, which is replaced by the Industrial and Purchasing Director, this committee plays an operational role of support and continuous improvement in health, safety and the environment.

In 2025, it steered the progress of the strategic plan (health and safety objectives and deployment of actions), the enhanced monitoring of site disruption plans, ensuring that corrective actions are applied across all sites and the sharing of best practices.

3.1.4.2 - Resources

Central organization:

At Group level:

The main HSE missions are carried out by:

- Group HSE Manager (reporting to the Industrial and Purchasing Director): managing and coordinating the HSE management system (LISI E-HSE program), preparing and communicating HSE reporting, managing ISO 14001 and ISO 45001 external audits, managing Group HSE contracts, and operational support to the sites and divisions.
- Group CSR Manager (reporting to the Head of CSR and Digital Transformation): management of E-HSE internal audits, relations with insurers and stakeholders, integrating CSR projects into LISI's activities (in particular climate), CSRD compliance, and coordinating the Group's CSR approach.

At division level:

The main HSE missions are carried out by the LISI AEROSPACE and LISI AUTOMOTIVE HSE departments, which report respectively to the Research and Technology Director and to the System Excellence and Global Supply Chain Director. They manage actions specific to their division, deploy and monitor HSE objectives, ensure the relevance of 8D post-incident analyses and actively participate in the LISI E-HSE program (tools, training and strategy). Each department relies on specialized functions: LCA Engineer for LISI AUTOMOTIVE and the Chemicals Manager for LISI AEROSPACE.

Organization on production sites:

Each site has a dedicated HSE department responsible for implementing the LISI E-HSE policy and preventing occupational risks. On sites with more than 100 people, a full-time HSE manager reports directly to the site manager, ensuring coordination and responsiveness. For smaller sites, one person is appointed, sometimes with other assignments.

HSE managers ensure compliance with legal and internal requirements, collaborate with departments to secure equipment, coordinate HSE communications and participate in management reviews to promote continuous improvement.

All sites have set up Safety Committees (or the CSSCT in France) to involve employees in improving working conditions. The main role of these committees is to participate in the development, implementation and monitoring of the site's HSE policy and health and safety improvement actions.

3.1.5 Actions

3.1.5.1 - LISI Excellence HSE program

Since 2013, LISI has built a tailor-made program: LISI Excellence HSE (or LISI E-HSE), which is the heart of its health and safety at work management system.

This ambitious program aims to engage each employee around a common goal: prevention for health and safety at work but also protection of the environment. It provides everyone with procedures and tools to achieve HSE objectives. It is based on 12 areas for continuous improvement.



The use of certain tools is mandatory, such as:

- LISI RM, a software tool used to identify, assess and manage HSE risks;
- Golden Rules: HSE rules common to all LISI sites;
- 8D cause analysis, a tool for analyzing the root causes of accidents and incidents.

Other tools are available depending on the specific needs of each site, for example:

- "Je Vois - J'Agis" ("I See - I Act"), a tool enabling each employee to be a daily player in a dangerous situation, and to develop shared vigilance;
- "HSE mission of supervisors" training;
- Best practices on energy, fire, etc.;
- "Change Management" tool, to manage risks when setting up new projects.

Moreover, HSE is one of the first items discussed during each meeting:

- Field meetings (PSM);
- Weekly Steering Committee meeting at Group level;
- Monthly presentation of the results of each division/ Business Group/site;
- Monthly Management Committee and Executive Committee meetings;
- Advice on the annual performance of each site.

At LISI, the E-HSE internal audit process is methodical, independent and documented. It aims to obtain audit evidence and objectively assess it to determine compliance with LISI's requirements. The main objectives of E-HSE internal audits are to verify compliance with ISO 45001 and ISO 14001 standards, and to assess the maturity and level of deployment of the LISI Excellence HSE program.

The Group CSR Manager is responsible for the application of the internal audit procedure, the planning of internal audits and their implementation by competent persons. An annual schedule is drawn up jointly with the divisions and approved by the Group's Executive Management. Each site is, in principle, audited once every three years, although this frequency may vary depending on the results of previous audits.

The results of the audit are presented at the closing meeting, and a report is drafted by the Lead Auditor and sent to the parties concerned. The audit findings are, depending on the case, identified as best practices, opportunities for improvement, weaknesses or non-compliance (minor or major). A corrective action plan must be submitted within one month of the publication of the final report. This plan is validated by the HSE Director of the division concerned and the Lead Auditor, who ensures that the corrective actions resolve the non-compliance and weak points identified.

In 2025, 15 internal audits were carried out and 83% of the schedule was fulfilled. The audits not carried out were rescheduled for 2026.

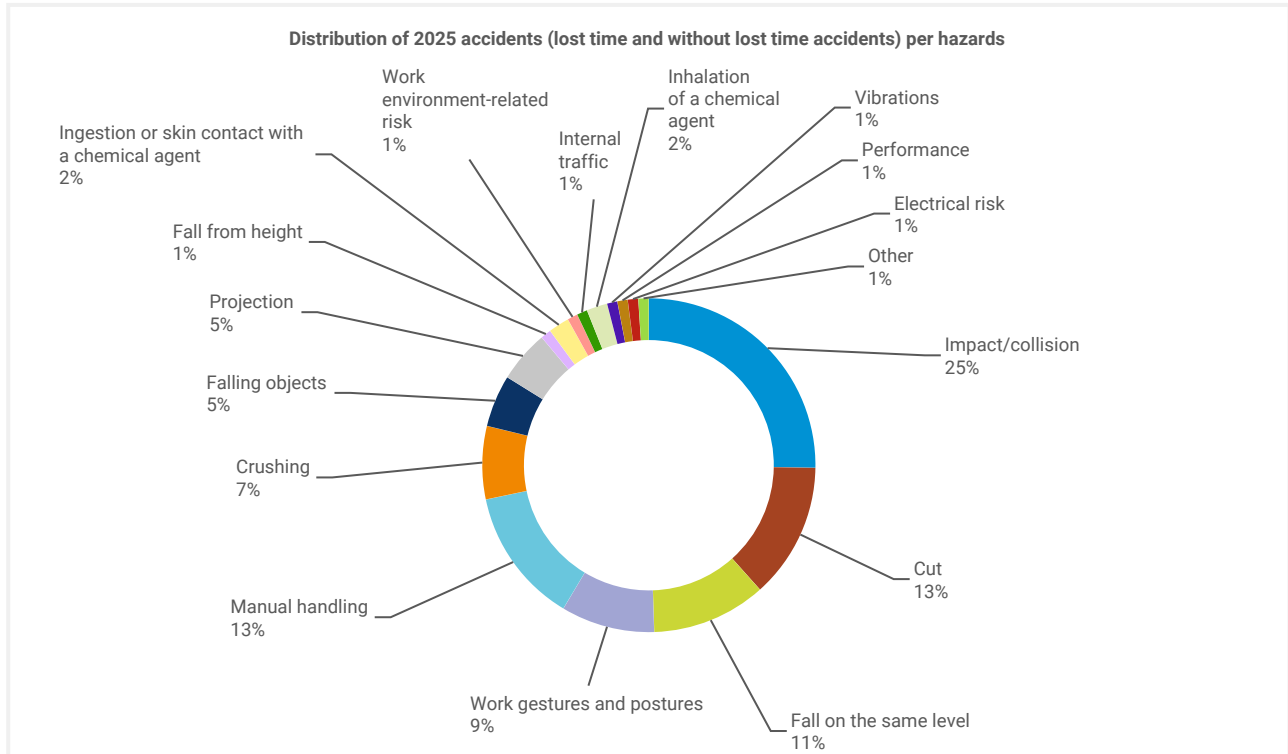
3.1.5.2 - Identification of the main risks and hazards at work

The LISI Group sites assess the occupational risks of their workstations annually when required by regulations, if not at least every 3 years. The purpose of this assessment is to identify the significant risks and implement the necessary action plans to eliminate them and, if this is not possible, reduce them.

A Group procedure defines the risk assessment methodology. It is common to all Group sites.

In 2024, the Group initiated a change in the management software for Professional Risk Assessments which was completed in the first quarter of 2025.

The main tables presenting the injuries in 2025 are as follows:



High Potential Severity (HPS) situations:

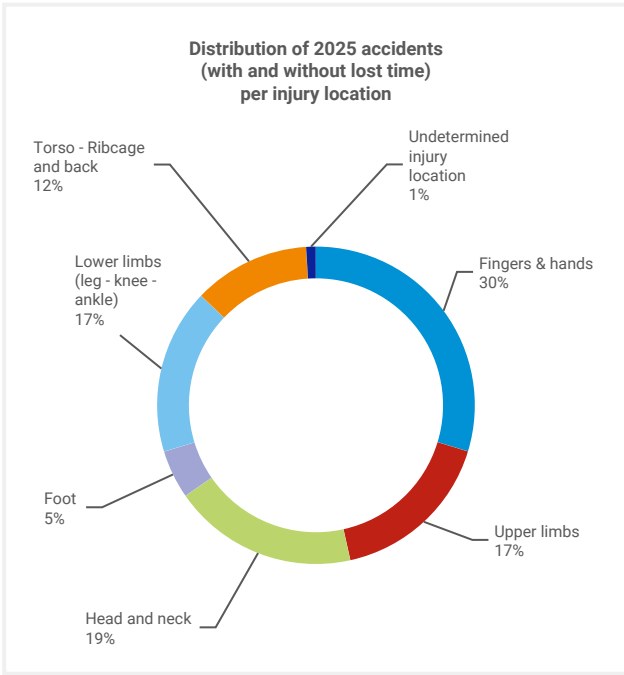
At LISI, employee safety also involves managing High Potential Severity (HPS) situations. The Group has defined a process to identify and manage these potentially serious situations. These are situations that are or could be the cause of a serious or fatal accident.

Initially, the sites identified these situations based on the results of their occupational risk assessment. The sites determined the TOP 3 HPSs before their validation by the division’s HSE department.

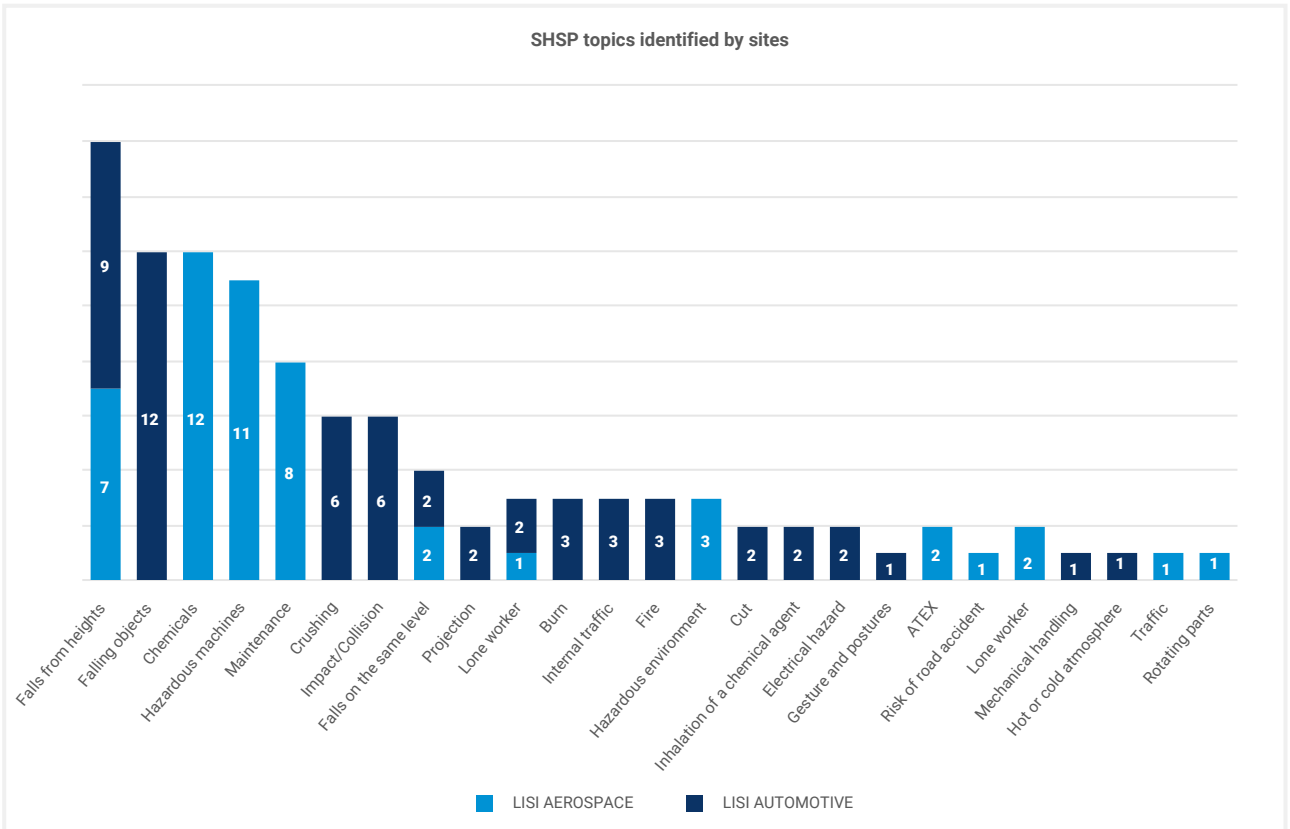
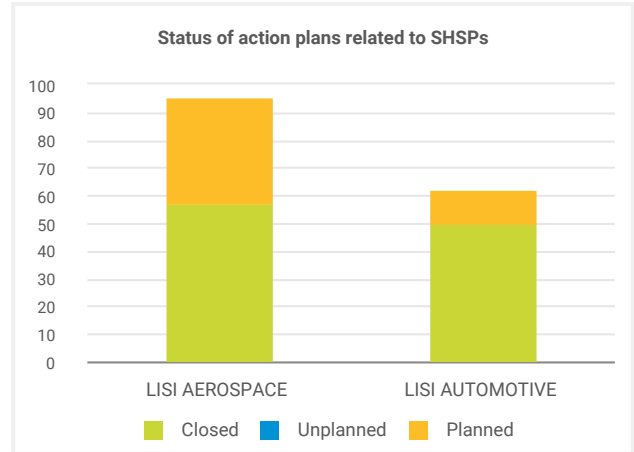
Each site then defined an HPS reduction plan. Specific reporting has been set up to monitor the progress of these actions, and is reviewed during HSE expert meetings.

When actions related to a situation with high potential severity are implemented, a communication in “Best Practice” format is carried out by the site. This communication is disseminated by the Group via the monthly HSE reporting, intranet news and other internal communication channels.

At the end of 2025, all sites had correctly identified their TOP 3 HPSs. The graph below shows the breakdown by type of hazard.



All actions to reduce HPSs have been identified and recorded in the HSE software. By the end of 2025, all actions had been planned and 68% had already been finalized. Other actions take time to implement and continue to be followed during the various routines.



3.1.5.3 - Training and awareness

The LISI Group devotes a number of resources to the training of its staff throughout the professional life of employees and temporary workers. For HSE, the training provided is as follows:

- The general HSE onboarding of all employees and temporary workers: it includes essential concepts such as the HSE policy and objectives, the LISI golden rules, the personal protective equipment to be worn on the site, the emergency situations, the main risks of a site, the concepts of withdrawal rights and shared vigilance, etc.
- Onboarding at the workstation: it also recalls all the elements relating to health and safety but specific to the workstation. They are presented by a tutor or supervisor.
- Regular training for employees and temporary workers; this may be:
 - Mandatory training to occupy the workstation: driver's license, electrical certification, etc.;
 - General training in health and safety: first aid, handling of fire extinguishers, safety culture, etc.;

- Training for managers: "HSE mission for supervisors", civil and criminal liability, etc.

In order to continue the development of the HSE culture, from 2023, LISI committed to ensuring that 100% of the Group's employees participate in at least one health and safety training/awareness-raising activity per year. The topic of awareness-raising varies each year and is defined during the HSE expert committees. Once the topic has been set, the awareness-raising material is prepared and communicated to all sites, which are in charge of deploying it to employees.

The topic for 2025 was "Shared Vigilance". The 2025 objective was achieved with 9,835 people trained through a two-hour awareness-raising session.

This approach will continue in 2026 with the selected topic of "The New HSE Golden Rules".

3.1.5.4 - Health and safety improvement plan

At Group level:

The HSE improvement plan is included in the A3 HSE (detailed in Section 3.1.7).

Sites where health and safety results are not at the level expected by the Group may be subject to a specific action plan (disruption plan), monitored by the division concerned and/or the Group.

In 2025, 10 sites were covered by this type of approach.

At site level:

Each site draws up a health and safety improvement plan that includes:

- Actions to achieve the Group's HSE objectives;
- Actions aimed at eliminating or reducing significant risks from the assessment of occupational risks;
- Corrective actions resulting from analysis of the causes of accidents/health and safety incidents;
- Corrective actions following non-compliance cases from external audits;
- Corrective actions following non-compliance cases and internal audit recommendations;
- Actions resulting from site management reviews;
- Actions resulting from the consultation/participation of employees or their representatives.

The HSE department manages the oversight and progress of these improvement plans. Different routines for monitoring the progress of these improvement plans are implemented at the sites:

- Daily team meetings (PSM);
- Weekly or monthly meetings of the site Management Committees (A3 follow-up, Executive Committee meetings, etc.);
- Monthly HSE meetings;
- Annual review during the Management Review.

The responsibility for carrying out these actions lies with the action pilots, which may be the production department, the maintenance department, the HSE department, etc.

Numerous actions to improve occupational health and safety were rolled out in 2025 at the Group's sites. The following examples illustrate this approach:

- Saint-Ouen-l'Aumône (France): Installation of a battery-powered electric shear equipped with a load balancer, allowing the cutting of material without projection, and reducing the risk of musculoskeletal disorders related to handling.



- Heidelberg (Germany): Deployment of magnetic anti-slip forks on forklift trucks. This equipment, fixed by magnetization on the forks, improves safety when moving goods by preventing slippage, especially for sensitive or non-palletized loads. Their quick installation and removal without residue have improved operational use.
- Cejc (Czech Republic): Replacement of standard slatted flooring by non-slip slatted flooring in the machine shop, following an analysis of accidents which revealed that 30% of incidents (injuries and near-misses) were related to falls from ground level.

The LISI Group has set up a working group dedicated to the overhaul and enhancement of its HSE Golden Rules. This approach led to the development of the PRESERVE program, which extends the initial framework from 4 rules to 10 fundamental prevention rules. This new system will be rolled out during HSE awareness sessions organized in 2026. The 10 Golden Rules of the PRESERVE program cover all priority risks identified within the Group:

1. Proactive prevention: "If you see something, take action";
2. Order, Tidiness and Cleanliness "Tidy your workstation to avoid accidents";
3. Traffic "Whether driving or walking, comply with traffic rules";
4. PPE "Always wear your PPE";
5. Machine risks "Check before starting, secure before operating";
6. Manual and mechanical handling "Every properly handled load is a risk avoided";
7. Working at height "Your safety at height depends on your choices on the ground";
8. Firefighting "Be ready to take action if a fire starts";
9. Chemicals "Handle chemicals with care";
10. Environment "Act responsibly to protect the environment".

3.1.5.5 - Prevention of psychosocial risks

In France, employees of the LISI Group benefit from the services of Workplace Options, in order to prevent any psychosocial risks, regardless of their origin, whether work-related or personal.

This listening and support platform, composed of psychologists available 24/7, allows any employee to obtain the assistance of a qualified professional to overcome their problems and find a solution to their difficulties, be they of a personal, professional, family or addiction-related nature.

A telephone call allows the employee to be put in touch with a psychosocial worker in his/her region, in a completely confidential manner, who will thus be able to establish an initial diagnosis. The employee may benefit from a consultation covering up to 12 hours of treatment.

3.1.5.6 - Audits and Certifications

LISI has been certified according to ISO 14001: v2015 and ISO 45001: v2018 by Bureau Veritas since 2021. The Group is audited each year, and a re-certification audit was successfully carried out in 2025 to verify continued compliance with these 2 standards.

35 out of the 41 sites (85%) have dual ISO 14001: v2015 & ISO 45001: v2018 certification, either through multi-site LISI certification (35 sites), or via local certification.

- Shanghai (China): the ISO 14001 & ISO 45001 certificates issued in Europe are not recognized by the Chinese government. This site is therefore certified locally;

- Bangalore (India), Livonia (United States), Queretaro (Mexico) and Suzhou (China): the LISI Group must implement the Group's HSE management system before including them in the multi-site certification;

- Ayguemorte-les-Graves (France) is fully autonomous and integrated (process, revenue, etc.). Even though the site is not certified, it applies the principles of the Group's HSE management system;

- Chaumont (France) is a new site resulting from the relocation of part of the facilities of the Bologne site. The site applies the Group's HSE management system. Integration into the Group certification scope will be planned when the move is finalized.

24% of sites (10 sites) also have ISO 50001: v2018 certification on a multi-site or individual basis. In 2025, all of the LISI AEROSPACE Fasteners Europe Business Group sites were certified. LISI AEROSPACE is aiming to ensure that all of its sites have ISO 50001 certification by 2026 and 2027.

Finally, in 2025, 7 sites were assessed individually according to ISO 26000: v2020: Izmir (Turkey), Saint-Brieuc, Saint-Ouen-l'Aumône, Villefranche-de-Rouergue and Vignoux-sur-Barangeon (France), Tangier (Morocco) and Rugby (United Kingdom).

It should be noted that the sites mentioned are those as defined and listed in the appendices of the certificates issued through their address. Their number may therefore differ slightly from the number in official presentations.

3.1.6 Results and analysis

3.1.6.1 - Accidentology

2025 objective: maintain a frequency rate of occupational accidents with and without time lost of less than 6, for LISI employees and temporary workers (FR Global), and a frequency rate of occupational accidents with time lost (LTI FR) of less than 4.

LISI monitors the FR Global as the main metric relating to workers' health and safety. It represents the number of occupational accidents with or without time lost for LISI employees and temporary workers per million of hours worked. Each accident with or without lost time that occurs at the LISI Group is reported at the highest level, up to the members of the Executive Committee.

Indicators	2019	2022	2023	2024	2025 with LISI MEDICAL	2025 w/o LISI MEDICAL	Change over 10 years	Change over 5 years
LTIFR LISI employees	5.9	4.9	3.5	3.8	4.4	4.0	-46%	-19%
LTIFR LISI employees + temporary workers	6.8	5.7	4.4	4.1	4.7	4.5	-53%	-12%
FR Global LISI employees	8.0	6.1	5.7	5.4	5.6	5.2	-51%	-25%
FR Global temporary workers	21.2	24.2	18.8	8.7	10.7	11.3	-78%	68%
FR Global LISI employees + temporary workers	9.0	7.1	6.7	5.7	6.1	5.8	-58%	-16%

LTI FR = number of occupational accidents with time lost per million hours worked.

FR Global = number of occupational accidents with and without time lost per million hours worked.

Year 2025	LISI employees	Temporary workers	TOTAL
Number of accidents without lost time	18	5	23
Number of accidents with lost time	62	14	76
Number of fatal accidents	0	0	0
TOTAL	80	19	99

Significant events in 2025:

- The LISI Group continues to improve its accidentology. The frequency rate of accidents with and without time lost for LISI employees and temporary workers is less than 6 (FR Global_{LISI employees + temporary workers} = 5.8), i.e. an improvement of 58% in 10 years and 16% in 5 years.
- The frequency rate of accidents with time lost for LISI employees (LTIFR_{LISI}) was divided by 2 in 10 years to 4.0 accidents per million hours worked at the end of 2025.

- 63% of production sites had an occupational accident frequency rate with and without time lost that was below the objective of 6, and 34% (13 sites) had no accidents in 2025 (frequency rate = 0).
- The severity rate was 0.19 days of leave for LISI employees and temporary workers per thousand hours worked at the end of 2025.

N.B.: LISI MEDICAL is not consolidated in the data. The sold recorded 12 accidents during the year (2 with and 10 without time lost).

3.1.6.2 - Occupational illnesses

At all of the Group’s production sites, 22 occupational illnesses were recognized by the competent authorities in 2025. These are mainly musculoskeletal disorders (epicondylitis, rotator cuff syndrome).

All sites are working to reduce physical strain by conducting analyses and making ergonomic improvements to workstations, while also limiting the weight of containers or offering warmups prior to starting work, and using robots for certain operations.

3.1.7 Outlook and improvement plans

The LISI Group has updated its Health, Safety and Environment strategic plan in the format of an “A3 HSE”.

The “True North” (strategic objective) of this A3 is to “define, deploy and promote a culture, tools and practices to achieve excellence in health, safety and the environment in line with the Group’s societal values”.

This A3 has 4 components:

- “Healthy return from work” component;
- “Improving our environmental footprint” component;
- “Meeting our HSE obligations and commitments” component;
- “Improving the management system” component.

Healthy return from work:

The Group has rolled out a detailed plan in 3 areas:

- Reducing accidents, with enhanced monitoring of sites for which the accidentology is not at the expected level, sharing feedback, etc.;
- Deploying the HSE culture, with awareness-raising and training actions for all staff, including site managers;
- Controlling high-risk situations, with actions to monitor and maintain the compliance of machines, the plan to reduce high potential severity situations, etc.

3.2 PEOPLE - Working conditions of LISI employees & Human Capital Development (ESRS S1)

3.2.1 Strategic context and challenges

LISI’s purpose, “Shape and share sustainable links”, is a strong commitment to its stakeholders, foremost among them its own workers.

In terms of working conditions and human capital development, this commitment is based on five key ambitions:

- Fulfill LISI’s social and environmental responsibility;
- Provide an environment conducive to both well-being and skills and career development;
- Attract and retain talent;

- Develop diversity;
- Work positively for local authorities and regions.

In a constantly changing environment, the Group is required to keep improve its practices in order to meet growing expectations in terms of working conditions, quality of life at work, skills development and career management.

The challenges of working conditions and the development of human capital are multiple:

- **Performance and skills:** With rapid technological transformations, in particular automation, digitalization and artificial intelligence, LISI must ensure that its teams have the necessary technical and managerial skills to put technological developments to work to serve both customer satisfaction and the Group's performance;
- **Attractiveness:** In a context of talent war, LISI must continually work on its image to attract young talent and diversify its recruitment;
- **Employee commitment and talent retention:** Quality of life at work, internal communication, employee involvement and quality of management are essential levers for building loyalty and uniting teams around common objectives;

3.2.2 Policy and commitments

True to its entrepreneurial culture, LISI grants its divisions a wide range of initiatives and actions, particularly in terms of human resources management.

LISI is constantly seeking the best balance between division autonomy and shared ambition.

To this end, LISI formulated its Group HR policy in 2024, named "People Excellence@LISI - LISI's human capital development policy".

This policy formalizes the Group's vision and expectations in many areas.

The guiding principles are:

- **Consistency and legibility of practices:** Although each division retains the flexibility to act, it is essential that HR practices be part of a common framework, to offer each employee fair opportunities for fulfillment, development and recognition;
- **Promotion of best practices:** The sharing and transversalization of successful initiatives makes it possible to strengthen collective effectiveness;
- **Innovation and digitalization:** The development of e-learning and digital tools such as FABRIQ and MERCATEAM demonstrate a commitment to simplify and automate HR processes, while improving talent and skills management.

Priority areas of LISI's human capital development policy:

- **Attractiveness:** LISI relies on a strong employer brand, combined with local initiatives with schools and universities, to attract the talents of tomorrow. Efforts to diversify recruitment, in particular by integrating more women in predominantly male occupations and in leadership, are a priority;

- **Corporate social responsibility:** In a global context of extended corporate responsibility, LISI strives to create a positive impact, both on its employees and on local communities.

Faithful to its commitments and values, LISI strives to balance economic and social performance, and to create an inclusive and engaging working environment.

Frequently used acronyms:

- *HR* = Human Resources;
- *LKI* = LISI Knowledge Institute;
- *QLW* = Quality of Life at Work;
- *HR Director or HR Manager* = Human Resources Director or Manager.

- **Employee development:** LISI has always promoted training and talent development. "LISI Knowledge Institute", the Group's corporate university, attests to LISI's ambition in terms of training, experience sharing, skills development, and technical, functional and organizational excellence;

- **Quality of life and commitment:** QLW (quality of life at work) action plans, and local initiatives in favor of health, well-being and social, societal and civic commitment, contribute to maintaining a high level of satisfaction and motivation among team;

- **Diversity and inclusion:** Specific actions, such as the launch of the WILL internal women's network (Women in LISI Life), or partnerships or memberships of "Elles bougent", "Women in Aerospace" or "Let's feminize the Aerospace professions", attest to the Group's commitment to diversity, with a particular focus on gender balance.

While respecting the Group's entrepreneurial culture and the autonomy of the divisions, LISI's human capital development policy is part of a global momentum aimed at making employees the main players in the Group's success.

For several years, two HR metrics have been used at LISI as monitoring metrics for the People focus of the CSR policy. These metrics meet LISI's challenges in terms of attracting and retaining talent.

- The resignation rate, calculated as follows: number of resignations (excluding job abandonment) and termination of probationary period at the initiative of the employee, divided by the number of registered employees. The objective set for 2025 was 6.5%, which was met;

- The percentage of women among managers, calculated as follows: number of female managers divided by the total number of managers. The objective set for 2025 was 29.0%. The year ended at 28.0%. However, the

representation of women among managers is higher than the overall percentage of women in the organization. The notion of manager is defined in Section 3.2.5.1.

3.2.3 Impacts, risks and opportunities (IRO)

The table below shows the impacts, risks and opportunities resulting from the materiality analysis concerning the issue of the working conditions of LISI employees and Human Capital.

ESRS	Issues	Impacts and Risks	Opportunities
S1	The working conditions of the own workforce include material aspects (physical constraints, resources, health conditions, etc.), organizational aspects (social dialogue, working hours, pace of work, autonomy and room for maneuver, etc.), legal (right to collective bargaining, freedom of association, freedom of information, employee consultation, etc.) and psychosocial (relationships with customers, management and colleagues, sense of usefulness, etc.) in which the professional activity of the Company's direct employees is carried out.	<ul style="list-style-type: none"> ■ Deterioration of social conditions (risk of strikes, loss of productivity, etc.), ■ Reputational impact. 	<ul style="list-style-type: none"> ■ Social and technical innovation, ■ Positive impact on the employer brand, ■ Increased productivity.
DB	Supporting employees in the transformation of their jobs.	<ul style="list-style-type: none"> ■ Talent leak, ■ Wage increase, ■ Non-productive training time, ■ Pressure on key skills (no positions filled), ■ Deterioration of know-how with risk of loss of competitiveness or innovation. 	<ul style="list-style-type: none"> ■ Attracting talent, ■ Retaining staff, ■ Improved profitability and production, ■ Versatile staff, ■ Contributing to the employer brand.

3.2.4 Governance and resources

Each Group site has a general HR team, led by a site HR Director or Manager.

Each of the Group's divisions has one or two division HR departments, who functionally manage the network of site HR directors or HR managers and/or Business Groups. Since 2023, LISI has had a Group HR Director, who is a member of the Executive Committee. He coordinates the LISI HR Committee, which is made up of the HR departments of the divisions and Business Groups, as well as central HR specialist resources. The LISI HR Committee meets 4 times a year, not only to share information and best practices, but also to align with key HR initiatives to be rolled out throughout the organization.

The methodology for collecting the quantitative and qualitative HR data presented in Chapter 3.2.5 was as follows:

- **Quantitative data:** these data were populated by local or division-level HR managers in a protected data table, structured in several topical tabs, including built-in controls and locks to ensure data consistency.
- **Qualitative data:** they were collected from local HR managers via a text file listing all the topics on which the sites were invited to share actions or initiatives deemed exemplary in terms of best practices.

3.2.5 Actions and Results

3.2.5.1 - Headcount, recruitment and staff turnover

■ Effectifs inscrits

At December 31, 2025, our registered headcount was 9,634.

Registered employees covers LISI employees on permanent, fixed-term, apprenticeship or professional training contracts.

The LISI MEDICAL division left the Group's scope on October 31, 2025. It had a headcount of 846 registered

employees at the end of 2023, and 812 registered headcount at the end of 2024. It no longer appears in the headcount at December 31, 2025.

Also of note in 2025 is the exit from the LISI scope of LISI AUTOMOTIVE Nomel (La Ferté-Fresnel, France, 185 registered employees), and the entry of LISI AUTOMOTIVE Hungary (Győr, Hungary, 88 registered employees).

Evolution of listed employees	2021	2022	2023	2024	2025	Change
LISI AEROSPACE	5,402	5,551	5,871	6,279	6,630	5.6%
LISI AUTOMOTIVE	3,273	3,298	3,202	3,076	2,907	-5.5%
LISI MEDICAL	768	780	846	812		-100.0%
LISI CORPORATE	37	47	95	95	97	2.1%
TOTAL	9,480	9,676	10,014	10,262	9,634	-6.1%

■ Breakdown of headcount by division:

- 69% LISI AEROSPACE
- 30% LISI AUTOMOTIVE
- 1% LISI CORPORATE

■ Breakdown by type of contract and gender

The number of registered headcount breaks down as follows:

- 23.8% women and 76.2% men
- 92.0% permanent contracts, 4.7% fixed-term contracts, 3.3% apprentices or professional training contracts

Number of listed employees, by contract type and gender	Women	Men	Total
Permanent	2,114	6,748	8,862
Fixed-term (excluding apprentices)	106	348	454
Apprentices	76	242	318
Total	2,296	7,338	9,634

■ Breakdown by country

LISI is present in 14 countries. France represents 51.1% of registered headcount, followed by the United States (13.9%), Germany (6.5%) and Turkey (5.5%).

■ Breakdown by geographic area:

Distribution by geographical area	Total
EMEA (Europe, Middle East, Africa, India)	77.8%
NAM (North America)	20.7%
APAC (Asia-Pacific)	1.5%
Total	100.0%

Headcount	LISI AEROSPACE	LISI AUTOMOTIVE	LISI CORPORATE	TOTAL	%
Germany	6	617	—	623	6%
Canada	314	5	—	319	3%
China	—	141	—	141	1%
Spain	—	164	—	164	2%
France	3,805	1,027	91	4,923	51%
India	249	—	—	249	3%
Morocco	111	63	—	174	2%
Mexico	—	333	—	333	3%
Poland	201	—	—	201	2%
Czech Rep.	—	178	—	178	2%
Hungary	—	88	—	88	1%
Turkey	534	—	—	534	6%
UK	364	—	—	364	4%
US	1,046	291	6	1,343	14%
TOTAL	6,630	2,907	97	9,634	

The breakdown of permanent, fixed-term contracts and apprentices by country is as follows:

- Permanent contracts: 92.0%
- Fixed-term contracts: 4.7%
- Apprentices: 3.3%

	France	USA	Canada	Mexico	UK	Germany	Spain	Czech Republic	Hungary	Poland	Morocco	Turkey	India	China	Total
Permanent contract	4,573	1,336	319	333	348	568	164	153	88	169	168	455	98	90	8,862
Fixed-term contract	116	0	0	0	2	36	0	25	0	32	6	79	107	51	454
Apprentices	234	7	0	0	14	19	0	0	0	0	0	0	44	0	318
Total	4,923	1,343	319	333	364	623	164	178	88	201	174	534	249	141	9,634
% perm.	92.9%	99.5%	100.0%	100.0%	95.6%	91.2%	100.0%	86.0%	100.0%	84.1%	96.6%	85.2%	39.4%	63.8%	92.0%

The breakdown of men/women is as follows:

- Men: 76.2%
- Women: 23.8%

Breakdown by country:

	France	USA	Canada	Mexico	UK	Germany	Spain	Czech Republic	Hungary	Poland	Morocco	Turkey	India	China	Total
Men	3,816	990	289	147	295	503	136	125	32	83	146	484	219	73	7,338
Women	1,107	353	30	186	69	120	28	53	56	118	28	50	30	68	2,296
Total	4,923	1,343	319	333	364	623	164	178	88	201	174	534	249	141	9,634
% women	22.5%	26.3%	9.4%	55.9%	19.0%	19.3%	17.1%	29.8%	63.6%	58.7%	16.1%	9.4%	12.0%	48.2%	23.8%

■ Breakdown of managers and non-managers

Within LISI, the breakdown of managers and non-managers is one of the important aspects of HR analysis and reporting. The definition of managers was reviewed in 2023 in order to better match the French concept of managers on foreign sites.

The following are considered to be managers:

- In France, employees whose positions fall into employment classes 11 to 18 of the National Collective Metallurgy Agreement;

- In countries outside France, people in the following categories:

- Exempt (United States, Poland and Turkey),
- Managers, Directors and CEOs (Canada, United Kingdom, Spain, Mexico, Czech Republic, Hungary, China and India),
- Managers and Manager equivalents (Morocco),
- EG12 and off-tariff employees (Germany, Kierspe), EG13 and off-tariff employees (Germany, Heidelberg), EG14 and off-tariff employees (Germany, Mellrichstadt).

At December 31, 2025, the breakdown of managers to non-managers among registered employees was as follows:

	Non-Managers	Managers	% of Managers
LISI AEROSPACE	5,776	854	12.9%
LISI AUTOMOTIVE	2,472	435	15.0%
LISI CORPORATE	41	56	57.7%
TOTAL GROUP	8,289	1,345	14.0%

■ **Age structure**

At the end of 2025, the age pyramid of registered employees was as follows:

Âge	Women	Men	Total	Proportion	Of which Women	Of which Men
< 25 years	181	668	849	8.8%	21.3%	78.7%
25-30 years	261	893	1,154	12.0%	22.6%	77.4%
31-35 years	285	888	1,173	12.2%	24.3%	75.7%
36-40 years	284	970	1,254	13.0%	22.6%	77.4%
41-45 years	267	1,016	1,283	13.3%	20.8%	79.2%
46-50 years	323	875	1,198	12.4%	27.0%	73.0%
51-55 years	301	866	1,167	12.1%	25.8%	74.2%
56-60 years	268	782	1,050	10.9%	25.5%	74.5%
61 and over	126	380	506	5.3%	24.9%	75.1%
TOTAL	2,296	7,338	9,634	100.0%	23.8%	76.2%

The breakdown by age group is as follows:

- Under 30: 20.8%
- Between 31 and 50: 50.9%
- Over 50: 28.3%

The age pyramid is as follows, by country:

	France	USA	Canada	Mexico	UK	Germany	Spain	Czech Republic	Hungary	Poland	Morocco	Turkey	India	China	Total
Under 25 years	420	100	8	85	39	41	0	21	8	16	30	17	58	6	849
25-30 years	554	153	30	62	31	70	3	18	6	21	66	56	64	20	1,154
31-35 years	577	105	25	62	51	67	10	20	17	34	48	62	66	29	1,173
36-40 years	585	160	50	42	46	68	11	29	10	27	15	136	43	32	1,254
41-45 years	636	128	44	27	65	64	26	31	13	26	10	170	12	31	1,283
46-50 years	687	138	54	29	41	76	27	25	11	29	0	68	3	10	1,198
51-55 years	703	166	44	18	34	70	38	20	14	29	3	19	2	7	1,167
56-60 years	629	177	31	7	26	101	35	8	7	17	1	5	1	5	1,050
61 years and older	132	216	33	1	31	66	14	6	2	2	1	1	0	1	506
Total	4,923	1,343	319	333	364	623	164	178	88	201	174	534	249	141	9,634

■ **External hires**

Registered employee new hires were as follows in 2025 (excluding LISI MEDICAL):

	2022	2023	2024	2025 with LISI MEDICAL	2025 w/o LISI MEDICAL
Total permanent contracts	1,675	1,909	1,619	Not available	1,433
<i>of which permanent 'cadre' hires</i>	204	257	239	Not available	190
Total fixed-term contracts	420	307	215	Not available	275
<i>of which fixed-term contract 'cadre' hires</i>	31	18	17	Not available	24
TOTAL HIRES (PERMANENT + FIXED-TERM CONTRACTS)	2,095	2,216	1,834	Not available	1,708
<i>of which 'cadre' hires</i>	235	275	256	Not available	214
Total hires apprentices	n.d.	149	181	Not available	195
TOTAL HIRES (ALL)	2,095	2,365	2,015	Not available	1,903

Registered employee new hires by division were as follows:

- LISI AEROSPACE: 1,214, i.e. 63.8% of hires,
- LISI AUTOMOTIVE: 673, i.e. 35.4% of hires, including 88 hires linked to the creation of LISI AUTOMOTIVE Hungary,
- LISI CORPORATE: 16, i.e. 0.8% of hires.

■ **Departures of registered employees**

In 2025, 2,531 employees left the Group:

- 2,167 on permanent contracts
- 163 on fixed-term contracts
- 201 on apprenticeship or professional training contracts

Among registered employees on permanent contracts, the reasons for departures are as follows:

End of permanent contracts, by reason, status and gender	Women		Men		TOTAL	Proportion
	Managers	Non-Managers	Managers	Non-Managers		
End of trial period at employee's initiative	2	8	7	22	39	1.8%
End of trial period at employer's initiative	8	39	12	49	108	5.0%
Resignation	16	160	43	269	488	22.5%
Job abandonment	—	77	1	72	150	6.9%
Retirement	5	24	12	80	121	5.6%
Mutually agreed termination	8	15	17	51	91	4.2%
Dismissal	4	46	17	100	167	7.7%
Transfer to another LISI site	4	3	16	9	32	1.5%
Death	—	—	—	13	13	0.6%
Other reason(s) for ending contract	2	—	—	6	8	0.4%
Out of scope	40	161	106	643	950	43.8%
Total	89	533	231	1,314	2,167	100.0%
Proportion	4.1%	24.6%	10.7%	60.6%	100.0%	
<i>out of which voluntary departures</i>	26	183	67	342	618	28.5%
<i>Proportion over voluntary departures</i>	4.2%	29.6%	10.8%	55.3%	100.0%	

Voluntary departures include:

- Resignations
- End of trial period at the initiative of the employee
- Negotiated departures

Of the 950 employees who left the scope, 179 resulted from the disposal of LISI AUTOMOTIVE Nomel and 771 from the disposal of the LISI MEDICAL division.

■ **Resignation rate**

The metric monitored within LISI to assess the turnover of employees is the so-called "resignation rate".

This metric takes into account the following reasons for departure:

- Resignations,
- End of trial period at the initiative of the employee.

Job abandonment is not included in the resignation rate, of which 124 of the 150 that occurred in 2025 happened in Mexico, where the practice is common during the first months of a new job.

In addition, only departures of employees on permanent contracts are included in resignation rate calculation.

Method of calculating the resignation rate: (No. of resignations + No. of terminations of trial period at the initiative of the employee) ÷ No. registered at the end of the year. As of the 2025 fiscal year, the denominator is limited to registered employees with a permanent contract (8,862). The resignation rate for 2025 was 5.9%, an improvement compared to 2024 (6.8%).

	2022	2023	2024	2025 with LISI MEDICAL	2025 w/o LISI MEDICAL
Resignation rate, w/o job abandonment	8.8%	8.1%	6.8%	Not available	5.9%
Nb of listed employees	9,676	10,014	10,262	Not available	8,862
Nb of resignations, job abandonment not included	849	808	695	Not available	527

Resignations (excluding job abandonment and termination of trial periods at the initiative of the employee) broke down as follows in 2025, by length of service on the date of notification of the resignation:

Resignations, by seniority at the notification date, by status and gender	Women		Men		TOTAL	Proportion
	Managers	Non-Managers	Managers	Non-Managers		
0 to 1 year	3	74	7	104	188	38.5%
1 to 2 years	3	32	14	51	100	20.5%
2 to 3 years	4	15	6	37	62	12.7%
3 to 5 years	4	14	5	22	45	9.2%
5 to 10 years	–	13	7	33	53	10.9%
10 to 20 years	2	11	3	17	33	6.8%
20 to 30 years	–	1	1	4	6	1.2%
30 years and over	–	–	–	1	1	0.2%
Total	16	160	43	269	488	100.0%

■ **Staff turnover rate**

Staff turnover is measured using the turnover rate calculated as follows: ((Number of new hires + Number of departures over the year) ÷ 2) ÷ Registered headcount as of December 31 of the preceding year.

For 2025, employee turnover is measured on the following restated scope: excluding LISI MEDICAL and LISI AUTOMOTIVE Nomel (disposals in 2025), and also excluding LISI AUTOMOTIVE Hungary (acquisition in 2025).

The 2025 turnover rate was 18.1%, an improvement compared to 2024 (18.9%).

	2022	2023	2024	2025
Turnover rate	20.2%	21.9%	18.9%	18.1%

In 2025, the turnover rate by geographic region is as follows:

- Europe: 12.9%
- USA and Canada: 23.6%
- Rest of the world (Mexico, China, India): 56.7%

Mexico, with a turnover rate of 93.4% linked to local practices for managing hires and departures, has a strong impact on the consolidated rate. Excluding the "Rest of the World" region, the Group's consolidated turnover rate is 14.9%.

■ **Part-time work:**

At the end of 2025, 284 employees on permanent contracts were working part-time within the Group, i.e. 3.2% of the permanent contract headcount, including:

- 151 women,
- 133 men.

■ **Contingent workers:**

LISI distinguishes three types of contingent workers considered as "own workforce" within the meaning of the CSRD:

- Temporary workers,
- Interim managers,
- Service providers.

■ **Temporary worker** means a person employed by a temporary employment agency and placed in a temporary position within the Company to meet a specific one-time need for personnel. These employees may also be used to replace absent employees or to help manage temporary increases in workload or activity.

■ **Interim managers** are temporary professionals hired to hold executive or management positions on a temporary

basis, in order to manage periods of transition, change or crisis within the organization.

- **A service provider** is a self-employed person or a person delegated by a service provider, who directly contributes to certain activities of the site, being based full-time at the site and who performs specific work in accordance with the terms of a contract between LISI and the service provider or service provider that employs him/her. Service providers providing ancillary activities, such as office cleaning, catering or occasional external work (e.g. maintenance), are not included in this definition.

■ **Breakdown of 925 temporary FTEs, by country:**

	France	USA	Canada	Mexico	UK	Germany	Spain	Czech Republic	Hungary	Poland	Morocco	Turkey	India	China	Total
Temp Agency Workers FTE	625	44	–	–	4	11	3	–	3	–	191	–	0	45	925
Proportion	67.6%	4.8%	–%	–%	0.4%	1.2%	0.3%	–%	0.3%	–%	20.6%	–%	–%	4.9%	100.0%

In 2025:

- The highest number of temporary workers present at the end of the month at each of the LISI sites was 1,224.
- Temporary workers represented a full-time equivalent workforce (FTE) of 925 in 2025, broken down as follows:
 - European Union (EU) sites: 641 FTEs,
 - Sites outside the European Union: 284 FTEs.
- The highest number of interim managers present simultaneously on each of the LISI sites was 12; all within the EU.
- The highest number of service providers present simultaneously on each of the LISI sites was 189 (179 EU, 10 non-EU).

3.2.5.2 - Attractiveness

■ **Employer brand**

Within LISI, many elements contribute to the employer brand, including:

- The Group’s centuries-old history, purpose and values,
- Its exciting activities (aeronautics, automotive, medical), products and professions,
- Its commitments in favor of the environment, the preservation of resources and the reduction of CO₂ emissions,
- Its commitments to quality of life at work,
- Its commitments to diversity and inclusion,
- Its presence in the regions in which it operates.

As the promotion of the employer brand is essential to attract talent, the communication teams have significantly developed LISI’s presence on social networks in recent years, with communications focused largely on potential candidates.

The younger generation, particularly interns and apprentices, as well as women, are often showcased.

In 2025, LISI on social media equates to:

- 17 topical posts aimed at the general development of the employer brand,

- 14 posts on the Paris Air Show (SIAE),
- 13 posts on the strategy, vision and key figures,
- 8 posts on the Group’s history and values,
- 8 posts specifically focused on job offers, career and recruitment page,
- 5 posts on Digital and AI,
- 4 CSR posts,
- 4 posts relating to awards or recognitions received,
- 3 posts showcasing LISI women,
- 2 HSE posts,
- 1 post promoting our interns and apprentices.

This is without counting the posts made by the divisions on their own pages.

■ **Promotion of the industry and professions**

The sites regularly meet potential candidates at job fairs or forums, whether local, regional or national in scope. They regularly carry out actions to promote industrial professions, host visits (middle school students, high school students, students, etc.) and even organize open days.

Examples of initiatives or achievements in 2025:

- The LISI AEROSPACE site in City of Industry (United States) welcomed 35 students from the local South El Monte High School.
- The LISI AEROSPACE site in Villefranche-de-Rouergue (France) welcomed around 40 students from all over the world as part of the IMT Mines Albi French Summer School.

■ Internships and apprenticeships

LISI encourages the use of apprenticeships, both to attract future talent, to rejuvenate teams, and to ensure the transfer of knowledge and skills from more experienced employees to the next generation.

At the end of 2025, there were 318 apprentices or professional training contracts within the Group (excluding LISI MEDICAL), including 195 who joined during the year.

Numerous initiatives have been taken to facilitate their integration and stimulate their desire to remain with LISI. For example:

- The LISI AEROSPACE site in Carpète (France) organized its first Work-study Students' Day, bringing together newcomers and previous cohorts for this social and collaborative event.
- The LISI AEROSPACE site in Saint-Brieuc (France) organized a "Work-study Students' Breakfast", for work-study students and tutors. The objective was to encourage meetings, create links and strengthen cohesion.
- In November 2025, LISI AUTOMOTIVE organized its 3rd edition of the "Apprentice Onboarding Morning", dedicated to finding out more about the Group and the division, and to creating initial links between future colleagues.

It is also of note that an apprentice from the LISI AEROSPACE site in Bologne (France) excelled in their participation in the national final, after winning the regional gold medal in the "One of the Best Craftsmen of France" competition in machining.

147 apprentices reached the end of their apprenticeship or professional training contract in 2025. Among these:

- 14 were hired on a fixed-term contract at the end of their apprenticeship contract;
 - 27 were hired on permanent contracts,
 - *i.e.* an apprentice "conversion" rate of 27.9%.
- LISI welcomed 513 interns in 2025.

■ Labels and awards

LISI is regularly recognized for its status as an employer by external labels or recognitions.

- The Rugby (United Kingdom) site has held the "Investors in People[®]" Gold accreditation since March 2021.
- In 2025:
 - For the fourth consecutive year, LISI received the Deloitte Best Managed Companies award;
 - All of the LISI AEROSPACE division's American, Canadian and Turkish sites have been officially Great Place to Work[®]-certified;
 - After a survey carried out, LISI AEROSPACE was awarded the HappyIndex[®]Trainees 2026 label;
 - The LISI AUTOMOTIVE site in Monterrey (Mexico) received the ELSAA distinction, a recognition awarded by the Mexican Institute of Social Security and the Ministry of Labor to workplaces that demonstrate a strong commitment to the general health and well-being of their employees.

■ School relations

In order to attract talent, LISI needs to work closely with schools and universities to train future talent, and must make itself known to students before they choose their first company.

LISI encourages its sites to maintain structured partnerships with schools, corresponding to its business lines and recruitment needs:

- LISI AUTOMOTIVE has been a partner of ESTA (*École Supérieure des Technologies et des Affaires*) in Belfort since 2019, and has an agreement with ESFF (*École Supérieure de Fonderie et de Forge*), the only higher education forging school in France.
- LISI AUTOMOTIVE is also a sponsor of the *Arts et Métiers* "Towards the Industry of the Future" program: since September 2025, students at the Metz campus have been able to attend dedicated events and had meetings and contact with the division's teams.

■ Co-optation

Co-optation gives access to complementary candidates from other recruitment channels. It is carried out at around ten sites in France and in several countries (the United States, Canada, the United Kingdom, Turkey, Poland and Mexico).

Several sites pay co-optation bonuses, either as a lump sum or according to the level of the position. Some sites apply it to all new hires, while others only pay it for positions with high recruitment pressure:

- In 2025, 168 positions were filled by co-optation, *i.e.* 8.8% of hires. Most of these were at the Saint-Ouen-l'Aumône (45 hires), Rugby (23), Torrance (15) and Beyssac (11) sites.

3.2.5.3 - Training, skills and talent management

■ Skills development and training

LISI is committed to ensuring that each employee has access throughout their career to the skills development necessary for the effective performance of their position, and the achievement of their career in the company.

Skills development is not limited to traditional training, and encompasses a variety of methods including mentoring, coaching by a manager or peers, and individualized coaching or allocation of demanding tasks or projects. We also encourage knowledge sharing by colleagues, managers and experts.

– LISI devotes significant resources to skills development. In 2025, 175,696 hours of training were completed across all sites, excluding LISI MEDICAL.

The breakdown between men and women is as follows:

- Men: 134,896 hours (76.8%);
- Women: 40,800 hours (23.2%).

In 2025, excluding LISI MEDICAL:

- The investment in training represented nearly €4.9 million.
- Employees on permanent and fixed-term contracts received an average of 18.9 hours of training over the year.
- 8,979 employees on permanent and fixed-term contracts, i.e. 96.4% of them, received at least one training course.

Training statistics	2022	2023	2024	2025 with LISI MEDICAL	2025 w/o LISI MEDICAL
Nb of training hours	154,691	220,472	177,234	Not available	175,696
Training expenses in €	5,372,877	5,905,866	5,490,155	Not available	4,853,011
Nb of headcount trained	9,668	10,700	9,279	Not available	8,979
Nb of hours by employee trained	16.0	20.6	19.1	Not available	19.6
Expenses per employee trained	556	552	592	Not available	540
% of women in training hours	22.9 %	19.1 %	25.8 %	Not available	23.2 %

■ LKI, the corporate university of the LISI Group

Since 2021, LISI has had its own corporate university called LKI (LISI Knowledge Institute), based at the Group’s head office in Grandvillars. The purpose and mission of LKI are to:

- deploy LISI’s culture and managerial vision within the Group;
- support employees in their career development;
- contribute to the technical, functional and organizational excellence of the Group and its subsidiaries;
- support the deployment of LISI structuring programs (LEAP, E-HSE, COS).

LKI is a pillar of the strategy for developing employee skills within the Group. It is also a major talent loyalty tool.

LKI offers a catalog of 39 training courses, including the flagship management and leadership training programs:

- **Take-off** (fundamentals of local management);
- **Boost** (advanced level management); and
- **Expand** (leadership development program to develop the leaders of tomorrow).

The Take-off and Boost programs are offered in France, and also in the United States.

In 2025, LKI comprises:

- 515 interns (464 in 2024, 538 in 2023, 593 in 2022);
- 55 sessions (68 sessions in 2024, 81 in 2023, 89 in 2022);
- 9,943 hours of training (9,626 in 2024, 9,153 in 2023, 10,170 in 2022).

■ Other training schools

Aware of the specificities of its business lines, LISI encourages the Group’s sites to develop their own internal training schools.

- Since 2021, the Parthenay site (France) has had a Qualiopi-certified internal school, providing machining training to employees and external trainees.
- The Bologne (France) site also has an internal school: in 2025, 11 operators graduated from the CQPM Operator Adjuster on Digitally Controlled Machine Tools, while training in non-destructive testing and new finishing and hydroforming divisions have boosted team skills.
- The Heidelberg and Kierspe sites (Germany) have vocational training centers for apprentices, offering technical courses similar to those of French vocational schools.

■ LISI transversal skills

LISI has developed a Group professional skills and behavior model called "LISI transversal skills". These LISI transversal skills describe the way (the "how") individual and collective results must be achieved.

The application of these professional skills and behaviors is expected on a daily basis from all Group employees, regardless of the tasks and responsibilities exercised.

LISI has 10 cross-functional skills:

1. communication;
2. leadership;
3. personal commitment;
4. teamwork;
5. development of others;
6. continuous improvement;
7. customer focus;
8. results focus;
9. exemplarity;
10. technical/functional excellence.

■ Development and recognition of expertise

In 2019, the LISI AEROSPACE and LISI AUTOMOTIVE divisions launched a joint approach called Expert Network, aimed at identifying and recognizing experts in the R&D, scientific and technical sectors. This network aims to facilitate cross-functional collaboration between specialists within and between the divisions.

In 2025, the development of the network of experts continued. 9 LISI AEROSPACE sites organized recognition and graduation ceremonies for new experts, senior experts and leader experts. The LISI AEROSPACE network has 123 experts, senior experts and leader experts, while the LISI AUTOMOTIVE division has 81. The experts are divided into technical communities covering 9 areas of expertise: automation, machining, forming processes, surface treatment, materials & heat treatment, maintenance, control & inspection, digital simulation and design.

■ Talent management

Within LISI, talent management, career development and mobility are based on three main processes:

- Annual and professional interview;
- The People review;
- The job exchange.

1 - Annual and professional interview

LISI considers it essential that at least once a year each employee has the opportunity to have a face-to-face meeting with his or her line manager. This interview provides an opportunity to take stock of individual performance, any skills development needs, professional

and career development aspirations, any difficulties in the workplace and the means to remedy them. Individual performance is assessed by considering both the results obtained and the manner in which the results are achieved.

In 2025:

- 6,767 employees, or 70.9% of registered employees had an individual assessment interview;
- 4,799 employees, or 50.3% of registered employees had a professional or career interview.

The above numbers and percentages are assessed for the restated scope excluding LISI MEDICAL, LISI AUTOMOTIVE Nomel and LISI AUTOMOTIVE Hungary.

2 - People Review

The People Review is a process by which the Group's management up to the site level ensures that it has the key people necessary for the success of the year Y+1 budget and the strategic plan. Action plans are developed to correct any discrepancies. The People Review ensures the robustness of the organization in terms of successions, potential, skills and considering possible mobility.

3 - Job exchange

The job exchange is a tool that enables employees wishing to develop their careers to find out about available positions within the Group and to apply for them. Since the beginning of 2025, a new LISI career page, serving as a showcase, an external post site for job offers and a job exchange, has been available via the Group's website.

■ Promotion

In 2025, 450 employees on permanent and fixed-term contracts were promoted, including 25 accompanied by a transition to the managerial category.

Note the exemplary initiative launched by LISI AEROSPACE in 2024 in terms of talent management. This approach, called "Talking Talent", is based on a unique and strong collaboration between site management and HR. The approach is based on 4 main steps that form a continuous virtuous cycle:

- Identification of key and/or critical positions in existing and future organizations;
- Identification of talents within these organizations;
- Preparation of succession plans for all key and/or critical positions;
- Personalized action plans to develop talent and/or successors and support candidates towards the key positions to be secured.

This approach serves as an example of excellence in talent management within the Group.

3.2.5.4 - Diversity and inclusion

Within LISI, we promote a work environment that is inclusive and open to all. Each employee must be able to feel “at their place” within the Group regardless of their origin, age, sexual identity or orientation, or whether or not they have a disability. All employees must be treated fairly and without discrimination in terms of recruitment, compensation, benefits and career progression.

In France, in 2022, 100% of HR managers and managers involved in the recruitment process were trained in non-discrimination in hiring. This training has been provided to newcomers since then.

In 2025, a similar program for all of the Group's foreign sites was developed internally, with excellent feedback on both the format and the content. This program has been assigned *via* e-learning to all Management Committees at sites outside France.

Gender diversity

LISI's efforts in terms of gender diversity focus on the following areas:

- Increase the proportion of women in the organization;
- Promote equal opportunities;
- Fight against gender disparities to achieve professional equality among men and women;
- Fight against the stereotypes attached to the notion of “female” or “male” jobs;
- Display clear progress objectives that enable all management teams to be on board.

At the end of December 2025, the Group is composed of 23.8% women and 76.2% men.

% women	2022	2023	2024	2025 with LISI MEDICAL	2025
% of women within LISI	23.9%	23.6%	23.2%	23.2%	23.8%
% of women among cadres	28.3%	28.1%	28.4%	28.4%	28.0%

The percentage of women among managers was 28.0% at the end of 2025, against an objective that had been set at 29.0%.

The representation of women among managers (28.0%) remains higher than the overall percentage of women within the Group (23.8%).

The percentage of women in management positions is as follows by division:

% women	LISI AEROSPACE	LISI AUTOMOTIVE	LISI CORPORATE
% of women within division	20.8%	29.3%	71.1%
% of women among cadres	26.8%	25.5%	64.3%

Statistics on gender diversity by country at end 2025 are as follows:

% by country	Women	Men	% of women among cadres
Germany	19.3%	80.7%	12.7%
Canada	9.4%	90.6%	30.0%
China	48.2%	51.8%	40.0%
Spain	17.1%	82.9%	30.0%
France	22.5%	77.5%	28.8%
India	12.0%	88.0%	—%
Morocco	16.1%	83.9%	43.8%
Mexico	55.9%	44.1%	15.4%
Poland	58.7%	41.3%	35.3%
Czech Republic	29.8%	70.2%	42.9%
Hungary	63.6%	36.4%	20.0%
Turkey	9.4%	90.6%	27.3%
United Kingdom	19.0%	81.0%	26.7%
United States of America	26.3%	73.7%	28.6%
TOTAL	23.8%	76.2%	28.0%

■ Recruitment and departures of women

LISI encourages all its sites to increase the efforts made to hire women in jobs predominantly held by men and the recruitment of female managers.

All positions and business lines combined, in 2025, women represented:

- 33.3% of hires on permanent or fixed-term contracts;
- 27.6% of managers hired on permanent or fixed-term contracts.

Both these rates are higher than the current representation of women.

Proportion of women	2025 with LISI MEDICAL	2025 sans LISI MEDICAL
Hires – Women on permanent contracts	Not available	487
of which cadres	Not available	52
Hires - Women on fixed-term contracts	Not available	82
of which cadres	Not available	7
TOTAL HIRES OF WOMEN	Not available	569
of which cadres	Not available	59
% of women among hires (permanent + fixed term)	Not available	33.3%
% of women among new cadres (permanent + fixed term)	Not available	27.6%

■ Development and promotion of women

Out of all 8,979 people in the Group on permanent or fixed-term contracts who received training in 2025:

- 2,358, *i.e.* 26.3% of people trained, were women;
- 6,621, *i.e.* 73.7% of the people trained, were men;
- 23.2% of training hours were delivered to women; 76.8% to men;

- 18.4 hours of training on average for women compared to 19.0 hours for men.

In 2025:

- Of the 450 people who were promoted: 22.9% were women and 77.1% were men.
- Of the 25 transfers to the manager category: 20.0% were women and 80.0% men.

	2025 with LISI MEDICAL	2025 sans LISI MEDICAL
Promotions to 'cadre' status		
Total number of promotions to 'cadre' status	Not available	25
Out of which promotion of women to 'cadre' status	Not available	5
% of women among promotion to 'cadre' status	Not available	20.0%

Gender equality index

In France, the Group's companies publish their gender equality index every year. All sites for which the index is calculable have an index greater than 75%.

Division	2023	2024	2025
BAI (Saint-Ouen-l'Aumône, Vignoux-sur-Barangeon, Villefranche-de-Rouergue)	88%	88%	88%
Forged Integrated Solutions (Bar-sur-Aube, Bologne, Parthenay)	87%	86%	87%
Creuzet (Marmande)	87%	87%	88%
Blanc Aero Technologies	Non calculable	Non calculable	Non calculable
LISI AEROSPACE SAS	89%	89%	89%
LISI AUTOMOTIVE SAS	77%	79%	79%
LISI AUTOMOTIVE Rapid (Puisseux)	79%	86%	88%
LISI AUTOMOTIVE Former (Delle, Dasle, Grandvillars, Lure, Melisey)	89%	89%	89%

Combatting gender stereotypes

LISI acts to combat the unconscious stereotypes and biases that influence decisions and behaviors.

LISI endeavors to showcase women who occupy scientific and technical professions, particularly in its communications on social networks, thus combating the assumptions that certain professions tend to be reserved for men and others for women.

In the same vein, LISI has worked with the association "Elles Bougent" to create a group of 57 LISI female mentors (excluding LISI MEDICAL), responsible for promoting industrial careers to secondary school students, both internally and externally.

Several actions were carried out in 2025: the LISI AUTOMOTIVE plant in Delle, the LISI AUTOMOTIVE head office and the Grandvillars plant welcomed schoolgirls in partnership with "Elles Bougent", primarily as part of the Industry Week. LISI AEROSPACE brought its female mentors to the Paris Air Show to talk to high school and university students at its stand.

Other initiatives carried out in 2025 include the "Feminizing industry professions" label. LISI AEROSPACE took part in the 4th edition of the label's professional meetings, bringing together nearly 300 young people. The Fuenlabrada site (Spain) partnered with the Technical University of Madrid as part of the "Women and Engineering" project. The Carpète site in France welcomed 24 secondary schoolgirls for a tour of the shop floor, and short meetings with 12 female employees. Lastly, several women from LISI AEROSPACE's Californian sites took part in the annual Women in Aerospace conference.

WILL: First internal women's network

As part of a collective initiative led by LISI Group's female directors, who are resolutely committed to diversity and professional equality, LISI launched its internal women's network at the end of 2025: WILL (Women in LISI Life).

This network embodies the Group's desire to build a more inclusive and representative working environment. It pursues three complementary ambitions: to increase the number of women in the headcount, to break down gender stereotypes and to create the right conditions for sustainable equal opportunities which are consistent with the Group's CSR commitments.

WILL also has a practical mission to support female employees in the development of their careers, by offering them spaces for sharing experiences, mentoring schemes and awareness-raising initiatives. The objective is clear: to build their trust, increase their visibility and broaden their access to professional opportunities within the Group.

Proportion of women in management bodies

The proportion of women in the Group's two management bodies has changed as follows over the last 5 years:

- Executive Committee:
 - 2021: 12.5% (8 members, 1 woman and 7 men);
 - 2022: 22.2% (9 members, 2 women and 7 men);
 - 2023: 20.0% (10 members, 2 women and 8 men);
 - 2024: 20.0% (10 members, 2 women and 8 men);
 - 2025: 20% (10 members, 2 women and 8 men).
- Leadership Board:
 - 2021: 17.4% (23 members, 4 women and 19 men);
 - 2022: 20.8% (24 members, 5 women and 19 men);
 - 2023: 20.0% (25 members, 5 women and 20 men);
 - 2024: 20.0% (25 members, 5 women and 20 men);
 - 2025: 16.7% (24 members, 4 women and 20 men).

■ **Inclusion of young people and seniors**

The inclusion of young people and seniors is a veritable societal challenge. At the end of 2025, LISI as a whole had 20.8% of registered employees aged 30 and under, and 28.3% aged 51 and over.

Number of listed employees (permanent, fixed-term and apprentices) by age groups, status and gender	Women		Men		TOTAL
	Managers	Non-Managers	Managers	Non-Managers	
< 25 years	9	172	28	640	849
25-30 years	55	206	149	744	1,154
31-35 years	62	223	132	756	1,173
36-40 years	64	220	130	840	1,254
41-45 years	52	215	131	885	1,283
46-50 years	59	264	120	755	1,198
51-55 years	32	269	114	752	1,167
56 - 60 years	32	236	125	657	1,050
61 years and over	11	115	40	340	506
Total	376	1,920	969	6,369	9,634

In the recruitment process, young and senior candidates have their place like any other candidate. In 2025:

- the number of permanent hires of employees of 30 years and under was 659, *i.e.* 46.0% of permanent hires;

- the number of permanent hires of employees aged 51 and over was 169, *i.e.* 11.8% of permanent hires.

Permanent status hire by age, status and gender	Women		Men		TOTAL
	Managers	Non-Managers	Managers	Non-Managers	
< 25 years	7	95	12	216	330
25-30 years	9	92	38	190	329
31-35 years	8	69	14	131	222
36-40 years	7	57	14	84	162
41-45 years	7	49	14	69	139
46-50 years	8	24	13	37	82
51-55 years	4	26	17	46	93
56 - 60 years	1	19	12	21	53
61 years and over	1	4	4	14	23
Total	52	435	138	808	1,433

■ **Inclusion of people with disabilities**

The inclusion of people with disabilities is not only a social and societal responsibility. By helping to develop and nurture an inclusive culture, it promotes openness to others and caring, and contributes to diversity, a guarantee of creativity and innovation.

People with disabilities have their place in the recruitment process.

At the end of 2025:

- LISI has a total of 248 employees recognized as disabled workers, which represents 2.6% of the registered headcount.
- LISI has 171 employees recognized as disabled workers in France, *i.e.* 3.5% of the registered headcount.

	2022	2023	2024	2025 w/o LISI MEDICAL
% of employees with a disability	3.4%	3.0%	2.8%	2.6%

In addition to the hiring and retention of workers with disabilities, several LISI sites in France and abroad entrust part of their activities to work-assistance establishments and services (ESAT). This is notably the case for the Saint-Brieuc and Saint-Ouen-l'Aumône (France) and Fuenlabrada (Spain) sites.

In 2025, several French LISI AEROSPACE sites took part in the DuoDay, as part of the European Week for the Employment of People with Disabilities (SEEPH):

- The Vignoux-sur-Barangeon and Saint-Brieuc sites each hosted a person with a disability.

- The Saint-Ouen-l'Aumône site hosted 5 people to introduce them to the world of industry.
- The Villefranche-de-Rouergue site offered two disability awareness workshops, in which 120 employees participated.

■ **Diversity of nationalities**

The Group is present in 14 countries. All members of the Executive Committee have French nationality.

3.2.5.5 - Well-being, commitment, quality of life and prevention at work

■ **Vision and strategy sharing**

Employee commitment requires them to understand the Company's situation, the vision of the future and the strategy developed to achieve this vision. This applies to LISI as a whole, from Group to site level.

The vision and strategy are presented annually to employee representative bodies and to all employees.

The strategy is presented in a variety of forms, ranging from information meetings for all staff to meetings in small groups, workshops, or departments.

■ **Quality of life at work**

Quality of life at work (QLW) as perceived and appreciated by employees is an essential factor of commitment and retention. LISI has set up an annual QLW assessment process on all its sites, through a questionnaire sent to all employees, all countries combined, covering all topics related to quality of life at work.

2025 results:

- 72% participation rate for an objective set at 70%. It was 67% in 2024, and 71% in 2023;
- 84% satisfaction rate in 2025 for an objective of 75%. It was 82% in 2024, and 76% in 2023. The satisfaction rate is measured by the questionnaire by adding the "Agree" and "Strongly agree" responses.

The annual QLW process is divided into 2 parts:

1. Analyses and actions following the questionnaire:
 - Analysis of the results by the management of each site;
 - Possible organization of discussion groups;
 - Implementation of targeted actions (3 to 5 actions).
2. Initiatives for well-being at work throughout the year:
 - "QLW week" in June (2 weeks): various activities (well-being workshops, social events, food truck, barbecue, football tournament, muscle building, cooking workshop, photo shoots, etc.);
 - One-off actions carried out by the sites. Examples in 2025:
 - LISI AUTOMOTIVE has reassigned the LISI e-learning course on benevolent management to all its directors and managers,
 - Several sites (all divisions) organized social events based around the "galettes de rois" (Epiphany) or chocolate (Easter),

- Many sites (all countries) have organized ceremonies to recognize length of service in the Company (long-service awards in France),
- The LISI AEROSPACE site in Bar-sur-Aube (France) has set up a new canteen for employees,
- The LISI AEROSPACE site in Ayguemorte-les-Graves (France) organized an advent calendar event in December. Each day, a designated person brought a Christmas-themed dish to share,
- At the LISI AEROSPACE site in Villefranche-de-Rouergue (France), 4 teams of employees took the start of the second edition of the Bastides race in the Meule Bleue, a friendly moped ride in the Rouergue region.

■ **Internal communication**

Effective internal communication creates a working environment where employees feel well informed and considered, which are necessary conditions for engagement.

LISI has set up two main internal communication tools to keep its employees informed:

- The Group intranet "Intralinks";
- The digital medium "LISI & You", accessible via Intralinks and emails for staff equipped with LISI equipment and the FABRIQ application, a digital solution used at almost all sites.

■ **Quality of management**

The quality of management strongly influences the perception of employees and their commitment. This is one of the determining factors for retention.

LISI promotes "benevolent management". Benevolent management has high standards for employees, but supports employees by adopting a genuinely positive attitude towards them. The working relationship is based on trust, attention, respect and listening.

To develop managerial qualities, LISI offers, through LKI, several training courses, videos and e-learning courses, in particular the flagship Take-off, Boost and Expand programs.

■ Effective problem solving and staff involvement

There is nothing that is more demotivating than a work environment marked by numerous dysfunctions and the absence of problem-solving.

Since the early 2010s, as part of the LEAP structuring program (LISI Excellence Achievement Program), LISI has rolled out a PSM (Problem Solving Management) process on all its sites to effectively solve operational problems on the 6 levels of the organization:

- PSM1: Autonomous Production Group (APG) organization that meets daily;
- PSM2: Workshop Level/APU (Autonomous Production Unit);
- PSM3: Plant Level;
- PSM4: Business Group Level;
- PSM5: Division Level;
- PSM6: Group Level.

Deviations from standards and problems that cannot be resolved by the original level are escalated to the next level if necessary.

The process, initially managed on physical media, is now digitalized via the FABRIQ solution which facilitates the collaborative exchange of data and metrics between the different levels of the organization.

■ Work-life balance

LISI promotes work-life balance by recognizing the right to disconnect. The Company offers flexible hours and remote working to employees whose positions allow it, in countries where these practices are legally and culturally established.

In 2025, 1,806 employees, *i.e.* 18.7% of registered employees, had at least partial access to remote working.

- 682 women, *i.e.* 28.7% of registered female employees;
- 1,124 men, *i.e.* 15.3% of registered male employees.

2,710 employees, *i.e.* 28.1% of registered employees, benefited from the flexibility of personal organization offered by flexible working hours, including:

- 806 women, *i.e.* 35.1% of registered female employees,
- 1,904 men, *i.e.* 25.9% of registered male employees.

■ Prevention of psychosocial risks

LISI places the prevention of psychosocial risks (PSR) at the heart of its HR policy, and considers that it is a collective responsibility. The Company's Code of Conduct requires:

- Respectful behavior between colleagues;
- Prohibition of offensive remarks or acts, even in the form of a joke;
- Prohibition of any form of harassment, discrimination or violence in the workplace.

Every member of the organization must contribute to maintaining a positive working atmosphere.

LISI offers various psychological assistance systems depending on the country:

- In France:
 - Service Workplace Options (WPO) offering up to 12 hours of consultation,
 - LISI AEROSPACE also offers access to the Sunshine-me platform, to help employees and their loved ones in case of mental health problems;
- In North America: Employee Assistance Program (EAP) offering psychological support, financial and legal advice to employees;
- In Turkey: Employees at Izmir benefit, through their health insurance, from the possibility of a psychological assistance consultation if necessary.

■ Prevention of moral or sexual harassment

No employee may be subject to physical or verbal violence, intimidation or any other form of moral harassment.

LISI prohibits sexual advances and any physical contact deemed unwelcome, gestures or comments, and the dissemination of information or documents with a sexual connotation.

These provisions prohibiting any moral or sexual harassment are an integral part of the LISI Code of Conduct. Any breach of these provisions must be reported to the appropriate hierarchical level. Employees also have the option of making a report via the whistleblowing system available on the Group's website. They may also contact an external authority directly.

Each report must be investigated and, if necessary, sanctioned, up to and including dismissal.

The non-retaliation policy protects people who in good faith are subject to moral or sexual harassment.

In 2025, the following were reported:

- 37 cases of moral harassment;
- 8 cases of sexual harassment.

A case refers to a legal action or a complaint filed against the company or with the competent authorities through an official procedure, or a report via the LISI whistleblowing system.

Of the 37 cases of moral harassment that were investigated:

- 18 were closed after an investigation that did not confirm the existence of moral harassment;
- 17 were closed after action and/or compensation following an investigation that confirmed the existence of moral harassment;
- 2 is still under investigation or proceedings.

The 17 confirmed cases of moral harassment gave rise to all appropriate actions, including:

- measures to protect and support victims;
- punishment of wrongful acts, potentially including dismissal (depending on the severity);
- reminders of the provisions of the LISI Code of Conduct which prohibits all forms of harassment.

The 17 confirmed cases of harassment mainly constitute "horizontal" or peer-group harassment, i.e. committed against co-workers.

All of the 8 cases of sexual harassment were investigated. Among these 8 cases investigated:

- 3 were closed after an investigation that did not confirm the existence of sexual harassment;
- 5 were closed after an investigation that confirmed the existence of harassment of a sexual nature.

As for confirmed cases of moral harassment, all appropriate actions are taken, including protecting victims, disciplinary sanctions and reminders of LISI behavioral requirements.

In 2025, no LISI site had to pay a fine or damages following moral or sexual harassment recognized by the Company, by a judicial authority, or by another external authority.

■ Prevention of discrimination

In accordance with the Global Compact, the LISI Code of Conduct in place since 2023 prohibits all forms of discrimination and stipulates that decisions can only be made on the basis of legitimate criteria, such as the qualifications or skills of people, and in no way on the basis of age, gender, religion, ethnic origin, state of pregnancy, disability, sexual orientation or any other characteristics protected by the applicable law.

In 2025, there were 7 reported cases of discrimination.

A case refers to a legal action or a complaint filed against the company or with the competent authorities through an official procedure, or a report *via* the LISI whistleblowing system.

The 7 cases were investigated.

Out of these 7 cases:

- 6 were closed after an investigation that did not confirm the existence of discrimination;
- 1 was closed after action and/or compensation following an investigation that confirmed the existence of facts of a discriminatory nature.

In 2025, no fines or damages for discrimination were paid as a result of discrimination recognized by the Company, a judicial authority or another external authority.

■ Promotion of well-being, health and sport

LISI promotes well-being and sports practice through various initiatives.

Every year, many LISI sites offer their employees health prevention campaigns, vaccination campaigns, medical check-ups, Covid and/or flu tests, nutritional advice, etc.

Several sites offer their employees the possibility of participating in a sporting activity over the lunch break, or team sports.

At the LISI AEROSPACE site in Saint-Ouen-l'Aumône (France), a brand new gym is now accessible to employees. This room is equipped to allow everyone to exercise and take care of themselves directly in the workplace.

Every year, several sites offer their employees the opportunity to take part in sporting challenges.

In 2025:

- A team of employees from the LISI and LISI AUTOMOTIVE sites in Delle and Grandvillars (France), including women for the first time, ranked 3rd in an inter-company football tournament.
- 73 employees from the LISI AEROSPACE site in Marmande (France) took part in the *Foulées du Marmandais* and won two trophies for best cohesion and best company participation.
- Employees of LISI AEROSPACE's California sites took part in the Aerospace Summer Games in Torrance (CA), an event bringing together around 6,000 participants from around 40 aeronautical and space companies.
- Finally, LISI AEROSPACE cyclists tackled the Spring Bike Challenge, covering 26,660 km, avoiding 7 metric tons of CO₂ and raising donations for a community cause.

■ Prevention of absenteeism

Absenteeism due to illness has multiple factors of origin. It is very largely dependent on health factors outside the professional activity, but, at least in part, is important to monitor in that it is also a metric of working conditions, the working environment, and employee commitment.

At LISI, the metric used to calculate absenteeism is the percentage of so-called "compressible" absences, as opposed to so-called "uncompressible" absences. By agreement, sick leave beyond 6 weeks is considered uncompressible.

The Group's absenteeism rate was 3.66% in 2025, excluding LISI MEDICAL, for an objective set at 3.65%. Absenteeism, which has increased significantly compared to 2024, remains lower than in previous years.

	2021	2022	2023	2024	2025 with LISI MEDICAL	2025 w/o LISI MEDICAL
Absenteeism rate	4.2%	4.5%	3.9%	3.4%	3.7%	3.7%

All LISI sites are invited to closely monitor their absenteeism, to seek to understand the causes, in particular any internal causes, and to act on them.

■ **Assistance for parenthood and caregiver employees**

LISI encourages a work environment favorable to parenthood and the role of family caregivers, such as:

- Chosen part-time work or working time arrangements;
- Flexible leave policy;
- Flexible overtime recovery;
- Offering health insurance schemes covering children's health, or services to support parents and caregiver employees;
- And for positions that allow it, partial remote working, flexible hours, flexibility in projects and tasks.

■ **Maternity, paternity and parental leave**

LISI supports and applies legislation granting employees the possibility of taking maternity, paternity and/or parental leave. The percentages of managerial and non-managerial employees, in the European Union and outside the European Union, benefiting, where applicable, from total or partial compensation for loss of wage in the event of maternity, paternity or parental leave, are as follows:

% of listed employees who benefit, when this situation occurs, from...	MANAGERS			NON-MANAGERS		
	European Union	Outside European Union	All sites, all countries	European Union	Outside European Union	All sites, all countries
A public and/or LISI program for full or partial compensation of income loss in case of maternity leave	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
A public and/or LISI program for full or partial compensation of income loss in case of paternity leave	95.7%	68.1%	89.7%	94.3%	88.9%	92.1%
A public and/or LISI program for full or partial compensation of income loss in case of parental leave	99.3%	64.9%	92.0%	96.5%	79.3%	89.5%

In 2025:

- 78 LISI employees (all sites, all countries) were on maternity leave for at least part of the year;
- Of these, 40 returned from maternity leave in 2024;
- Of these 40, all returned to their original position or an equivalent position on their return from leave;
- 37 employees out of the 40 received, during their leave or upon their return, at least the same salary increase as if they had not been on maternity leave;
- 188 employees were on paternity leave for at least part of the year;
- 33 female employees and 36 male employees were on parental leave for all or part of the year.

The Saint-Ouen-l'Aumône, Beyssac and Carpète (France) sites have reserved places in inter-company or partner crèches to help their parent employees.

Since 2023, LISI AEROSPACE has offered access for some of its French employees to the Sunshine-me platform, which offers support, advice, assistance and services to parent and caregiver employees.

As part of Quality of Life at Work Week, LISI organized an online conference for all its French sites on the theme of "Caregiver employees: a reality and challenge for the Company", led by an external expert on the subject who is himself a family caregiver.

At the end of 2025, excluding LISI MEDICAL, 284 employees on permanent contracts were working part-time within the Group, i.e. 2.9% of the permanent headcount, including:

- 151 women; i.e. 7.1% of women on permanent contracts;
- 133 men. i.e. 2.0% of men on permanent contracts.

■ **Assistance and social action**

All French LISI employees are covered by the health and personal risk insurance contract known as the "Group contract" and benefit from a social action plan managed by the insurer AG2R. Given life's uncertainties, if they need to, employees can receive personalized support to be listened to and obtain advice through an "ECO" (Listening Guidance Counseling) approach. The areas of intervention of the AG2R social action are as follows: health and prevention, situations of vulnerability, disability, support for caregiver employees, professional integration.

Several French sites provide their employees with a social assistance service provided by an inter-company social service or other external professionals. This is the case for

the Villefranche-de-Rouergue, Beyssac, Bar-sur-Aube and Bologne sites in France.

Employees at American sites receive assistance through the EAP (Employee Assistance Program) mentioned above.

In total, at 50 LISI sites or legal entities:

- 37 offer their employees the opportunity to receive mental health support where needed;
- 23 offer their employees the opportunity to receive social assistance where needed.

3.2.5.6 - Employee representation, collective bargaining agreements, collective bargaining and employee consultation

■ Employee representative bodies

LISI attaches importance to maintaining a relationship of trust with the employee representative bodies established by each of the national laws applicable within the Group. Our conviction is that mutual trust and cooperation are based on open and constructive dialog, characterized by mutual respect.

The various employee representative bodies listed below are defined as follows:

- Works Council: in France, means the Social and Economic Committee defined by French law. In countries outside France: employee representative body within a company, made up of employees generally elected to ensure dialog between employees and management. The purpose of this body is to represent the collective interests of employees on issues relating to working conditions, health and safety, work organization and other aspects related to well-being at work. Works Councils have specific rights that vary according to national laws, but they generally have rights to information, or even consultation, and even, in some countries, the right to be involved in certain important decisions for employees with management;
- Employee representatives: unlike a Works Council, employee representatives represent the individual interests of employees. Their role is mainly to report individual or collective employee complaints to management. Employee representatives work more at an operational level and are often limited to issues of day-to-day management and immediate working conditions. Their role is thus more restrictive than that of the Works Council;
- Health, Safety and/or Working Conditions Committee: refers to the CSSCT in France (*Commission Santé, Sécurité et Conditions de Travail*). In countries outside France: any body responsible for monitoring employees' working conditions, health and safety;
- Internal trade union representative: a company employee empowered to represent an employee union within the company and to conduct labor negotiations with the employer on the latter's behalf;
- External trade union representative: person external to the company belonging to an employee union, defending the interests of the company's employees from outside, and/or with which the employer is bound, by the national law in force, to conduct regular social negotiations (e.g. salary negotiations).

Among the 50 LISI sites and/or legal entities recognized in the Group's annual HR report:

- 27 have a Works Council.
- Of the 23 sites or legal entities that do not have a Works Council, 5 have employee representatives or internal or external trade union representatives.
- 25 sites or legal entities have at least one internal or external trade union representative.
- 35 sites or legal entities have a Health and Safety Committee.
- 92.7% of Group employees are covered by at least one of the above employee representative bodies (94.7% within the EU, 89.5% outside the EU).

Note that two representative bodies exist at Group level: the LISI European Works Council and the LISI (France) Group Council. These two bodies meet at least once a year and give their members an overview of the Group's activities.

The Group Works Council is governed by French law. The functioning of the European Works Council is set by rules of procedure, negotiated and signed in 2019, which have since been tacitly renewed.

■ Collective bargaining agreements

In France, "Collective bargaining agreement" means a collective bargaining agreement such as the National Metallurgy Collective Agreement. Outside France, a "Collective Bargaining Agreement (CBA)" is an agreement negotiated between an employer (or a group or union of employers) and an organization representing employees, generally a trade union. It is an agreement or contract that sets out working conditions, wages, benefits, disciplinary procedures and other rights and obligations relating to employees. A CBA is generally the result of a collective bargaining process, either internal to the company or external to it, for example at the level of the professional sector, and involves a negotiation during which the parties talk to reach a mutually acceptable compromise. Once signed, the agreement or contract is legally binding on both parties and establishes a formal framework for labor relations in the company or industry concerned.

At the end of 2025, excluding LISI MEDICAL:

- 32 out of 50 sites or legal entities were covered by a collective bargaining agreement.
- 98.4% of LISI employees located in the European Union were covered by a collective bargaining agreement as defined above, compared to 38.4% of employees located outside the European Union.

It should be noted that in France all LISI sites and employees are subject to the National Collective Agreement for Metallurgy.

■ Collective bargaining

LISI, out of conviction and in line with its adherence to the United Nations Global Compact, respects freedom of association and recognizes the right to collective bargaining.

Each year, numerous company or establishment agreements bear witness to the reality of social dialogue.

71 company or establishment agreements were signed in 2025, on the following topics:

Nb of agreements signed	2025 with LISI MEDICAL	2025 w/o LISI MEDICAL
Working conditions and quality of work life	Not available	5
Wages and/or compensation policy	Not available	19
Profit-sharing	Not available	16
Work organization and/or work hours	Not available	14
Skills, employment and/or career management	Not available	1
Gender equality	Not available	4
Agreements covering several of the above themes	Not available	1
Other agreements signed	Not available	11
TOTAL	–	71

■ Employee consultation and participation

LISI is committed to ensuring that employees, directly or via their appointed or elected representatives, are regularly consulted. This consultation necessarily covers the subjects defined by the applicable national law, on significant operational changes and planned measures or decisions likely to substantially affect health and safety at work.

At sites with employee representative bodies, they are the referred channel for employee information and consultation. Sites without employee representative bodies organize the information and consultation of their employees in an appropriate manner.

Employees and/or their representatives have the opportunity not only to give their opinion, but also to participate in activities and/or decisions that affect them in terms of health and safety. The typical activities in which employees and/or their representatives may be involved are the following: design and improvement of workstations, identification of hazards and risk assessment, definition of actions to eliminate hazards and reduce risks for workplace health and safety, post-incident investigations, accidents and/or non-compliance, and search for corrective actions.

3.2.5.7 - Positive contributions to the community and territories

LISI encourages all its sites to take positive action in the regions in which they operate, in particular actions in favor of young people, education, and people or groups of people in difficulty. LISI also encourages its sites to support the commitment of their employees in public interest, health, humanitarian or charitable missions, as well as the commitment of their employees in national defense or the security of property and people.

■ Support for defense and security forces

The National Guard, created in France in 2016 after the attacks of 2015, brings together the operational reserves of

the Armed Forces, the Gendarmerie and the civilian reserve of the National Police. The support of employers is essential to enable the mobilization of reservists.

Since 2017, LISI has been a signatory to an agreement to support the operational reserves. In March 2022, LISI renewed its commitment for 5 years, increasing the number of days of annual reserve during working time from 8 to 15, without any fall in compensation. For reserve periods of up to 8 days, LISI grants a notice period of 3 weeks instead of 4. This support gives LISI Group the status of "Defense partner".

At the end of 2025, LISI had seven operational reservists from the armed forces, the Gendarmerie or the National Police. Abroad, LISI had two employees committed to the operational reserves of the defense and security forces in their country.

Since July 2022, LISI has been a signatory of the ProMilès Manifesto, aimed at working to bring the civilian and military worlds closer together. LISI was the first French group to sign this manifesto.

In 2025, the Group Human Resources Director, who is also the Group's defense officer, was awarded the Bronze medal for volunteer defense and security reservists.

■ Support provided to the rescue forces

LISI supports its employees, both in France and abroad in their commitment as volunteer firefighters.

At the end of 2025, 35 French employees and 8 foreign employees were engaged in rescue and assistance.

The French sites of Carpète, Beyssac, Parthenay and Villefranche-de-Rouergue are signatories to agreements with their respective departmental fire and rescue services, organizing and facilitating volunteer firefighting missions.

■ Commitments to education and inclusion

Since 2021, LISI has been a member of the "Les entreprises s'engagent" (Companies commit) scheme, which is the result of an alliance between public authorities, companies and integration stakeholders, aiming to act in favor of a more inclusive society.

■ Charitable, humanitarian and/or solidarity commitments

Every year, many LISI sites, both in France and abroad, participate in Pink October, in the fight against breast cancer.

Other charitable, humanitarian and/or community initiatives carried out in 2025 include:

- LISI AEROSPACE site in Torrance (United States): Support and donations to families affected and displaced during the fires in the Los Angeles area.
- LISI AEROSPACE site in Parthenay (France): Toy collection with *Secours Populaire*.
- LISI AEROSPACE site in Rzeszów (Poland): 13 employees participating in the Poland Business Run, in support of people with motor disabilities and amputees.
- LISI AUTOMOTIVE Termax site in Lake Zurich: Donation of US\$35 thousand to Partners for Progress, which offers alternative therapy programs with horses.
- LISI AUTOMOTIVE site in Kierspe (Germany): Collection of €2,300 for the Strahlemaennchen association, to help seriously ill children.
- LISI AEROSPACE site in Villefranche-de-Rouergue (France): donation of respiratory masks to the Sahel Rouergue association operating in Mali and Senegal.
- LISI AEROSPACE site in Beyssac (France): Community action with the MEDICO LCF association, which specializes in the donation of optical equipment and giving a second life to glasses.

3.2.5.8 - Compensation and benefits

■ Compensation policy

Within LISI, compensation is linked to the performance of the company as well as that of each employee.

In 2025:

- 7,911 employees on permanent or fixed-term contracts (excluding LISI MEDICAL), i.e. 84.9%, received a salary increase;
- Of these 7,011 people who received a raise, 24.3% are women and 75.7% are men. This breakdown is more or less in line with the Group's gender ratio.

Sustainable development criteria are included in short-term and long-term variable compensation. In particular, CSR criteria are taken into account in the long-term incentive plans offered to the Group's 200 main directors and managers (see section below on performance share plans).

■ Ratio between the highest compensation and the average compensation (Pay ratio)

The ratio between the highest and average compensation within the Group is 14.8. See the calculation methodology below.

■ Average gender pay gap

Among managers, the average compensation of women is 10.1% lower than that of men. Among non-managers, it is on average 17.3% lower.

In France alone, these differences are respectively 5.2% (managers) and 3.6% (non-managers).

As these data are being published for the first time, they will be analyzed in 2026.

■ Methodologies for calculating the pay ratio and average gender pay gap

The employees taken into account are employees employed under permanent and fixed-term contracts, on all sites (excluding LISI MEDICAL), and in all countries (excluding India due to lack of data).

The gender pay gap compares the so-called "theoretical gross annual compensation, full-year, full-time pay" of women (managers and non-managers) to that of men (managers and non-managers).

- This compensation includes, on an annual full-time basis:
- the annual basic salary (full-time gross monthly salary × 12);
 - the 13th or 14th month, if applicable, or equivalent;
 - guaranteed overtime (e.g. contractual);
 - bonuses, allowances and/or increases (daily, weekly, monthly or annual) taken into account for their theoretical annual total. Only bonuses, payments and/or surcharges guaranteed by law, contract or agreement are taken into account;
 - for employees receiving annual variable compensation: up to 75% of the annual target value, by agreement, is taken into account;
 - benefits in kind and other guaranteed benefits (e.g. employer participation in meal vouchers).

The compensation used to calculate the ratio between the highest compensation and the average compensation is the same as that used to compare average compensation between women and men, with one difference: long-term variable compensation is included, by agreement, up to 67% of the value of the last initial allocation.

■ **Social security coverage**

In addition to compensation that meets or exceeds the practices in force in comparable companies in the countries where it operates, the LISI Group strives to offer its employees high-quality benefits and social protection schemes.

The table below shows the percentage of LISI's manager and non-manager employees, in the European Union and outside the European Union, benefiting from the listed social protection measures:

% of listed employees who benefit from...	MANAGERS			NON-MANAGERS		
	European Union	Outside European Union	All sites, all countries	European Union	Outside European Union	All sites, all countries
A public and/or LISI program for full or partial compensation of income loss in case of illness	100.0%	100.0%	100.0%	99.7%	100.0%	99.8%
A public and/or LISI program for full or partial coverage or reimbursement of healthcare costs	100.0%	72.2%	94.1%	99.7%	91.0%	96.2%
A public and/or LISI program for full or partial compensation of income loss in case of long-term illness and/or incapacity	100.0%	100.0%	100.0%	99.7%	100.0%	99.8%
A public and/or LISI life insurance program providing dependents with a death benefit	99.5%	95.5%	98.7%	93.9%	92.9%	93.5%
A public and/or LISI program for full or partial compensation of income loss in case of work-related accidents or occupational diseases	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
A public and/or LISI program for full or partial compensation of income loss in case of commuting accidents	99.3%	72.6%	93.6%	96.5%	85.3%	92.0%
A public and/or LISI program for full or partial income replacement (i.e., pension) during retirement	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
A public and/or LISI program for full or partial income replacement in case of unemployment	100.0%	87.5%	97.3%	99.7%	78.6%	91.2%

The percentage of temporary workers who worked in 2025 within the Group, in and outside the European Union, who are covered by the listed social protection measures is also provided below:

% of temporary workers who benefit from ...	European Union	Outside European Union	All sites, all countries
A public and/or LISI program for full or partial compensation of income loss in case of illness	100.0%	76.3%	92.7%
A public and/or LISI program for full or partial coverage or reimbursement of healthcare costs	100.0%	92.2%	97.6%
A public and/or LISI program for full or partial compensation of income loss in case of long-term illness and/or incapacity	100.0%	98.6%	99.6%
A public and/or LISI life insurance program providing dependents with a death benefit	98.0%	83.1%	93.4%
A public and/or LISI program for full or partial compensation of income loss in case of work-related accidents or occupational diseases	100.0%	98.6%	99.6%
A public and/or LISI program for full or partial compensation of income loss in case of commuting accidents	100.0%	16.0%	74.2%
A public and/or LISI program for full or partial income replacement (i.e., pension) during retirement	100.0%	83.1%	94.8%
A public and/or LISI program for full or partial income replacement in case of unemployment	100.0%	15.5%	74.1%

■ Employee savings and employee shareholding

In several countries, including France, employees are involved in collective performance through incentive and/or profit-sharing schemes.

Incentive employee savings schemes are also offered, in particular the Group profit sharing plan (PEG) in France. In this respect, French employees benefit from various company mutual funds (FCPE) funded either by voluntary payments or by the sums received in respect of employee incentives or profit-sharing. Among these FCPEs is the plan named "*LISI en Action*", which allows Group employees to indirectly become LISI shareholders. This "*LISI en Action*" fund is accompanied by an incentive employer contribution matching system. This scheme was improved in 2025. 25.4% of French LISI employees, in 2025, opted to pay all or part of their incentive or profit-sharing, and/or made voluntary contributions, into the "*LISI en Action*" fund, and thus benefited from the matching scheme.

■ Free share plans

To reward certain employees who have spent the majority of their careers with the LISI Group and who have actively participated in its development, the Board of Directors, acting with the authorization of the General Meeting, may decide to award, without any conditions, free LISI shares upon their departure.

The Company had no bonus share plans in operation at December 31, 2025.

■ Share allocation plans subject to performance conditions

Executives or holders of key positions in the organization receive an international share award program conditional on the medium-term performance of the Company. This type of variable compensation allows them to be associated with the Company's value creation over several years.

The financial performance criteria included are EBIT, FCF as defined in Section 3.2 "Accounting principles and policies – Metrics" of Chapter 2 "Consolidated financial statements" and net profit (loss).

Qualitative CSR criteria have also been included as performance criteria.

The financial impacts of these plans are recorded in the Group's financial statements and are detailed in Chapter 2 "Consolidated financial statements" and Chapter 3 "Separate company financial statements" of the URD.

2022 plan (22C25):

On December 8, 2022, on the proposal of the NRG Committee (Nominations, Compensation and Governance), the Board of Directors of LISI, acting on the authorization of the Extraordinary General Meeting of April 12, 2023, decided to allocate to the members of the Executive Committee as well as to the members of the main Management Committees of the three divisions of the LISI Group, shares subject to performance conditions, subject to the achievement of all or part of certain performance criteria. The criteria to be met at December 31, 2025 are as follows:

- EBIT at least equal to 6% of revenue. If EBIT is between 6% and 8.59% of revenue, the shares would be partially allocated according to a progressive percentage defined in the rules of the allocation plan. If EBIT is greater than or equal to 8.6% of revenue, the shares would be awarded in full.
- FCF at least equal to 2% of revenue. If FCF is between 2% and 3.59% of revenue, the shares would be partially allocated according to a progressive percentage defined in the rules of the allocation plan. If the FCF is greater than or equal to 3.6% of revenue, the shares would be allocated in full.
- Net profit (loss) at least equal to 3.5% of revenue. If net profit (loss) is between 3.5% and 5.99% of revenue, the shares would be partially allocated according to a progressive percentage defined in the rules of the allocation plan. If the net profit (loss) is greater than or equal to 6.0% of revenue, the shares would be allocated in full.
- Achievement of CSR objectives defined in terms of the percentage of energy saved compared to 2025 by the CSR projects specifically deployed, of TF1 and of the percentage of women among managers.
- Stock market performance criterion based on the average of the last sixty quotes as well as an annual average (the higher of the 2 valuations will be taken into account). A target price is defined: the shares will be allocated in full or in part according to a progressive percentage defined in the rules of the allocation plan. Below a certain threshold, the grant may be zero.

With regard to the corporate officers, the Board of Directors decided that they should retain in registered form 20% of the free shares that may have been allocated to them until the end of their term of office.

The maximum number of shares allocated on the date of issue of the plan was 185,830 shares and covered 206 employees in France and abroad.

In total, the performance criterion rate of the 22C25 plan achieved for the LISI Group was 80%.

2023 plan (23C26):

On December 7, 2023, on the proposal of the NRG Committee (Nominations, Compensation and Governance), the Board of Directors of LISI, acting on the authorization of the Extraordinary General Meeting of April 12, 2023, decided to allocate to the members of the Executive Committee as well as to the members of the main Management Committees of the three divisions of the LISI Group, shares subject to performance conditions, subject to the achievement of all or part of certain performance criteria. The criteria to be met at December 31, 2026 are as follows:

- EBIT at least equal to 6% of revenue. If EBIT is between 6% and 8.59% of revenue, the shares would be partially allocated according to a progressive percentage defined in the rules of the allocation plan. If EBIT is greater than or equal to 8.6% of revenue, the shares would be awarded in full.
- FCF at least equal to 2% of revenue. If FCF is between 2% and 3.59% of revenue, the shares would be partially allocated according to a progressive percentage defined in the rules of the allocation plan. If the FCF is greater than or equal to 3.6% of revenue, the shares would be allocated in full.
- Net profit (loss) at least equal to 3.5% of revenue. If net profit (loss) is between 3.5% and 5.99% of revenue, the shares would be partially allocated according to a progressive percentage defined in the rules of the allocation plan. If the net profit (loss) is greater than or equal to 6.0% of revenue, the shares would be allocated in full.
- Achievement of CSR objectives defined in terms of the percentage of energy saved compared to 2025 by the CSR projects specifically deployed, of TF1 and of the percentage of women among managers.
- Stock market performance criterion based on the average of the last sixty quotes as well as an annual average (the higher of the 2 valuations will be taken into account). A target price is defined: the shares will be allocated in full or in part according to a progressive percentage defined in the rules of the allocation plan. Below a certain threshold, the grant may be zero.

With regard to the corporate officers, the Board of Directors decided that they should retain in registered form 20% of the free shares that may have been allocated to them until the end of their term of office.

The maximum number of shares allocated on the date of issue of the plan was 190,280 shares and covered 213 employees in France and abroad.

2024 plan (24C27):

On December 5, 2024, on the proposal of the NRG Committee (Nominations, Compensation and Governance), the Board of Directors of LISI, acting on the authorization of the Extraordinary General Meeting of April 12, 2023, decided to allocate to the members of the Executive Committee as well as to the members of the main Management Committees of the three divisions of the LISI Group, shares subject to performance conditions, subject to the achievement of all or part of certain performance criteria. The criteria to be met at December 31, 2027 are as follows:

- EBIT at least equal to 6% of revenue. If EBIT is between 6% and 8.99% of revenue, the shares would be partially allocated according to a progressive percentage defined in the rules of the allocation plan. If EBIT is greater than or equal to 9% of revenue, the shares would be awarded in full.
- FCF at least equal to 2% of revenue. If FCF is between 2% and 3.59% of revenue, the shares would be partially allocated according to a progressive percentage defined in the rules of the allocation plan. If the FCF is greater than or equal to 3.6% of revenue, the shares would be allocated in full.
- Net profit (loss) at least equal to 3.5% of revenue. If net profit (loss) is between 3.5% and 5.99% of revenue, the shares would be partially allocated according to a progressive percentage defined in the rules of the allocation plan. If the net profit (loss) is greater than or equal to 6.0% of revenue, the shares would be allocated in full.
- Achievement of CSR objectives defined in terms of percentage of energy saved compared to 2026 by CSR projects specifically deployed, TF1, percentage of women among managers and absence of major quality incidents in the Group for which the amount to be taken into consideration has been defined by the Board of Directors.
- Stock market performance criterion based on the average of the last sixty quotes as well as an annual average (the higher of the 2 valuations will be taken into account). A target price is defined: the shares will be allocated in full or in part according to a progressive percentage defined in the rules of the allocation plan. Below a certain threshold, the grant may be zero.

With regard to the corporate officers, the Board of Directors decided that they should retain in registered form 20% of the free shares that may have been allocated to them until the end of their term of office.

The maximum number of shares allocated on the date of issue of the plan was 190,210 shares and covered 213 employees in France and abroad.

2020 loyalty plan:

The LISI Group relies on the contribution of an experienced management team and wishes to retain these high-potential employees who constitute a united and motivated group of talented people. To this end, a single loyalty plan has been put in place for the 40 employees of the Group. On December 9, 2020, on the recommendation of the NRG (Nominations, Compensation and Governance) Committee, the Board of Directors of LISI, acting on the authorization of the Extraordinary General Meeting of April 26, 2019, decided to implement this plan under the conditions for allocation defined as follows:

- To be included in the headcount up to the February 2026 Board Meeting;
- Performance condition: as the plan is structured in such a way as to align the interests of the beneficiaries with those of the Group and its shareholders, the allocation of shares is to be correlated to the increase in the LISI share price observed in 2025 with a set target price

corresponding to either the average price of the last 60 trading days of 2025 or the annual average for the same year, whichever shall be the higher of the two. A progressive chart is set based on an allocation trigger threshold that is also determined.

With regard to the corporate officers, the Board of Directors decided that they should retain in registered form 20% of the free shares that may have been allocated to them until the end of their term of office.

The maximum number of shares allocated on the date of issue of the plan was 248,000 shares and concerned employees in France and abroad.

The financial impacts of this plan are recorded in the Group's financial statements and are detailed in Chapters 2 "Consolidated financial statements" and 3 "Separate company financial statements" of the URD.

In total, the performance criterion rate of the plan achieved for the LISI Group was 70%.

Information on the award of performance shares as at December 31, 2025

	Number
Options allocated at the beginning of the period	942,060
Options allocated during the period	–
Options exercised during the period	(122,975)
Options canceled during the period	(92,985)
Options allocated at the end of the period	726,100

Options that reached maturity during the period are definitively lost and will not result in the issuance of shares. The options granted to date and attributable in future fiscal years are deducted from treasury shares without giving

rise to the issue of new shares. The table below presents the information on allocations of performance shares and free shares outstanding at December 31, 2025:

Allocation date of options	Exercise price in euros	Number of options outstanding at December 31, 2025	Residual contractual term
12/09/2020	None	206,000	February 2026
12/08/2022	None	174,340	February 2026
12/07/2023	None	171,440	February 2027
12/05/2024	None	174,320	February 2028
		726,100	

Plans in place as of December 31, 2025

Date of General Meeting	Category Plan No.	Number of options allocated	Of which corporate officers	Of which members of the Leadership Board (less corporate officers)	Of which 10 leading employees*	Number of residual beneficiaries	Exercise period	Subscription or purchase price	Canceled options Expired unallocated options	Remaining options at 12/31/2025
BOARD OF DIRECTORS										
AUTHORIZATION OF 04/26/2019										
12/09/2020	DEF1 20C25	248,000	12,000	102,000	42,000	33	Board of Directors that confirms the 2025 results (February 2026)	None	-42,000	206,000
AUTHORIZATION OF 04/12/2023										
12/08/2022	22C25	185,830	6,900	41,700	16,000	194	Board of Directors that confirms the 2025 results (February 2026)	None	-11,490	174,340
12/07/2023	23C26	190,280	7,400	43,050	13,600	196	Board of Directors that confirms the 2026 results (February 2027)	None	-18,840	171,440
12/05/2024	24C27	190,210	7,400	45,700	12,900	200	Board of Directors that confirms the 2026 results (February 2027)	None	-15,890	174,320

G = free / * excluding corporate officers and Leadership Board.

3.2.6 Analysis of gaps compared to objectives

2025 was marked by generally satisfactory results, with a majority of the HR metrics achieved or almost achieved.

- **Resignation rate:** The objective of keeping the rate below 6.5% was fully achieved, with a result of 5.9% (excluding LISI MEDICAL), a clear improvement compared to 2024 (6.8%).
- **Quality of life at work (QLW):** Both metrics exceeded the objectives set:
 - Participation rate in the annual survey: 72%, above the objective of 70% (67% in 2024);
 - Satisfaction rate: 84%, well above the objective of 75% (82% in 2024).
- **Absenteeism rate:** The result stands at 3.66% (excluding LISI MEDICAL), for an objective of 3.65%, i.e. a difference of only 0.01 points. Despite a slight increase compared to 2024, this rate remains lower than in previous years (4.2% in 2022, 4.5% in 2023).
- **Percentage of women among managers:** The result reached 28.0% (excluding LISI MEDICAL), for an objective of 29.0%. LISI remains fully committed on this matter, and is maintaining this objective of 29% for 2026.

3.2.7 Outlook and improvement plans

In 2026, LISI will resolutely pursue its commitment to human capital development.

Building on the results obtained in 2025, the Group intends to consolidate and expand its efforts around two core areas: the "20 keys to attracting and retaining talent" approach and the WILL (Women in LISI Life) network.

■ 20 keys to attracting and retaining talent

After its launch in 2025, the "20 keys to attracting and retaining talent" approach will enter its second deployment cycle in 2026. This core methodology, aimed at strengthening the attractiveness of sites and retaining employees, is based on the following essential topics:

- Talent management and development;
- Quality of management;
- More women in the business lines and leadership;
- Quality of life at work and employee commitment.

This second cycle will extend the actions initiated in 2025, with a particular emphasis on the sharing of best practices between sites and divisions, promoting a dynamic of collective improvement.








■ WILL (Women in LISI Life) network

Launched at the end of 2025, WILL is the Group's internal network dedicated to women. It embodies the simple belief that when everyone can fully flourish and progress, the entire organization is strengthened.

WILL is based on four main areas:

- Preventing gender stereotypes to cultivate a truly inclusive work environment, in line with the Group's commitments in terms of diversity;
- Supporting the career paths of employees who want to grow, by strengthening their confidence, visibility and access to opportunities;
- Creating spaces for exchange and mentoring between women from all divisions, to share experiences, help each other and move forward together;
- Raising awareness among all employees of the issues of gender diversity and professional equality.

3.3 PEOPLE – Performance metrics

	Baseline year 2019	Results 2022	Results 2023	Restated Results 2024	Results 2025 w/o LISI MEDICAL	Target 2026	Target 2030	ESRS	GRI	ODD
PROTECTING OUR EMPLOYEES										
FR Global (LISI employees + temporary workers)	9.0	7.1	6.7	5.7	5.8	< 6	< 5	ESRS S-1	GRI 403-2	 GOOD HEALTH AND WELL-BEING
FR Global LISI employees	8.0	6.1	5.7	5.4	5.2			ESRS S-1	GRI 403-2	
FR Global temporary workers	21.2	24.2	18.8	8.7	11.3			ESRS S-1	GRI 403-2	
LTIFR LISI employees	5.9	4.9	3.5	3.8	4.0	<4	<3	ESRS S-1	GRI 403-2	
LTIFR LISI employees + temporary workers	6.8	5.7	4.4	4.1	4.5			ESRS S-1	GRI 403-2	
RETAIN OUR TALENT										
Headcount (average FTE)	12,484	9,799	10,642	11,028	10,582			ESRS S-1	GRI 401-1	
Registered headcount	11,171	9,676	10,014	10,262	9,634			ESRS S-1	GRI 401-1	
% of Managers	10.6%	13.1%	13.5%	14.1%	14.0%			ESRS S-1	GRI 401-1	
Diversity & Inclusion										
% of women in headcount	22.0%	23.9%	23.6%	23.6%	23.8%			ESRS S-1	GRI 405-1	 GENDER EQUALITY
% of women Managers within Managers	24.6%	28.3%	28.1%	28.4%	28.0%	29.0%		ESRS S-1	GRI 405-1	
% of women Managers within the headcount	3.0%	3.9%	3.8%	4.0%	3.9%			ESRS S-1	GRI 405-1	
% of women within the governance Leadership Board	10.5%	20.8%	20.0%	20.0%	16.7%			ESRS S-1	GRI 405-1	
% of headcount with a disability	2.8%	3.4%	3.0%	2.8%	2.6%			ESRS S-1	GRI 405-1	
% of below 30 years old in headcount	nd	17.5%	18.9%	19.6%	20.8%			ESRS S-1	GRI 405-1	
% between 31 and 50 years old in headcount	nd	55.1%	54.0%	51.5%	50.9%			ESRS S-1	GRI 405-1	
% of above 50 years old in headcount	nd	28.5%	28.4%	28.9%	28.3%			ESRS S-1	GRI 405-1	
Turnover & retention										
Nb of hires (with apprentices)	1,344	2,095	2,365	2,015	1,903			ESRS S-1	GRI 401-1	 GENDER EQUALITY  REDUCED INEQUALITIES
% of hires - Managers	15.2%	11.2%	11.6%	10.8%	11.2%			ESRS S-1	GRI 405-1	
% of women within the hires			31.8%	29.2%	33.3%			ESRS S-1	GRI 405-1	
% of women Managers within the hires Managers			38.5%	31.6%	27.6%			ESRS S-1	GRI 405-1	
Nb of departures	1,570	1,818	2,027	1,767	2,167			ESRS S-1	GRI 401-1	
Net result (Hires - Departures)	- 226	277	338	248	264			ESRS S-1	GRI 401-1	
Nb of resignations	691	849	808	695	527			ESRS S-1	GRI 401-1	
Resignations ratio over headcount	6.2%	9.0%	8.1%	6.8%	5.9%	7.0%		ESRS S-1	GRI 401-1	
Resignations ratio over nb of departures	44.0%	46.7%	39.9%	39.3%	24.3%			ESRS S-1	GRI 401-1	
% of women within the resignations	nd	nd	31.4%	30.8%	35.3%			ESRS S-1	GRI 405-1	
Turnover rate	13.0%	20.2%	21.9%	18.9%	18.1%			ESRS S-1	GRI 401-1	
Nb of promotions	nd	589	439	500	450			ESRS S-1	GRI 401-1	
Proportion of Women in the promotions	nd	43.5%	21.6%	21.8%	22.9%			ESRS S-1	GRI 405-1	
Proportion of Women within the promotions to Managers	nd	28.5%	43.3%	31.0%	20.0%			ESRS S-1	GRI 405-1	
Proportion of Women within the promotions not managers	nd	50.8%	20.0%	23.5%	21.8%			ESRS S-1	GRI 405-1	
Promotion ratio over headcount	nd	6.1%	4.4%	4.9%	4.7%			ESRS S-1	GRI 401-1	
Promotion ratio of women to Managers	nd	nd	2.9%	0.7%	0.4%			ESRS S-1	GRI 401-1	
Gender pay gap - non managers	nd	nd	nd	nd	17.3%			ESRS S-1	GRI 401-1	
Gender pay gap - Managers	nd	nd	nd	nd	10.1%			ESRS S-1	GRI 401-1	
Equity ratio	nd	nd	nd	nd	14.8			ESRS S-1	GRI 405-1	
Commitment & Quality of life										
Absenteeism	3.4%	4.2%	4.5%	3.4%	3.7%			ESRS S-1	GRI 401-1	 GENDER EQUALITY  REDUCED INEQUALITIES
% of headcount that can work from home	nd	nd	nd	17.0%	18.7%			ESRS S-1	GRI 401-1	
Participation ratio to QWL survey	nd	65%	69%	68%	72%			ESRS S-1	GRI 401-1	
Satisfaction ratio to QWL survey	77%	78%	75%	82%	84%			ESRS S-1	GRI 401-1	
Nb of harassment cases reported (sexual or moral)	nd	nd	nd	22	45			ESRS S-1	GRI 406-1	
Nb of discrimination cases reported	nd	nd	nd	3	7			ESRS S-1	GRI 406-1	
Nb of cases reported that have been investigated	nd	nd	nd	96%	100%			ESRS S-1	GRI 406-1	
% of cases reported over headcount	nd	nd	nd	0.2%	0.5%			ESRS S-1	GRI 406-1	



	Baseline year 2019	Results 2022	Results 2023	Restated Results 2024	Results 2025 w/o LISI MEDICAL	Target 2026	Target 2030	ESRS	GRI	ODD
Training										ODD 4
Nb of training hours	179,165	167,929	154,691	177,234	175,696			ESRS S-1	GRI 403-5	<p>QUALITY EDUCATION</p>
Nb of hours by headcount trained	nd	23	16	19	20			ESRS S-1	GRI 403-5	
Nb of headcount trained	nd	7,297	9,668	9,279	8,979			ESRS S-1	GRI 403-5	
Nb of hours by headcount trained	16	18	16	17	18			ESRS S-1	GRI 403-5	
% of women in total training hours				25.8%	23.2%			ESRS S-1	GRI 403-5	
LKI - nb of interns	651	704	593	464	515			ESRS S-1	GRI 403-5	
LKI - nb of sessions	98	89	89	68	55			ESRS S-1	GRI 403-5	
LKI - nb of training hours	10,900	10,693	10,170	9,926	9,943			ESRS S-1	GRI 403-5	
% of HR (recruiters) trained to Non discrimination in France			100%	nd	nd			ESRS S-1	GRI 403-5	
% of employees trained in Safety				100%	100%	100.0%		ESRS S-1	GRI 403-5	

4 PROFIT – Information Relating to the Conduct of Business (ESRS G)

4.1 PROFIT - Corporate culture (ESRS G1)

4.1.1 Strategic context and challenges

The corporate culture, the primary foundation of our development, is based on our purpose: to shape and share sustainable links. Inclusive and sustainable, LISI's purpose is both the essence of our business, the ambition that drives us and the compass that guides our decisions and actions. It is a long-term inspiration for our commitments to the stakeholders that make up our "ecosystem", foremost among them our employees.

Our corporate culture is based on entrepreneurial values, it is not just a slogan and its reach is not limited to a Corporate Social Responsibility (CSR) program. This signature is, on the one hand, the desire to promote,

through our identity and our purpose, the sustainability and value of an ecosystem whose strength is based on the lasting links that we forge and share with our stakeholders: employees, customers, shareholders, banking partners, suppliers and regions, in France and abroad.

It is also a reference to our identity and our ability to design and deliver reliable and sustainable assembly solutions; fasteners, and complex parts that are ever more efficient and eco-responsible, solutions whose technicality and reliability aim to provide long-term satisfaction to some of the most demanding industries: the aerospace and automotive sectors.

4.1.2 Policy and commitments

LISI's governance is based on a clear and structured strategic framework, aligned with the requirements of the CSRD (Corporate Sustainability Reporting Directive). This framework is based on robust ethics, sustainability and social responsibility policies, which are essential to address current and future matters.

LISI is committed to ensuring the ethical and transparent management of its activities. To this end, LISI has formalized its policy in its 2023 Code of Conduct, revised in 2024. This Code of Conduct puts into practice LISI's business ethics, establishing clear rules and providing recommendations and guidelines to guide all employees in maintaining an integrity framework that meets the highest ethical standards, corresponding to the Group's values and making it possible to deal with these situations. These recommendations and guidelines are brought together in its Code of Conduct, established in 2023 and reviewed in 2024. This addresses topics such as:

- corruption;
- facilitation payments;
- gifts given or received;
- sponsorship actions;
- donations;
- fun events; and
- conflicts of interest.

The anti-corruption section of the LISI Code of Conduct underlines the complete absence of tolerance of any corruption.

The construction of the Code of Conduct was based on LISI's purpose, from which stems its values of sustainability, integrity, transparency, innovation, development of the skills of its employees and excellence.

It validates its membership of the UN Global Compact program, on which it is based to describe LISI's expectations in terms of human rights, compliance with international labor standards, compliance with applicable laws (in particular tax regulations), respect for the environment, the rights of local communities and the fight against all forms of corruption.

The Code of Conduct also reflects LISI's strong commitments in terms of diversity integration and the prohibition of all discrimination, cooperation with employee representatives, information, consultation and employee participation in the determination of measures or decisions likely to substantially affect their working conditions and the future of the Company.

In order to enable each stakeholder, whether internal or external, to report any event in a safe, secure and efficient manner, the LISI Group has set up a reporting system, accessible since April 1, 2018, from its internet portal. Due to the LISI Group's international dimension, this whistleblowing system is available in eight languages. The alerts that can be reported through this system must be violations of the Code of Conduct, and may raise issues related to the fight against corruption but also to the duty of care, whether or not they have an impact on the Group's reputation, its activities or its results. Alerts are received by the Group Ethics Committee, made up of the General Secretary, the Human Resources Director and the Group GRC Director, which works within the framework defined by the Sapin II Law. It acknowledges receipt of the alert within 7 business days, communicates the confidentiality guarantees, and assesses the admissibility of the submitted alert according to the terms defined in the Code of Conduct. The result of this assessment is then

communicated to the whistle-blower. The Ethics Committee organizes the processing of the alert and communicates the results of its investigations to the whistle-blower within 3 months of acknowledging receipt of the alert. The personal data communicated in the context of the alert is processed in accordance with the

various applicable local laws. As a reminder and as an incentive, LISI decided and explained the fact that any employee who reports a potential violation of the Code of Conduct in good faith is protected by law against all forms of retaliation.

4.1.3 Impacts, risks and opportunities (IRO)

The table below shows the impacts, risks and opportunities resulting from the materiality analysis concerning the corporate culture issue.

ESRS	Matters	Impact and Risk	Opportunity
G1-a	Share a common history, vision and values, from shareholders to employees, through constructive dialog, taking into account the expectations of stakeholders and reflected in strategic orientations and management models.	<ul style="list-style-type: none"> ■ inherent in the corporate culture: cost of support measures 	<ul style="list-style-type: none"> ■ long-term vision ■ alignment with stakeholder expectations ■ sustainability of the Company ■ accessibility to loans at more favorable rates

4.1.4 Governance and resources

LISI's corporate culture is based on sustainable and transparent governance structures, anchored in the principles of ethics, work and rigor, described in Chapter 6 of this document and from which the strategy is based.

LISI's corporate culture has been formalized by the Group's Senior Management and approved by the Board of Directors. Senior Management allocates resources to a broad communication system, through various structures: the Human Resources Department, which checks its content prior to delivering training courses: for new hires, the onboarding process begins with an introduction to the Group's history. Also the Communications Department,

which coordinates and verifies that the corporate culture is reflected in each of its internal and external publications and posts. The Senior Management has translated the corporate culture into its various operational management tools for the entities, whether in the strategic positioning tools of the entities (A3), in simple and clear management structures (6 hierarchical levels), organization of meetings for discussion and resolution of operational problems held at all hierarchical levels (PSM meetings) and during regular plant visits by Management (Performance Boards). Lastly, the corporate culture is recalled during corporate communications seminars (LISI Talks).

4.1.5 Actions

LISI deploys its corporate culture during training, transcribes it into its structuring documents and verifies its adherence through several methods: evaluations sanctioning key training courses (such as the Code of Conduct training), quality of life at work surveys including free comments section, promotion of internal employee inclusion awareness-raising events and training program for Group employees.

The LISI Code of Conduct is distributed to all employees through an online training course, the proper understanding and integration of which are validated by an assessment at the end of the training. This assessment consists of a questionnaire of 10 multiple choice questions, proposing scenarios of situations of corruption, influence peddling, conflicts of interest and management

of gifts. A correct response rate of more than 70% is necessary in order to validate the training, a lower rate results in the immediate renewal of the training. It is also distributed to its partners by being made available on its website, Ethics section. The proper application of its Code of Conduct and its implementation is validated during internal audits carried out by LISI. All Group employees were trained on the Code of Conduct in 2024, with all new hires trained in 2025.

The Group has identified the people that may be most exposed to the risk of corruption or conflicts of interest, i.e. executive functions (corporate officers, for example) or management positions (member of a Management Committee) or specific roles such as buyers, for example.

In order to enable each stakeholder, whether internal or external, to report any event in a safe, secure and efficient manner, the LISI Group has set up a reporting system, accessible since April 1, 2018, from its internet portal. In 2025, the Group upgraded its whistle-blowing system by setting up an internet and telephone platform, and offering the whistle-blower the option to remain anonymous. This platform, developed with a leading company, standardizes the alert reporting process throughout the Group, while respecting the local legislation of the countries in which the LISI entities are implemented, and allows the whistle-blower to submit a report in his/her own language. The whistle-blowing system is available in eight languages. The alerts that can be reported through this system must be violations of the LISI Code of Conduct, such as, for example, an incident of corruption or a violation of the duty of care, whether or not they have an impact on the Group's reputation, its activities or its results. To facilitate its use, an alert collection procedure has been created. The design

4.1.6 Results

LISI trained more than 93% of its staff on its Code of Conduct in 2025, with training having been integrated into the onboarding process for all new arrivals, through an online training course ending with a test to ensure that the training has been properly completed. The completion of this training is monitored during each Internal Compliance Audit.

Through training on the Code of Conduct, employees were trained in the existence and conditions of use of the LISI whistle-blowing system, called Ethic-Line. 3 alerts were received through this channel in 2025 and were investigated according to the procedure in force. One of

4.1.7 Outlook and improvement plans

The LISI Group's corporate culture will continue to be at the heart of its daily action in 2026. The area for improvement in 2026 in terms of the application of this corporate culture will be the deployment of its whistle-blowing system in the new entities, the continued training of all Group employees

of this system, carried out with an external service provider, allows for efficient and confidential processing of alerts. As an incentive, LISI decided and explained the fact that any employee who reports a potential violation of the Code of Conduct in good faith is protected by law against all forms of retaliation. An unannounced efficacy test of the system was carried out as part of the IATF certification standard (LISI AUTOMOTIVE division) by issuing an alert: the system was found to comply with legal processing and response requirements. This system therefore meets the legal requirements since it is a secure system which protects the whistle-blower.

In 2019, the LISI Group began to implement a set of measures for compliance with the Sapin II Law, which, in a similar manner to its CSR policy, aims to meet its duty of care requirements. In 2025, the LISI Group continued to work on arbitrating conflicts of interest declared within the Group.

them resulted in the implementation of a corrective action plan, the application of which was supervised by the Ethics Committee. These results show the good integration by employees of the Group's corporate culture and validate the relevance and effectiveness of the actions implemented.

The LISI Ethics Committee was called upon to arbitrate conflicts of interest in 2025, and monitored the application of the resolution measures decided on.

The LISI Group did not identify any incidents of corruption in 2025.

on the Code of Conduct and the training of key employees on the European General Data Protection Regulation. The success of these projects will ensure the long-term success of this corporate culture.

4.2 PROFIT - Innovation, quality and safety

4.2.1 Impacts, risks and opportunities

The table below shows the impacts, risks and opportunities resulting from the materiality analysis concerning the additional matter specific to LISI: "Innovation, quality and safety".

ESRS	Matters	Impact and Risk	Opportunity
BD-c	Product safety aims to protect individuals from risks to their health, safety and well-being related to the use of products. This includes ensuring compliance with safety and quality standards for products and packaging, preventing accidents, as well as providing clear and accurate information on potential hazards associated with products and packaging. Innovation supports product safety, quality, performance (including environmental) and meeting customer requirements.	<ul style="list-style-type: none"> ■ claims, product recalls ■ increase in liability insurance costs ■ reputational risk ■ loss of customers, contracts 	<ul style="list-style-type: none"> ■ brand image improvement ■ customer loyalty, increased barriers to entry with customers ■ market share gains ■ attractiveness ■ lean manufacturing and productivity

4.2.2 PROFIT - Innovation, quality and safety - Aeronautics sector

4.2.2.1 - Context and strategic issues (SBM)

The global aerospace market expects members of its industry to be able to support the growth of the market with aircraft delivered on time, increasingly respectful of the environment and, above all, guaranteeing the safety of passengers. As the main supplier in its market segments, LISI AEROSPACE has integrated these matters and relies on its 2 strategic focuses: Innovation and Performance to meet them:

- Innovation by proposing fastening systems that make aircraft lighter, the automation of our customers'

processes, the quality of assemblies and by proposing processes for manufacturing structural components that make aircraft lighter, and improve their reliability.

- Performance through the continuous improvement of its Quality Management System, reinforced by the deployment of an Aviation Safety Management System (SMS-A) and Information (SMS-I), as expected by its customers and the aviation authorities.

4.2.2.2 - Policy and commitments

The SMS Policy document describes the commitments of all LISI AEROSPACE staff in this area through the implementation of human resources trained in the values of the Just and Fair Culture, in the tools of reaction and resolution to the risks detected and the implementation of technical means to ensure that defects in manufactured products are prevented. Innovation in the use of new technologies towards this objective is also part of this policy.



4.2.2.3 - Governance and resources

The implementation of effective and responsible functional networks across all levels of the Company’s management enables the management of Quality and Safety risks and performance improvement plans (LEAP). In support of the factory operational teams, quality resources are positioned at each Business Group level and at the division level. These networks allow rapid feedback to address potential risks with the right level of expertise and support and allow for the pooling and standardization of progress actions at the appropriate level.

A particular effort has been made in recent years in development and industrialization to design products and manufacturing processes that are good at the first try through the implementation of the APQP (Advanced Product Quality Planning) and Upstream Quality skills (Project Quality, Upstream Methods).

The network of expert communities also contributes to this dual objective of dealing with technical risks and innovation in the division’s priority areas.

The governance of these resources and the achievement of the targeted objectives is carried out through Quality & Safety Committees at each management level (Division, Business Group, Plant), as well as by Project Management Committees at each of these levels.

4.2.2.4 - Action plans

The main actions carried out in the field of innovation to meet the expectations of the aeronautics industry are:

- **Development of fitting tools and control** of the proper fitting of fasteners by integrating mechatronic and digital functions;
- **Integration of Artificial Intelligence** for process or product control automation;
- **Data recording and processing** on processes and products to improve performance (Big Data);
- **Integration of technological building blocks** improving performance (energy savings, cycle time, material commitment, etc.);
- **Integration of 4.0 tools** in factories to save transit time and capacity.

In the area of delivered product quality and Aviation Safety, the continuation of our EN9100 and NADCAP Certification policy has been strengthened by the implementation of an Aviation Safety Management System (SMS) that more specifically addresses Organizational and Human Factors in Safety Risks and Potential Hazards. This approach makes it possible to set up appropriate response methods, resources and governance to deal with these risks and potential dangers as quickly as possible.

Numerous projects and initiatives are included in LISI AEROSPACE’s performance improvement plan (LEAP), including a large-scale digital component.

4.2.2.5 - Targets and results and analysis

In the area of innovation:

- **Patents:** LISI AEROSPACE filed four new patent applications in 2025, in addition to the geographical extensions of existing patents.
- **Product design:** LISI AEROSPACE designed products accounted for 8% of the Division’s sales, up steadily over the past 3 years.
- **R&D projects:** in 2025, LISI AEROSPACE took part in 5 R&D projects financed by the France Relance 2030 scheme, as a pilot or partner of its French OEM customers.

These projects have made it possible to mature on the technological bricks expected for the design and manufacture of the next generation of aircraft.

In the area of Quality:

- **Safety Bulletin:** no safety bulletin was issued in 2025 by the aviation authorities concerning products manufactured by LISI AEROSPACE.
- **Technical claims:** the ratio of the number of customer technical claims to the activity of our sites reached the lowest value ever recorded at 0.15 (compared to 0.16 last year) in both the Fasteners and Structural components business areas.

The integrated report of the Group’s Universal Registration Document contains an Innovation chapter that further details the initiatives and results.

4.2.2.6 - Outlook and improvement plans

The innovation strategy for the coming years aims to address the two time horizons expected by our market.

- **Short term:** LISI AEROSPACE aims to introduce incremental innovations in the short term to support the ramp-up of delivery expected over the coming years through several actions:
 - the development of minor changes to products supporting standardization;
 - the automation of our customers' processes;
 - improvements in manufacturing processes resulting in gains in transit time, energy consumption and CO₂ emissions, rate of parts good on the first try.

- **Long term:** LISI AEROSPACE is working to increase the maturity of the technological building blocks necessary for the development of the future generation of aircraft, whether by offering:
 - fastening systems (fasteners and installation tools) to optimize fuel consumption (by saving weight or designing new architecture); or
 - manufacturing processes contributing to the same objectives, as well as a high ramp-up.

In addition, our Quality and Aviation Safety management systems must support the ramp-up of our industry through the implementation of new digital solutions (data analysis, IT locks, automation of controls) and management of human factors (on-the-job training, manager training, deployment of the just culture).

4.2.3 PROFIT - Innovation, quality and safety - Automotive sector

4.2.3.1 - Context and strategic issues (SBM)

The automotive and mobility industry in general is undergoing profound transformation. LISI AUTOMOTIVE is supporting this change by confirming its vision: *"Be a sustainable supplier and innovative partner of the automotive industry for value-added fasteners and safety mechanical components for new generation vehicles thanks to a motivated and committed team."*

LISI AUTOMOTIVE is a market leader in each of its product lines, thanks to a robust innovation process which anticipates and meets market expectations (Clean mobility; Weight reduction; Platform logic, Standardization and

optimization of assemblies), ongoing support for our customers and a recognized industrial performance.

The safety of consumers and end-users is one of our priorities. LISI AUTOMOTIVE has set up a Management System aimed at achieving the highest quality of its products, eliminating risks for staff, the company, customers and users and contributing to the performance of the company and the satisfaction of our customers. Our processes incorporate the notion of product safety as defined in the regulations and our customers' requirements.

4.2.3.2 - Policy and commitments

The LISI AUTOMOTIVE Quality policy describes our Purpose, Mission and Values. It lays the foundations of our Management System and the targets to be achieved.



4.2.3.3 - Governance and resources

The Quality and LEAP Department supervises and coordinates the Quality and Industrial Excellence activities of LISI AUTOMOTIVE.

It oversees the management system and ensures compliance with it. This is a Corporate Management System implemented at each of the division’s sites. It also guarantees the monitoring and assessment of its suppliers by carrying out audits and support provided to the factories to contribute to the achievement of zero defects by our suppliers. Lastly, it contributes to improving processes and

achieving site quality objectives through operational support activities at its production sites and for its customers.

At each site and at Division level, Product Safety and Compliance Representatives (PSCR) ensure that the safety and compliance requirements of the product are taken into account throughout its life cycle.

100% of LISI AUTOMOTIVE division sites are certified pursuant to the IATF 16949 standard required by customers in the automotive sector.

4.2.3.4 - Action plans

The requirements related to product and process quality are applied throughout the development process of our products, including the innovation phase:

- From the RFQ response phase, our offers include a risk and feasibility assessment guaranteeing the most appropriate response to the customer’s needs. The project phase is then carried out according to the APQP (Advanced Product Quality Planning) or MLA (Maturity Level Assurance) technical repositories, in close collaboration with our customers. Safety and sustainability criteria are integrated from the design stage. Lastly, series production is managed according to

the instructions and standards issued by our management system.

- Products are inspected at each stage of the flow and may be subject to a 100% final inspection. A monitoring plan based on a FMECA risk analysis makes it possible to define the controls to be carried out to guarantee an irreproachable level of quality.
- A quality action plan called “0 Escape” implemented since 2020 helps to anchor the quality culture and guarantee zero “recall” for our parts or safety applications. It is based on the development of robust processes that make it possible to do the right thing on

the first try and 100% sorting of the critical characteristics that do not have a level of capability guaranteeing zero defects.

- A customer non-compliance management process is in place to ensure the best possible responsiveness and adequate responses in the event of non-compliance

detected among our customers. The problem-solving using proven tools such as the 5 Whys and the 8D, enables a robust analysis of the root causes and the implementation of effective corrective and preventive actions ensuring non-recurrence.

4.2.3.5 - Targets and results and analysis

LISI AUTOMOTIVE measures its quality performance using metrics monitored by each site.

Realistic but ambitious objectives are defined each year in order to achieve zero defects, a guarantee of trusting

cooperation with our customers. Our main results over the last 4 years show a clear improvement.

		2021	2022	2023	2024	2025 w/o LISI MEDICAL
Recall (motor vehicle)	Nb	0	0	0	0	0
Customer complaints	Nb	240	192	211	161	138
CNQ (Costs of Non-Quality)	%	0.0142	0.0148	0.0155	0.0138	0.0126
IpB (Incidents per billion parts delivered)	Ratio	30	23	24	19	18

The LISI AUTOMOTIVE division also measures support for its customers in innovation.

The metric used is the annual renewal rate of new products. We have set an objective of over 12%, including 5% for new innovative products.

In 2025, this rate stood at 13%, with 83% of new products focused on the vehicles of tomorrow: electric or hybrid. These allocations are proof of customers' confidence in the LISI AUTOMOTIVE division's ability to support them during their transformation.

4.2.3.6 - Outlook and improvement plans

Continuous improvement is at the heart of the LEAP Program and aims to achieve industrial excellence at each of our sites. Each problem detected is analyzed and contributes to the continuous improvement of our management system.

A coordinated network of experts is being set up and the various feedbacks will feed into a list of business rules enabling at each stage of the cycle to better capitalize on the lessons learned and best practices.

The digitalization of our quality processes and the introduction of Artificial Intelligence in our control and problem analysis processes is a key step in improving our results and a response to the strong requirements of our customers.

Finally, the new Innovation process (Ideation/CORRI/CARI) makes it possible to expand the space for the collection of ideas, the permanent measurement of the adequacy of resources/projects in order to increase the intensity of our proposal and accelerate their availability in a context of increasingly short deadlines.

4.3 PROFIT - Securing financial resources

4.3.1 Long-term financial strategy

The LISI Group is committed to maintaining a solid financial structure based on a balance sheet structure and controlled debt ratios to ensure its sustainability and its long-term investment capacity. Our strategy is based on prudent management of resources, optimization of working capital requirements (73 days of revenue in 2025) and the generation of recurring positive free cash flow.

We maintain a controlled level of debt and balanced financial ratios, preserving our financial independence and strategic flexibility.

The diversification of our financing and our active risk hedging policy strengthen our resilience.

Our business model, based on long-term partnerships with leading customers in the aerospace and automotive industries, ensures balanced growth. Investments are rigorously selected according to their value creation potential and their alignment with our sustainable development strategy.

4.3.2 Impacts, risks and opportunities (IRO)

The table below shows the impacts, risks and opportunities resulting from the materiality analysis concerning the additional matter specific to LISI: “Securing financial resources”.

ESRS	Matters	Impacts and Risks	Opportunities
BD.b	Securing its financial resources aims to ensure the Group’s sustainability by enabling its financing and therefore its long-term growth, through its capacity for investment, innovation, strategic independence, resilience to crises, as well as its financial performance	<ul style="list-style-type: none"> ■ Dependence on certain financing players ■ Difficulty financing investments and innovation ■ Deterioration in financial performance linked to the cost of financing ■ Financial equilibrium and long-term sustainability under threat 	<ul style="list-style-type: none"> ■ Improved stock market appeal ■ Trust of financial and non-financial partners ■ Strategic independence ■ Long-term growth allowed

4.3.3 Integration of CSR issues in our financial decisions

Financial performance is managed with a long-term perspective, incorporating CSR matters and innovation as drivers for sustainable growth.

This approach incorporates rigorous management of climate, regulatory and societal risks. LISI proactively reduces its carbon footprint, optimizes its value chains, invests in sustainable technologies and cultivates strong relationships with its stakeholders.

Transparency and accountability guide our strategy, building our financial resilience while creating a positive impact on society and the environment.

In accordance with the CSRD ESRS standards, this approach ensures that LISI remains a responsible and innovative leader which is prepared for a prosperous future. It maintains the confidence of our financial partners while providing the resources necessary for our development and the creation of shared value.

4.3.4 Sustainable or environmentally friendly capital expenditure

In 2023, the LISI Group reviewed its investment procedure (CAPEX) to align it with the 3P program (People, Planet, Profit).

Each investment of more than €250 thousand or related to decarbonization (energy efficiency, renewable energies, building renovation, etc.) must include a carbon impact calculation (Before/After in tons of CO₂ equivalent).

This approach has made it possible to include a double entry decision matrix in each investment with:

- PROFIT - calculation of the IRR (rate of return on investment) and Payback;
- PLANET - calculation of the carbon impact.

The PEOPLE dimension is integrated into each investment decision via qualitative criteria: equipment compliance, workstation ergonomics, exposure to hazardous substances and noise pollution.

This approach embeds decarbonization matters as levers for sustainable growth, as well as enabling the accepted benefits/risks to be formalized in an objective way, thus building a narrative to explain the positions taken.

This approach has proved successful. It has highlighted the share of sustainable investments and enabled the exchange of best practices.

Indeed, the proportion of environmentally friendly investments as a percentage of the total amount of investments for the year changed as follows:

- 2022: 2.2%;
- 2023: 4.6%;
- 2024: 7.3%;
- 2025: 2.3%.

Proportion of sustainable CAPEX in total CAPEX	% of sustainable CAPEX	Including LISI AEROSPACE	Including LISI AUTOMOTIVE	Including LISI MEDICAL
2022	2.2%	nd	nd	nd
2023	4.6%	3.4%	7.1%	3.3%
2024	7.3%	7.4%	6.9%	7.6%
2025	2.3%	2.5%	1.4%	nd

In 2025, environmentally friendly capital expenditure represented:

- 1.7% in number of projects with 15 projects out of 905 dedicated to decarbonization in whole or in part;
- 2.3% in amount with €3.2 million invested.

	Nb de de Capex	Dont Nb de capex durables	% en Nb des Capex durables	Montant en K€ des Capex	dont Montant en K€ des Capex durables	% en Montant des Capex durables
LISI AEROSPACE	606	13	2.1%	110,984	2,737	2.5%
LISI AUTOMOTIVE	299	9	3.0%	29,223	417	1.4%
TOTAL	905	15	1.7%	140,117	3,154	2.3%

N.B.: sustainable CAPEX is CAPEX that is dedicated to the environment and/or has a positive carbon impact.

N.B.: these are CAPEX that have been approved and are therefore not yet recognized.

4.3.5 Impact financing

Each year, since 2022, LISI has carried out several impact loans based on criteria for achieving CSR objectives.

- In 2025, two new loans with CSR criteria were taken out:
 - a €15 million loan with a maturity of 5 years with a subsidized rate of 0.10% based solely on the criterion of CO₂ emissions;
 - a €15 million loan with a maturity of 5 years with a subsidized rate of 0.10% based on the EcoVadis rating.

LISI has taken out a total of 8 impact loans since 2022. Total impact financing represents €112.5 million. The expected rate subsidy if all the criteria are met is €305 thousand.

At the end of 2025, CSR criteria commitments seem to be on track to achieve the subsidy in the long term. The subsidy has already secured €56 thousand.

	2022 Loan	2023 Loan	2023 Loan	2024 Loan	2024 Loan	2024 Loan	2025 Loan	2025 Loan
Amount	€20 million	€15 million	€15 million	€10 million	€15 million	€7.5 million	€15 million	€15 million
Term	7 years	7 years	6 years	5 years	7 years	7 years	5 years	5 years
Interest rate subsidy	0.10%	0.10%		0.10% + 0.10%	0.10%	0.03%	0.10% + 0.10%	0.10%
CSR criterion No. 1	TF1	TF1						
CSR criterion No. 2	CO ₂	CO ₂			CO ₂	CO ₂		CO ₂
CSR criterion No. 3	EcoVadis		EcoVadis	EcoVadis			EcoVadis	

N.B.: * CO₂ = CO₂ emissions / * EcoVadis = EcoVadis rating.

In addition, for the first time, in 2023, LISI set up a green loan with BPI worth €10 million of green investments, which would be financed up to €5 million.

To date, 13 green investment projects are being considered for this loan:

- 4 photovoltaic panel projects for €4.0 million;
- 2 wind farm projects for €5.6 million;
- 2 electrolyzer projects to produce hydrogen for €0.6 million;

- 2 energy efficiency projects for €2.8 million;
- 1 hydroelectric turbine project for €0.6 million;
- 2 electric charging station projects for €0.2 million.

The majority of these projects are still at preliminary stages. The most advanced are detailed in the PLANET chapter.

	Number of projects	Amount in M€
LISI AEROSPACE	7	11.5
LISI AUTOMOTIVE	5	1.7
LISI SA	1	0.6
TOTAL	13	13.8

4.4 PROFIT - Responsible Purchasing

4.4.1 Context and strategic challenges

The LISI Group relies on an extensive network of suppliers and subcontractors for the manufacture of its fastening and assembly components for the aerospace and automotive sectors. The quality, reliability and durability of these supplies are decisive for the Group's operational performance and competitiveness.

Responsible purchasing management aims to supervise and improve supplier relationships to ensure the quality, reliability, durability and compliance of products and services. It also promotes ethical practices throughout the supply chain, in particular by prohibiting unjustified late payments beyond contractual or legal deadlines, particularly for SMEs.

Materiality of the matter

Although not identified as material during the double materiality analysis conducted in 2024, this matter is recurring and critical according to the analyses of other players in the value chain. Aware of the interdependence between the performance of its suppliers and its own performance, and in line with the expectations of its

customers and partners, the LISI Group considers Responsible Purchasing to be a material matter.

LISI Purchasing is integrated into the Group's strategy and coordinates a network of committed buyers, contributing to the creation of value in each operating division. Supplier performance has a direct impact on several strategic dimensions:

- **Quality:** compliance of products and services with technical and regulatory specifications;
- **Financial performance:** cost control, optimization of commercial and legal conditions;
- **Resilience:** continuity of supply in the face of external disruptions;
- **Safety:** prevention of risks to the health and safety of employees and suppliers;
- **Reputation:** upholding the image of the LISI Group and its end-customers.

4.4.2 Policy and commitments

As part of its Purchasing Policy, the LISI Group develops a long-term partnership with its suppliers, based on mutual trust and shared performance. This policy formalizes the gradual integration of CSR matters into the supplier relationship, in

particular through due diligence in terms of integrity, the assessment of practices and the consideration of environmental and social impacts throughout the supply chain.



The LISI Group is committed to a responsible and sustainable supply chain. This commitment was strengthened in 2023 with the formalization of a new supplier charter incorporating requirements in terms of social responsibility, quality certifications, anti-corruption and the protection of information.

This charter, applicable to all LISI divisions, sets out the Group's expectations in respect of its suppliers, and covers:

- business ethics rules;
- quality standards;
- environmental and corporate social responsibility requirements.

Suppliers must comply with the principles of the United Nations Global Compact, conflict minerals regulations and anti-corruption laws. They also commit to adopting eco-responsible practices to reduce their environmental footprint.

The charter has been updated to better align practices with LISI's objectives, and now includes new standards and certification labels as well as strengthened CSR and information protection requirements. It is distributed to 100% of suppliers, who must undertake to comply with it.



Since 2022, LISI has been assessing its suppliers according to sustainable and responsible purchasing criteria. For any new contract for more than €100 thousand, the selection incorporates financial stability and non-financial performance criteria using an external rating (Moody's).

Since 2023, an internal procedure has been used to identify "sensitive" suppliers from a CSR perspective, according to financial and non-financial criteria.

■ LISI, a committed player

The LISI Group demonstrates its commitment to responsible purchasing, illustrated by the signing of the Supplier Relations and Responsible Purchasing Charter (RFAR) via its subsidiary LISI AEROSPACE.

The RFAR Charter, created in 2010 by the French Business Mediator and the National Purchasing Council, promotes sustainable purchasing practices between companies and their suppliers. It is based on ten commitments, including respect for human rights, protecting the environment, and the promotion of social and environmental innovation. By signing it, LISI undertakes to incorporate these principles into all its supplier relationships.

LISI has also put in place mechanisms to guarantee fair and transparent relations with its partners. A mediation system makes it possible to resolve any conflicts impartially and quickly, thus maintaining trust and cooperation. It should be noted that in 2025, no request from the mediator was necessary.

4.4.3 Impacts, risks and opportunities (IRO)

The table below shows the impacts, risks and opportunities resulting from the materiality analysis concerning the "Responsible Purchasing" matter.

ESRS	Matters	Impacts and Risks	Opportunities
G1-b	Oversee and improve a company's supplier relationships to ensure the quality, reliability, durability, and compliance of products and services provided. Promote ethical and responsible practices throughout this chain. Prohibit unjustified delays in paying invoices beyond agreed contractual or legal deadlines imposed on SMEs by their business partners.	<ul style="list-style-type: none"> ■ potential impact on purchase prices ■ decrease in the supplier panel ■ reputational risk ■ change management (supplier or supplier support) ■ time consuming 	<ul style="list-style-type: none"> ■ reliability of economic partners ■ retention of economic partners ■ better performance of our partners with a positive impact on our performance ■ beneficial impact on image

4.4.4 Governance and resources

The LISI Group's Purchasing function, which reports to the Industrial and Purchasing Director, is part of a value creation mindset which is aligned with the Group's strategy.

■ Organization

The Purchasing organization is based on two complementary pillars:

- Centrally Managed Commodity: 13 category managers covering strategic areas (steel and titanium raw materials, indirect services, forging tools, freight, surface treatments and chemicals);
- Local purchasing (Locally Managed Commodity): 107 full-time equivalents within LISI AEROSPACE and LISI AUTOMOTIVE, dealing with the specific needs of each site (CAPEX, equipment maintenance, etc.).

The Group Purchasing Coordinator ensures the consistency and deployment of policies across the entire scope. Each division has its own dedicated Purchasing department.

■ Purchasing governance

Oversight is based on three key bodies:

- A quarterly Strategic Purchasing Committee defines the Group's guidelines and deploys its initiatives.
- A bimonthly coordination meeting guarantees responsiveness and operational monitoring.
- A monthly Sourcing Committee meeting validates strategies by purchasing category.

■ Strategy and monitoring

The Purchasing strategy is formalized via an A3 (LEAP method to define the strategy) established in 2025, outlining ambitions, objectives and action plans. Its regular monitoring (monthly, quarterly, half-yearly) allows priorities to be adjusted according to market developments, economic performance matters and CSR requirements.

This structured organization enables LISI's Purchasing teams to actively contribute to the Group's competitiveness, while developing lasting relationships with its suppliers, in compliance with the Code of Conduct values of integrity and responsibility.

4.4.5 Actions and results

The LISI Group deploys practical actions in terms of responsible purchasing:

Training

The LISI Group organizes two annual training and awareness-raising sessions for Purchasing employees, covering the following strategic topics:

- Purchasing strategy and alignment with business objectives.
- Sourcing and contracting processes, procedures and tools.
- COS Program (economic awareness and cost optimization).
- Governance, risks, compliance (GRC), ethics and LISI code of conduct.
- Legal and contractual aspects.
- CSR applied to purchasing: raising awareness of the impact on the carbon footprint (Scope 3 emissions), identifying the highest emitting commodities and reduction strategies.

In 2025, 82% of Purchasing employees had been trained, exceeding the objective of 70%. This result demonstrates the commitment of the Purchasing network to increasing skills in relation to CSR matters. Deployment will continue in the following years to maintain this level of excellence and support changes in practices.

Process structuring

Identifying and assessing sensitive suppliers

The Group has formalized a procedure for identifying "sensitive" suppliers according to defined CSR criteria (high-risk geographic area, business sector, volume of purchases, etc.). This list, which is updated annually, included 355 suppliers in 2025. The objective of assessing 65% of these suppliers was achieved via the Moody's platform, guaranteeing a standardized and comparative CSR rating.

Integrating CSR criteria into supplier selection

The selection of suppliers systematically incorporates CSR criteria adapted to each purchasing category, from the upstream phases of sourcing and qualification.

Standardization of payment terms

For the France scope, the Group has harmonized the supplier payment terms for all its entities, in compliance with legal deadlines

Reporting of payment terms

Since the end of 2025, monthly reporting has been monitored on payment terms within LISI Global Services, which is responsible for centralized supplier accounting. This tool improves compliance with contractual commitments and prevents late payments.

4.4.6 Outlook and improvement plans

The LISI Group will continue to roll out its responsible purchasing approach by consolidating the actions undertaken.

■ **Strengthening the supplier assessment**

The LISI Group will maintain the CSR assessment of its sensitive suppliers with a satisfactory coverage rate. Performance reviews including a CSR component will continue with strategic suppliers to strengthen dialog on decarbonization, and identify opportunities for improvement.

■ **Continuous training of the Purchasing network**

Training sessions will continue to be held to ensure that the teams take ownership of CSR matters, with content enhanced in line with regulatory changes and industry best practices.

Annual performance reviews including a CSR component

The LISI Group has included a CSR component, focused on decarbonization in the annual reviews of its strategic suppliers. These discussions, conducted with the CSR Officer for each division, make it possible to:

- share the supplier and LISI's decarbonization actions;
- collect carbon emissions data allocated to the Group's purchases;
- identify best practices for reducing the carbon footprint;
- work together to create action plans to accelerate decarbonization.

This collaborative approach strengthens mutual commitment to the environmental transition, and improves the reliability of Scope 3 carbon data.

In 2025, 70% of strategic suppliers demonstrated a satisfactory level of commitment. For the others, in-depth reviews will be organized in 2026 to identify areas for improvement and agree on improvement plans or corrective measures.







■ **Improved Scope 3 data collection**

The LISI Group will explore ways to improve the quality and granularity of the carbon emissions data provided during performance reviews, in order to refine the measurement of Scope 3 emissions related to purchasing.

■ **Monitoring of payment terms**








The monthly reporting rolled out at the end of 2025 will make it possible to identify discrepancies and improve compliance with contractual commitments, particularly in respect of SMEs, with potential adjustments to internal processes.

4.5 PROFIT – Performance metrics

	Baseline year 2019	Results 2022	Results 2023	Results 2024	Results 2025 w/o LISI MEDICAL	Target 2026	Target 2030	ESRS	GRI	ODD
EXCEED OUR CUSTOMERS' EXPECTATIONS										
ESG ratings										
ECOVADIS		67/100	69/100	71/100	78/100			na		
CDP		B	B	A-	A- / B			na		
ETHIFINANCE / GAIA		63	61	67	71			na		
BEST MANAGED COMPANIES			Lauréat	Lauréat	Lauréat			na		
Certifications										
ISO 14001 - no. of sites / total		36	38	41	35 / 41			ESRS E		
ISO 45001 - no. of sites / total		36	36	41	35 / 41			ESRS S1		
ISO 50001 - no. of sites / total		5	5	7	10 / 41			ESRS E		
ISO 26000 - no. of sites / total		3	3	6	7 / 41			ESRS E		
New products										
% of revenue generated by new products - LISI AEROSPACE	nd	7.8%	7.5%	7.6%	7.6%			na	GRI 201-1	ODD 9  CLEAN WATER AND SANITATION
% of revenue generated by new products - LISI AUTOMOTIVE	nd	12.8%	12.0%	12.6%	13.0%			na	GRI 201-1	ODD 9  CLEAN WATER AND SANITATION
INVOLVE OUR SUPPLIERS										
% of strategic CSR suppliers assessed on CSR criteria	nd	nd	57%	67%	69%	65%		na	GRI 414-1 ; 308-1	ODD 9  CLEAN WATER AND SANITATION
% of employees trained in the Code of Conduct	100%	100%	100%	94%	99%			na	GRI 103-1	ODD 16  PEACE, JUSTICE AND STRONG INSTITUTIONS
IMPROVING OUR PERFORMANCE AND PROFITABILITY										
Revenue (M€)	1,729.5	1,452.2	1,630.4	1,749.0	1,747.9			na	GRI 201-1	ODD 8  DECENT WORK AND ECONOMIC GROWTH
EBIT - (% of revenue)	9.0%	6.3%	5.5%	6.4%	9.2%			na	GRI 201-1	
Free Cash Flow - (% of revenue)	5.9%	1.3%	1.4%	3.2%	3.2%			na	GRI 201-1	
ROCE	11.5%	6.3%	6.3%	7.7%	12.2%			na	GRI 201-1	
Inventories (nb of revenue days)	76	111	105	103	99			na	GRI 201-1	
LPD (> 30 days)	nd	3.5%	2.4%	2.4%	2.7%			na	GRI 201-1	
Breakeven point (M€ over 12 rolling months)	1,422.2	1,341.6	1,539.1	1,676.5	1,529.0			na	GRI 201-1	
Added value / payroll costs	1.44	1.36	1.31	1.37	1.43			na	GRI 201-1	
Capex (% of revenue)	6.8%	7.7%	6.2%	7.5%	5.7%			na	GRI 201-1	

5 Key indicators of PEOPLE, PLANET, PROFIT

Table of HSE metrics

	Baseline year 2019	Results 2022	Results 2023	Restated Results 2024	Results 2025 w/o LISI MEDICAL	Target 2026	Target 2030	ESRS	GRI	ODD
 people										
PROTECTING OUR EMPLOYEES										
FR Global (LISI employees + temporary workers)	9.0	7.1	6.7	5.7	5.8	< 6	< 5	ESRS S-1	GRI 403-2	ODD 3  GOOD HEALTH AND WELL BEING
FR Global LISI employees	8.0	6.1	5.7	5.4	5.2			ESRS S-1	GRI 403-2	
FR Global temporary workers	21.2	24.2	18.8	8.7	11.3			ESRS S-1	GRI 403-2	
LTIFR LISI employees	5.9	4.9	3.5	3.8	4.0	<4	<3	ESRS S-1	GRI 403-2	
LTIFR LISI employees + temporary workers	6.8	5.7	4.4	4.1	4.5			ESRS S-1	GRI 403-2	
RETAIN OUR TALENT										
Headcount (average FTE)	12,484	9,799	10,642	11,028	10,582			ESRS S-1	GRI 401-1	
Registered headcount	11,171	9,676	10,014	10,262	9,634			ESRS S-1	GRI 401-1	
% of Managers	10.6%	13.1%	13.5%	14.1%	14.0%			ESRS S-1	GRI 401-1	
Diversity & Inclusion										
% of women in headcount	22.0%	23.9%	23.6%	23.6%	23.8%			ESRS S-1	GRI 405-1	ODD 5  GENDER EQUALITY
% of women Managers within Managers	24.6%	28.3%	28.1%	28.4%	28.0%	29.0%		ESRS S-1	GRI 405-1	
% of women Managers within the headcount	3.0%	3.9%	3.8%	4.0%	3.9%			ESRS S-1	GRI 405-1	
% of women within the governance Leadership Board	10.5%	20.8%	20.0%	20.0%	16.7%			ESRS S-1	GRI 405-1	
% of headcount with a disability	2.8%	3.4%	3.0%	2.8%	2.6%			ESRS S-1	GRI 405-1	
% of below 30 years old in headcount	nd	17.5%	18.9%	19.6%	20.8%			ESRS S-1	GRI 405-1	
% between 31 and 50 years old in headcount	nd	55.1%	54.0%	51.5%	50.9%			ESRS S-1	GRI 405-1	
% of above 50 years old in headcount	nd	28.5%	28.4%	28.9%	28.3%			ESRS S-1	GRI 405-1	
Turnover & retention										
Nb of hires (with apprentices)	1,344	2,095	2,365	2,015	1,903			ESRS S-1	GRI 401-1	ODD 5 & 10  GENDER EQUALITY  REDUCED INEQUALITIES
% of hires - Managers	15.2%	11.2%	11.6%	10.8%	11.2%			ESRS S-1	GRI 405-1	
% of women within the hires			31.8%	29.2%	33.3%			ESRS S-1	GRI 405-1	
% of women Managers within the hires Managers			38.5%	31.6%	27.6%			ESRS S-1	GRI 405-1	
Nb of departures	1,570	1,818	2,027	1,767	2,167			ESRS S-1	GRI 401-1	
Net result (Hires - Departures)	- 226	277	338	248	264			ESRS S-1	GRI 401-1	
Nb of resignations	691	849	808	695	527			ESRS S-1	GRI 401-1	
Resignations ratio over headcount	6.2%	9.0%	8.1%	6.8%	5.9%	7.0%		ESRS S-1	GRI 401-1	
Resignations ratio over nb of departures	44.0%	46.7%	39.9%	39.3%	24.3%			ESRS S-1	GRI 401-1	
% of women within the resignations	nd	nd	31.4%	30.8%	35.3%			ESRS S-1	GRI 405-1	
Turnover rate	13.0%	20.2%	21.9%	18.9%	18.1%			ESRS S-1	GRI 401-1	
Nb of promotions	nd	589	439	500	450			ESRS S-1	GRI 401-1	
Proportion of Women in the promotions	nd	43.5%	21.6%	21.8%	22.9%			ESRS S-1	GRI 405-1	
Proportion of Women within the promotions to Managers	nd	28.5%	43.3%	31.0%	20.0%			ESRS S-1	GRI 405-1	
Proportion of Women within the promotions not managers	nd	50.8%	20.0%	23.5%	21.8%			ESRS S-1	GRI 405-1	
Promotion ratio over headcount	nd	6.1%	4.4%	4.9%	4.7%			ESRS S-1	GRI 401-1	
Promotion ratio of women to Managers	nd	nd	2.9%	0.7%	0.4%			ESRS S-1	GRI 401-1	
Gender pay gap - non managers	nd	nd	nd	nd	17.3%			ESRS S-1	GRI 401-1	
Gender pay gap - Managers	nd	nd	nd	nd	10.1%			ESRS S-1	GRI 401-1	
Equity ratio	nd	nd	nd	nd	14.8			ESRS S-1	GRI 405-1	
Commitment & Quality of life										
Absenteeism	3.4%	4.2%	4.5%	3.4%	3.7%			ESRS S-1	GRI 401-1	ODD 5 & 10  GENDER EQUALITY  REDUCED INEQUALITIES
% of headcount that can work from home	nd	nd	nd	17.0%	18.7%			ESRS S-1	GRI 401-1	
Participation ratio to QWL survey	nd	65%	69%	68%	72%			ESRS S-1	GRI 401-1	
Satisfaction ratio to QWL survey	77%	78%	75%	82%	84%			ESRS S-1	GRI 401-1	
Nb of harassment cases reported (sexual or moral)	nd	nd	nd	22	45			ESRS S-1	GRI 406-1	
Nb of discrimination cases reported	nd	nd	nd	3	7			ESRS S-1	GRI 406-1	
Nb of cases reported that have been investigated	nd	nd	nd	96%	100%			ESRS S-1	GRI 406-1	
% of cases reported over headcount	nd	nd	nd	0.2%	0.5%			ESRS S-1	GRI 406-1	



	Baseline year 2019	Results 2022	Results 2023	Restated Results 2024	Results 2025 w/o LISI MEDICAL	Target 2026	Target 2030	ESRS	GRI	ODD
Training										
Nb of training hours	179,165	167,929	154,691	177,234	175,696			ESRS S-1	GRI 403-5	ODD 4
Nb of hours by headcount trained	nd	23	16	19	20			ESRS S-1	GRI 403-5	 QUALITY EDUCATION
Nb of headcount trained	nd	7,297	9,668	9,279	8,979			ESRS S-1	GRI 403-5	
Nb of hours by headcount trained	16	18	16	17	18			ESRS S-1	GRI 403-5	
% of women in total training hours				25.8%	23.2%			ESRS S-1	GRI 403-5	
LKI - nb of interns	651	704	593	464	515			ESRS S-1	GRI 403-5	
LKI - nb of sessions	98	89	89	68	55			ESRS S-1	GRI 403-5	
LKI - nb of training hours	10,900	10,693	10,170	9,926	9,943			ESRS S-1	GRI 403-5	
% of HR (recruiters) trained to Non discrimination in France			100%	nd	nd			ESRS S-1	GRI 403-5	
% of employees trained in Safety				100%	100%	100.0%		ESRS S-1	GRI 403-5	



	Baseline year 2019	Results 2022	Results 2023	Restated Results 2024	Results 2025 w/o LISI MEDICAL	Target 2026	Target 2030	ESRS	GRI	ODD
3 – PROTECT OUR ENVIRONMENT										
% of energy savings in Mwh thanks to projects vs Y-1	nd	nd	1.7%	1.8%	2.0%	1.5%		ESRS E-1	GRI 302-4	ODD 7, 13
% of renewable energies produced on site	nd	nd	0.3%	0.7%	1.4%	3.0%		ESRS E-1	GRI 302-4	 AFFORDABLE AND CLEAN ENERGY
% of renewable electricity generated on-site and purchased	0	0	0.4%	3.3%	7.3%			ESRS E-1	GRI 302-4	
% of renewable energy (renewable electricity + biogas) as a proportion of total energy consumed	0	0	0.3%	2.3%	5.2%			ESRS E-1	GRI 302-4	 CLEAN ACTION
% of recycled wastes	72.5%	75.0%	73.5%	73.8%	75.0%			ESRS E-5	GRI 306-4	ODD 12 SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS
% of capex dedicated to reduce our CO ₂ emissions	nd	2.2%	4.6%	7.3%	2.3%			BD-b	na	ODD 7 AFFORDABLE AND CLEAN ENERGY




4 – WORK IN OUR REGIONS

% of sites in water hydric stress zone with an action plan	nd	nd	18%	65%	67%	100%		ESRS E-5	GRI 303-1; 303-2	ODD 6 CLEAN WATER AND SANITATION
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GREENHOUSE GAS EMISSIONS - By Scope (T CO₂)

Scope 1	40,990	28,201	25,183	26,032	26,288			ESRS E-1	GRI 305-1	ODD 7, 13 AFFORDABLE AND CLEAN ENERGY
Scope 2	65,542	42,162	46,387	41,781	34,267			ESRS E-1	GRI 305-2	
Total - Scopes 1 & 2 [T CO₂]	106,532	70,363	71,570	67,813	60,554	-57%		ESRS E-1	GRI 305-1	 CLEAN ACTION
Scope 3	402,790	530,291	570,796	553,893	416,278			ESRS E-1	GRI 305-1	
Total - Scopes 1, 2 & 3 [T CO₂]	509,322	600,654	642,366	621,706	476,832			ESRS E-1	GRI 305-1	
Scopes 1 + 2 + 3 partial - historically comparable	509,322	291,487	321,410	312,248	289,071	-30%		ESRS E-1	GRI 305-1	
Scopes 3 partial - historically comparable	402,790	203,906	236,615	228,071	228,517			ESRS E-1	GRI 305-1	



	Baseline year 2019	Results 2022	Results 2023	Restated Results 2024	Results 2025 w/o LISI MEDICAL	Target 2026	Target 2030	ESRS	GRI	ODD
GREENHOUSE GAS EMISSIONS - By Item (T CO₂)										
GHG Natural Gas (T CO ₂)	37,174	23,625	22,489	22,941	23,731			ESRS E-1	GRI 305-1	ODD 7
GHG Domestic heating fuel (T CO ₂)	460	205	199	197	228			ESRS E-1	GRI 305-1	
GHG LPG (T CO ₂)	1,206	1,090	865	664	802			ESRS E-1	GRI 305-1	AFFORDABLE AND CLEAN ENERGY
GHG Vehicles owned (T CO ₂)	621	304	283	196	72			ESRS E-1	GRI 305-1	
GHG Private vehicles under lease (T CO ₂)	2	1,691	1,691	852	758			ESRS E-1	GRI 305-1	
GHG Fugitive emissions from refrigerants (T CO ₂)	1,527	1,286	1,341	1,182	696			ESRS E-1	GRI 305-1	
Total - Scope 1 [T CO₂]	40,990	28,201	26,868	26,032	26,288			ESRS E-1	GRI 305-2	
GHG Electricity (T CO ₂)	65,542	42,015	46,274	41,637	34,075			ESRS E-1	GRI 305-2	
GHG Heating network (T CO ₂)	0	147	113	144	192			ESRS E-1	GRI 305-2	
Total - Scope 2 [T CO₂]	65,542	42,162	46,387	41,781	34,267			ESRS E-1	GRI 305-2	
Total - Scopes 1 & 2 [T CO₂]	106,532	70,363	73,255	67,812	60,554			ESRS E-1	GRI 305-1	
WATER CONSUMPTION IN M³										
Purchases of goods & services (other than Raw materials) (T CO ₂)		183,201	213,205	196,020	119,886			ESRS E-1	GRI 305-1	ODD 13
Consumption of raw materials (T CO ₂)	390,912	189,054	218,114	212,413	204,556			ESRS E-1	GRI 305-1	
Capex (T CO ₂)		80,212	66,329	71,146	32,241			ESRS E-1	GRI 305-1	CLEAN ACTION
Fuel and energy related activities (not included in Scope 1 or 2)	Included in Scopes 1 and 2		16,225	16,363	13,395			ESRS E-1	GRI 305-1	
Upstream transport (T CO ₂)	11,878	14,852	15,501	15,658	10,565			ESRS E-1	GRI 305-1	
Wastes generated by operations (T CO ₂)		31,395	30,301	30,475	24,922			ESRS E-1	GRI 305-1	
Business Travel (T CO ₂)		564	717	489	550			ESRS E-1	GRI 305-1	
Communiting (T CO ₂)		13,795	10,403	11,330	10,163			ESRS E-1	GRI 305-1	
Upstream leased assets (T CO ₂)			0	-	-			ESRS E-1	GRI 305-1	
Total - Scope 3 [T CO₂]	402,790	530,291	570,795	553,893	416,278			ESRS E-1	GRI 305-1	
Total - Scopes 1, 2 & 3 [T CO₂]	509,322	600,654	644,050	621,706	476,832			ESRS E-1	GRI 305-1/2	
City water consumptions	522,785	342,900	336,375	384,473	306,269			ESRS E-5	GRI 303-5	ODD 6
Consumption for water drawn from the natural environment	267,771	252,289	131,977	141,129	111,535			ESRS E-5	GRI 303-3	
Rainwater recovery			8,039	11,544	13,169			ESRS E-5	GRI 303-3	CLEAN WATER AND SANITATION
Total - Water consumption (in m³)	790,556	595,189	476,391	537,146	430,972	-25%		ESRS E-5	GRI 303-5	



	Baseline year 2019	Results 2022	Results 2023	Restated Results 2024	Results 2025 w/o LISI MEDICAL	Target 2026	Target 2030	ESRS	GRI	ODD
ENERGY CONSUMPTION IN MWH										
Electricity from network (non renewable)	311,181	276,260	277,256	274,707	236,133			ESRS E-1	GRI 302-1	ODD 7 ; 13 AFFORDABLE AND CLEAN ENERGY CLEAN ACTION
Electricity from network (renewable)	nd	nd	nd	7,337	15,193			ESRS E-1		
Natural gas	157,679	136,262	124,417	127,009	118,217			ESRS E-1		
Biogas	nd	nd	nd	0	1,103			ESRS E-1	GRI 302-1	ODD 7 ; 13
LPG	5,348	4,680	3,714	2,851	3,489			ESRS E-1	GRI 302-1	
Domestic fuel	1,417	753	736	726	843			ESRS E-1	GRI 302-1	AFFORDABLE AND CLEAN ENERGY
Other energies	570	949	728	929	893			ESRS E-1	GRI 302-1	
Renewable electricity production (sold to network)	-	-	-	-	-			ESRS E-1	GRI 302-1	 CLEAN ACTION
Renewable electricity production (self consumed)	-	-	1,022	2,131	3,508			ESRS E-1	GRI 302-1	
TOTAL	476,195	418,904	406,851	415,691	379,379			ESRS E-1	GRI 302-1	
Revenue (In M€)	1,730	1,425	1,630	1,790	1,790			NA		
Intensity ration (Consumption / Revenue)	275	294	250	232	212			NA	GRI 302-3	ODD 7 ; 13
BREAKDOWN OF TOTAL ENERGY CONSUMPTIONS (in MWH) BY COUNTRY										
France	313,426	257,801	247,039	252,426	235,160			ESRS E-1	GRI 302-1	ODD 7 ; 13
United States	44,906	58,446	56,900	57,674	40,300			ESRS E-1	GRI 302-1	
Germany	44,330	39,143	37,695	36,799	34,005			ESRS E-1	GRI 302-1	AFFORDABLE AND CLEAN ENERGY
Spain	21,734	15,908	16,418	17,480	18,503			ESRS E-1	GRI 302-1	
Turkey	11,585	11,359	12,472	12,368	12,062			ESRS E-1	GRI 302-1	
Canada	9,289	8,469	8,490	8,571	8,576			ESRS E-1	GRI 302-1	CLEAN ACTION
United Kingdom	12,149	7,337	7,690	7,820	8,708			ESRS E-1	GRI 302-1	
Czech republic	6,949	6,174	5,966	5,425	5,132			ESRS E-1	GRI 302-1	
China	4,799	5,904	4,478	4,710	5,293			ESRS E-1	GRI 302-1	
Mexico	4,724	3,577	4,222	4,476	4,903			ESRS E-1	GRI 302-1	
Poland	3,159	3,361	3,427	3,297	3,112			ESRS E-1	GRI 302-1	
Morocco	3,565	1,421	2,054	2,514	3,186			ESRS E-1	GRI 302-1	
Hungary	na	na	na	na	439			ESRS E-1	GRI 302-1	
OUR WASTES (IN TONS)										
Metals	22,220	21,891	19,725	19,684	18,831			ESRS E-5	GRI 306-3	ODD 12
Paper - Cardboard	617	377	510	474	475			ESRS E-5	GRI 306-3	
Plastic	329	271	356	462	419			ESRS E-5	GRI 306-3	
Wood	917	674	718	774	782			ESRS E-5	GRI 306-3	
Oils	2,412	2,113	2,254	2,044	2,152			ESRS E-5	GRI 306-3	
Other non-hazardous waste	2,966	2,230	2,255	2,301	1,545			ESRS E-5	GRI 306-3	
Hazardous waste (without oil)	13,026	11,051	11,598	11,775	12,624			ESRS E-5	GRI 306-3	
Total - Wastes (in Ton)	42,487	38,607	37,416	37,513	36,828			ESRS E-5	GRI 306-3	
BREAKDOWN OF GENERATED WASTES										
% recycling	66.0%	67.0%	68.0%	66.2%	66.0%			ESRS E-5	GRI 306-1; 306-4	ODD 12
% energy recovery	8.0%	8.0%	6.0%	7.6%	8.7%			ESRS E-5	GRI 306-1; 306-4	
% physic-chemical treatment	15.0%	13.0%	13.0%	14.9%	15.4%			ESRS E-5	GRI 306-1; 306-5	
% landfill	5.0%	4.0%	4.0%	3.9%	5.0%			ESRS E-5	GRI 306-1; 306-5	
% other treatment	7.0%	8.0%	9.0%	7.3%	4.6%			ESRS E-5	GRI 306-1; 306-5	
% of recycled wastes	72.5%	75.0%	73.5%	73.8%	75.0%			ESRS E-5	GRI 306-4	



	Baseline year 2019	Results 2022	Results 2023	Results 2024	Results 2025 w/o LISI MEDICAL	Target 2026	Target 2030	ESRS	GRI	ODD
EXCEED OUR CUSTOMERS' EXPECTATIONS										
ESG ratings										
ECOVADIS		67/100	69/100	71/100	78/100			na		
CDP		B	B	A-	A- / B			na		
ETHIFINANCE / GAIA		63	61	67	71			na		
BEST MANAGED COMPANIES			Winner	Winner	Winner			na		
Certifications										
ISO 14001 - no. of sites / total		36	38	41	35 / 41			ESRS E		
ISO 45001 - no. of sites / total		36	36	41	35 / 41			ESRS S1		
ISO 50001 - no. of sites / total		5	5	7	10 / 41			ESRS E		
ISO 26000 - no. of sites / total		3	3	6	7 / 41			ESRS E		
New products										
% of revenue generated by new products - LISI AEROSPACE	nd	7.8%	7.5%	7.6%	7.6%			na	GRI 201-1	ODD 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
% of revenue generated by new products - LISI AUTOMOTIVE	nd	12.8%	12.0%	12.6%	13.0%			na	GRI 201-1	
INVOLVE OUR SUPPLIERS										
% of strategic CSR suppliers assessed on CSR criteria	nd	nd	57%	67%	69%	65%		na	GRI 414-1 ; 308-1	ODD 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
% of employees trained in the Code of Conduct	100%	100%	100%	94%	99%			na	GRI 103-1	ODD 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
IMPROVING OUR PERFORMANCE AND PROFITABILITY										
Revenue (M€)	1,729.5	1,452.2	1,630.4	1,749.0	1,747.9			na	GRI 201-1	ODD 8 DECENT WORK AND ECONOMIC GROWTH
EBIT - (% of revenue)	9.0%	6.3%	5.5%	6.4%	9.2%			na	GRI 201-1	
Free Cash Flow - (% of revenue)	5.9%	1.3%	1.4%	3.2%	3.2%			na	GRI 201-1	
ROCE	11.5%	6.3%	6.3%	7.7%	12.2%			na	GRI 201-1	
Inventories (nb of revenue days)	76	111	105	103	99			na	GRI 201-1	
LPD (> 30 days)	nd	3.5%	2.4%	2.4%	2.7%			na	GRI 201-1	
Breakeven point (M€ over 12 rolling months)	1,422.2	1,341.6	1,539.1	1,676.5	1,529.0			na	GRI 201-1	
Added value / payroll costs	1.44	1.36	1.31	1.37	1.43			na	GRI 201-1	
Capex (% of revenue)	6.8%	7.7%	6.2%	7.5%	5.7%			na	GRI 201-1	

6 Appendices

ANNEX 1: Correlation table of the DRs

DR	DR name	Page number
BP-1	BP-1 - General basis for preparation of the sustainability statement	168
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GOV-2	GOV-2 - Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	192, 332
GOV-3	GOV-3 - Integration of sustainability-related performance in incentive schemes	192, 332
GOV-4	GOV-4 - Statement on due diligence	194
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IRO-2	IRO-2 - Disclosure Requirements in ESRS covered by the undertaking's sustainability statement	186 to 189
SBM-1	SBM-1 - Strategy, business model and value chain	181 to 189
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SBM-3	SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	181 to 189
MDR-A	MDR-A - Actions and resources in relation to material sustainability matters	168 to 288
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E1-2	E1-2 - Policies related to climate change mitigation and adaptation	198
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E1-6	E1-6 - Gross Scopes 1, 2, 3 and Total GHG emissions	207
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E2.MDR	E2.MDR - Minimum disclosure requirements	224
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E4.MDR	E4.MDR - Minimum disclosure requirements	224
E5-IRO-1	E5-IRO-1 - Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	200
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E5-4	E5-4 - Resource inflows	Not applicable
S1-SBM-3	S1-SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	235, 244
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DR	DR name	Page number
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S1-4	S1-4 - Taking action on material impacts and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches	234 to 271
S1-5	S1-5 - Targets related to managing material impacts, advancing positive impacts, as well as to risks and opportunities	234 to 271
S1-6	S1-6 - Characteristics of the undertaking's employees	245
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S2-SBM-3	S2-SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	Not applicable
S2.MDR	S2.MDR - Minimum disclosure requirements	Not applicable
S3-SBM-3	S3-SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	Not applicable
S3.MDR	S3.MDR - Minimum disclosure requirements	Not applicable
S4-SBM-3	S4-SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	183
S4.MDR	S4.MDR - Minimum disclosure requirements	Not applicable
G1-GOV-1	G1-GOV-1 - The role of the administrative, management and supervisory bodies	338
G1.MDR	G1.MDR - Minimum disclosure requirements	274
G1-1	G1-1 - Business conduct policies and corporate culture	274
G1-2	G1-2 - Management of relationships with suppliers	284
G1-6	G1-6 - Payment practices	159

Annex 2: Correlation table of the summary with the DRs

Chapter	Title	N°	Disclosure Requirements
4 - Sustainability report	GOVERNANCE AND STRATEGY - General information (ESRS 2)	1	BP-1; BP-2; E1.IRO-1; E1.MDR-T; E1.SBM-3; GOV-4; GOV-5; IRO-1; IRO-2; MDR-A; MDR-P; MDR-T; S1-1; S1-2; S4.SBM-3; SBM-1; SBM-2; SBM-3
4 - Sustainability report	Reporting basis for the statement	1.1	BP-1; MDR-P; S1-1
4 - Sustainability report	CSR Strategy	1.2	MDR-P; S1-1; S1-2; SBM-2; SBM-3
4 - Sustainability report	PEOPLE, PLANET, PROFIT: Our commitments and highlights	1.2.1	S1-2
4 - Sustainability report	Integration into the Group's CSR strategy (SBM-1)	1.2.2	SBM-2; SBM-3
4 - Sustainability report	Materiality analysis and management of impacts, risks and opportunities	1.3	BP-2;
4 - Sustainability report	Identification and assessment process (IRO-1)	1.3.1	IRO-1; IRO-2;
4 - Sustainability report	Integration of stakeholders (SBM-2)	1.3.2	S4.SBM-3
4 - Sustainability report	Results of the materiality analysis (IRO-2, SBM-3)	1.3.3	BP-2; SBM-1; SBM-3; S4.SBM-3;
4 - Sustainability report	CSR Governance	1.4	E1.IRO-1; E1.MDR-T; E1.SBM-3; MDR-A; MDR-P; MDR-T
4 - Sustainability report	Managing CSR projects (GOV-1)	1.4.1	GOV-1
4 - Sustainability report	Information provided and sustainability matters addressed (GOV-2)	1.4.2	GOV-2
4 - Sustainability report	Integration of CSR issues in incentive policy (GOV-3)	1.4.3	GOV-3 ; E1-GOV3
4 - Sustainability report	Investment policy integrating CSR issues	1.4.4	
4 - Sustainability report	Reporting adapted to the issues	1.4.5	
4 - Sustainability report	Statement on the due diligence process	1.4.6	GOV-4
4 - Sustainability report	Risk management and internal controls over sustainability reporting (GOV-5)	1.4.7	GOV-5
4 - Sustainability report	Regulatory compliance and standards	1.5	
4 - Sustainability report	International frameworks and external expertise	1.5.1	
4 - Sustainability report	ISO 14001 / ISO 45001 / ISO 50001 / ISO 26000 certifications	1.5.2	
4 - Sustainability report	CSRD and Duty of Care	1.5.3	
4 - Sustainability report	PLANET - Informations environnementales (ESRS E)	2	E1.IRO-1; E1.MDR-A; E1.MDR-P; E1-1; E1-2; E1-3; E1-4; E1-6; E1-7; E2.MDR-A; E2.MDR-P; E2.MDR-T; E3.MDR-A; E3.MDR-P; E3.MDR-T; E4.MDR-A; E4.MDR-P; E4.MDR-T; E4.SBM-3; E5.IRO-1; E5.MDR-A; E5.MDR-P; E5.MDR-T; E5-1; G1.MDR-P; IRO-2; MDR-A; MDR-M; MDR-T; S1-1
4 - Sustainability report	Context and challenges	2.1	
4 - Sustainability report	LISI and the management of resource inflows [ESRS E5]	2.1.1	
4 - Sustainability report	LISI addressing the challenges of climate change [ESRS E1]	2.1.2	
4 - Sustainability report	Policy and targets	2.2	E1-2
4 - Sustainability report	Process performance	2.2.1	
4 - Sustainability report	Team training & environmental culture	2.2.2	
4 - Sustainability report	Governance and organization	2.3	
4 - Sustainability report	Reminder of environmental IROs	2.4	E5.IRO-1
4 - Sustainability report	PLANET - Climate change mitigation (ESRS E1)	2.5	E1.IRO-1; E1.MDR-A; E1.MDR-P; E1.MDR-T; E1.SBM-3; E1-1; E1-3; E1-4; E1-6; E1-7; G1.MDR-P; IRO-2; MDR-A; MDR-P; MDR-T
4 - Sustainability report	Climate transition strategy	2.5.1	E1.IRO-1; E1.MDR-P; E1.SBM-3; E1-7
4 - Sustainability report	Action plans	2.5.2	E1.MDR-A; E1-7; MDR-A
4 - Sustainability report	Carbon Assessment - Greenhouse gas emissions	2.5.3	E1-4; E1-6; E1-7

Chapter	Title	N°	Disclosure Requirements
4 - Sustainability report	Outlook and improvement plans	2.5.4	E1-1; E1-3
4 - Sustainability report	PLANET - Resource inflows and resource use (ESRS E5)	2.6	E3.MDR-A; E3.MDR-P; E3.MDR-T; E5.MDR-A; E5.MDR-P; E5.MDR-T; E5-1; MDR-T
4 - Sustainability report	Resource optimization actions	2.6.1	E3.MDR-A; E3.MDR-P; E3.MDR-T; E5.MDR-A
4 - Sustainability report	Results and analysis	2.6.2	
4 - Sustainability report	Outlook and improvement plans	2.6.3	E5.MDR-T
4 - Sustainability report	PLANET - Other environmental information	2.7	E2.MDR-A; E2.MDR-P; E2.MDR-T; E4.MDR-A; E4.MDR-P; E4.MDR-T; E4.SBM-3; MDR-A; MDR-P; MDR-T ;
4 - Sustainability report	Pollution and environmental nuisances	2.7.1	E2.MDR-A; E2.MDR-P; E2.MDR-T; MDR-A; MDR-P; MDR-T ;
4 - Sustainability report	Biodiversity and ecosystems	2.7.2	E4.MDR-A; E4.MDR-P; E4.MDR-T; E4.SBM-3
4 - Sustainability report	Information on the European Taxonomy	2.8	MDR-A; MDR-P; MDR-T; S1-1
4 - Sustainability report	2025 Scope	2.8.1	MDR-A; MDR-P; MDR-T
4 - Sustainability report	Methodology for analyzing eligible and aligned activities	2.8.2	MDR-A; MDR-P; MDR-T; S1-1
4 - Sustainability report	Turnover	2.8.3	
4 - Sustainability report	CAPEX	2.8.4	
4 - Sustainability report	OPEX	2.8.5	
4 - Sustainability report	PLANET – Performance metrics	2.9	MDR-M
4 - Sustainability report	PEOPLE - Social information (ESRS S)	3	MDR-M; MDR-T; S1.MDR-A; S1.MDR-P; S1.MDR-T; S1.SBM-3; S1-1; S1-10; S1-11; S1-12; S1-13; S1-15; S1-16; S1-17; S1-2; S1-4; S1-5; S1-6; S1-7; S1-8; S1-9; SBM-1
4 - Sustainability report	PEOPLE - Occupational health and safety (ESRS S1)	3.1	MDR-T; S1.MDR-A; S1.MDR-P; S1.MDR-T; S1-1; S1-4; S1-5 ; S1-14
4 - Sustainability report	Strategic context and challenges	3.1.1	S1.SBM-3
4 - Sustainability report	Policy and commitments	3.1.2	S1-1
4 - Sustainability report	Impacts, risks and opportunities (IRO)	3.1.3	S1.MDR-P; S1.MDR-T; S1.SBM-3
4 - Sustainability report	Governance and resources	3.1.4	
4 - Sustainability report	Actions	3.1.5	S1.MDR-A
4 - Sustainability report	Results and analysis	3.1.6	S1.MDR-T ; S1-14
4 - Sustainability report	Outlook and improvement plans	3.1.7	
4 - Sustainability report	PEOPLE - Working conditions of LISI employees & Human Capital Development (ESRS S1)	3.2	MDR-T; S1.MDR-A; S1.MDR-P; S1.MDR-T; S1.SBM-3; S1-1; S1-10; S1-11; S1-12; S1-13; S1-15; S1-16; S1-17; S1-2; S1-4; S1-5; S1-6; S1-7; S1-8; S1-9; SBM-1 ;
4 - Sustainability report	Strategic context and challenges	3.2.1	
4 - Sustainability report	Policy and commitments	3.2.2	S1.MDR-P; S1.SBM-3; S1-1
4 - Sustainability report	Impacts, risks and opportunities (IRO)	3.2.3	S1.MDR-P; S1.MDR-T; S1.SBM-3
4 - Sustainability report	Governance and resources	3.2.4	
4 - Sustainability report	Actions and Results	3.2.5	S1.MDR-A; S1.MDR-T; S1.SBM-3; S1-1; S1-12; S1-13; S1-17; S1-2; S1-6; S1-7; S1-9 ; SBM-1
4 - Sustainability report	Analysis of gaps compared to objectives	3.2.6	S1-1; S1-10; S1-11; S1-15; S1-16; S1-2; S1-4; S1-5; S1-8 ; S1-9
4 - Sustainability report	Outlook and improvement plans	3.2.7	
4 - Sustainability report	PEOPLE – Performance metrics	3.3	MDR-M
4 - Sustainability report	PROFIT - Information Relating to the Conduct of Business (ESRS G)	4	E1.SBM-3; G1.MDR-A; G1-1; G1-2; MDR-A; MDR-M; MDR-T; S1-1; S1-3
4 - Sustainability report	PROFIT - Corporate culture (ESRS G1)	4.1	G1.MDR-A; G1-1; MDR-A; MDR-T; S1-1; S1-3 ;
4 - Sustainability report	Strategic context and challenges	4.1.1	G1-1
4 - Sustainability report	Policy and commitments	4.1.2	G1.MDR-A; G1-1; MDR-A; S1-1
4 - Sustainability report	Impacts, risks and opportunities (IRO)	4.1.3	G1-1
4 - Sustainability report	Governance and resources	4.1.4	G1-1
4 - Sustainability report	Actions	4.1.5	G1-1; S1-3

Chapter	Title	N°	Disclosure Requirements
4 - Sustainability report	Results	4.1.6	G1.MDR-A; MDR-A
4 - Sustainability report	Outlook and improvement plans	4.1.7	
4 - Sustainability report	PROFIT - Innovation, quality and safety	4.2	MDR-T
4 - Sustainability report	Impacts, risks and opportunities	4.2.1	
4 - Sustainability report	PROFIT - Innovation, quality and safety - Aeronautics sector	4.2.2	
4 - Sustainability report	PROFIT - Innovation, quality and safety - Automotive sector	4.2.3	
4 - Sustainability report	PROFIT - Securing financial resources	4.3	MDR-T
4 - Sustainability report	Long-term financial strategy	4.3.1	
4 - Sustainability report	Impacts, risks and opportunities (IRO)	4.3.2	
4 - Sustainability report	Integration of CSR issues in our financial decisions	4.3.3	
4 - Sustainability report	Sustainable or environmentally friendly capital expenditure	4.3.4	
4 - Sustainability report	Impact financing	4.3.5	
4 - Sustainability report	PROFIT - Responsible Purchasing	4.4	G1.MDR-A; G1.MDR-P; G1.MDR-T; G1-2; G1-6; MDR-A; MDR-P; MDR-T; S1-1
4 - Sustainability report	Context and strategic challenges	4.4.1	S1-1
4 - Sustainability report	Policy and commitments	4.4.2	G1.MDR-P; MDR-P; S1-1
4 - Sustainability report	Impacts, risks and opportunities (IRO)	4.4.3	G1.MDR-P; G1.MDR-T
4 - Sustainability report	Governance and resources	4.4.4	
4 - Sustainability report	Actions and results	4.4.5	G1.MDR-A; G1-2; G1-6; MDR-A; MDR-T
4 - Sustainability report	Outlook and improvement plans	4.4.6	G1.MDR-T; MDR-T
4 - Sustainability report	PROFIT – Performance metrics	4.5	MDR-M
6 - Corporate governance	Corporate governance		GOV-1 ; GOV-2 ; GOV-3 ;
5 - Risk factors	Risk factors		GOV-5 ;

Annex 3: List of data points in transversal and topical standards arising from other EU legislative acts

Disclosure Requirement and related data point	SFDR reference	Pillar 3 reference	Benchmark index regulation reference	European Climate law reference	Paragraph
ESRS 2 GOV-1 Board's gender diversity paragraph 21, point d)	Metric No. 13, Table 1, Annex I		Annex II of Commission Delegated Regulation (EU) 2020/1816		URD Chapter 6
ESRS 2 GOV-1 Percentage of board members who are independent directors paragraph 21, point e)			Annex II of Commission Delegated Regulation (EU) 2020/1816		URD Chapter 6
ESRS 2 GOV-4 Due diligence statement paragraph 30	Metric No. 10, Table 3, Annex I				§1.4.6
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40, point d) i)	Metric No. 4, Table 1, Annex I	Article 449 <i>bis</i> of Regulation (EU) 575/2013; Commission Implementing Regulation (EU) 2022/2453 Table 1: Qualitative information on environmental risk and Table 2: Qualitative information on social risk	Annex II of Commission Delegated Regulation (EU) 2020/1816		Not applicable
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40, point d) ii)	Metric No. 9, Table 2, Annex I		Annex II of Commission Delegated Regulation (EU) 2020/1816		Not applicable
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40, point d) iii)	Metric No. 14, Table 1, Annex I		Article 12 (1) of Delegated Regulation (EU) 2020/1818, Annex II to Delegated Regulation (EU) 2020/1816		Not applicable
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40, point d) iv)			Delegated Regulation (EU) 2020/1818, Article 12 (1) of Delegated Regulation (EU) 2020/1816, Annex II		Not applicable
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Article 2 (1) of Regulation (EU) 2021/1119	§2.5.4
ESRS E1-1 Undertakings excluded from Paris-aligned benchmarks paragraph 16, point g)		Article 449 <i>bis</i> Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, template 1: Banking book - Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Article 12 (1) (d) to (g) and Article 12 (2) of Delegated Regulation (EU) 2020/1818		Not applicable

Disclosure Requirement and related data point	SFDR reference	Pillar 3 reference	Benchmark index regulation reference	European Climate law reference	Paragraph
ESRS E1-4 GHG emission reduction targets paragraph 34	Metric No. 4, Table 2, Annex I	Article 449 <i>bis</i> Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, template 3: Banking book - Climate change transition risk: alignment metrics	Article 6 of Delegated Regulation (EU) 2020/1818		§2.5
ESRS E1-5 Consumption of energy from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Metric No. 5, Table 1, and metric No. 5, Table 2, Annex I				§2.5.2
ESRS E1-5 Energy consumption and mix paragraph 37	Metric No. 5, Table 1, Annex I				§2.5.2
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Metric No. 6, Table 1, Annex I				Not applicable
ESRS E1-6 Gross GHG emissions of scopes 1, 2 or 3 and total GHG emissions paragraph 44	Metrics No. 1 and No. 2, Table 1, Annex I	Article 449 <i>bis</i> of Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, template 1: Banking book - Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Articles 5 (1), 6 and 8 (1) of Delegated Regulation (EU) 2020/1818		§2.5.3
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Metric No. 3, Table 1, Annex I	Article 449 <i>bis</i> of Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, template 3: Banking book - Climate change transition risk: alignment metrics	Article 8 (1) of Delegated Regulation (EU) 2020/1818		§2.9
ESRS E1-7 GHG removals and carbon credits paragraph 56				Article 2 (1) of Regulation (EU) 2021/1119	§2.5.2
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Annex II of Delegated Regulation (EU) 2020/1818, Annex II of Delegated Regulation (EU) 2020/1816		§2.8
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66, point c)		Article 449 <i>bis</i> of Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, paragraphs 46 and 47, template 5: Banking book - Climate change physical risk: exposures subject to physical risk			Non-material

Disclosure Requirement and related data point	SFDR reference	Pillar 3 reference	Benchmark index regulation reference	European Climate law reference	Paragraph
ESRS E1-9 Breakdown of the carrying value of the undertaking's real estate assets by energy-efficiency class paragraph 67, point c)		Article 449 bis of Regulation (EU) No. 575/2013, Commission Implementing Regulation (EU) 2022/2453, paragraph 34, template 2: Banking book - Climate change transition risk: Loans collateralized by immovable property - Energy efficiency of the collateral			Non-material
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69			Annex II of Commission Delegated Regulation(EU) 2020/1818		Non-material
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Metric No. 8, Table 1, Annex I; metric No. 2, Table 2, Annex I, metric No. 1, Table 2, Annex I; metric No. 3, Table 2, Annex I				Non-material
ESRS E3-1 Water and marine resources paragraph 9	Metric No. 7, Table 2, Annex I				Non-material
ESRS E3-1 Dedicated policy paragraph 13	Metric No. 8, Table 2, Annex I				Non-material
ESRS E3-1 Sustainable oceans and seas paragraph 14	Metric No. 12, Table 2, Annex I				Non-material
ESRS E3-4 Total water recycled and reused paragraph 28, point c)	Metric No. 6.2, Table 2, Annex I				Non-material
ESRS E3-4 Total water consumption in m ³ per net revenue on own operations paragraph 29	Metric No. 6.1, Table 2, Annex I				Non-material
ESRS 2- IRO 1 - E4 paragraph 16, point a) i)	Metric No. 7, Table 1, Annex I				§2.7.2
ESRS 2- IRO 1 - E4 paragraph 16, point b)	Metric No. 10, Table 2, Annex I				§2.7.2
ESRS 2- IRO 1 - E4 paragraph 16, point c)	Metric No. 14, Table 2, Annex I				§2.7.2
ESRS E4-2 Sustainable land/agriculture practices or policies paragraph 24, point b)	Metric No. 11, Table 2, Annex I				Non matériel
ESRS E4-2 Sustainable oceans/seas practices or policies paragraph 24, point c)	Metric No. 12, Table 2, Annex I				Non matériel

Disclosure Requirement and related data point	SFDR reference	Pillar 3 reference	Benchmark index regulation reference	European Climate law reference	Paragraph
ESRS E4-2 Policies to address deforestation paragraph 24, point d)	Metric No. 15, Table 2, Annex I				Non-material
ESRS E5-5 Non-recycled waste paragraph 37, point d)	Metric No. 13, Table 2, Annex I				Section 2.6.2
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Metric No. 9, Table 1, Annex I				Section 2.6.2
ESRS 2- SBM3 - S1 Risk of incidents of forced labor paragraph 14, point f)	Metric No. 13, Table 3, Annex I				Section 1.2.1
ESRS 2- SBM3 - S1 Risk of incidents of child labor paragraph 14, point g)	Metric No. 12, Table 3, Annex I				Section 1.2.1
ESRS S1-1 Human rights policy commitments paragraph 20	Metric No. 9, Table 3, and metric No. 11, Table 1, Annex I				Section 1.2.1
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labour Organization Conventions 1 to 8 paragraph 21			Annex II of Commission Delegated Regulation (EU) 2020/1816		Section 1.4.6 ; Section 4.1
ESRS S1-1 Processes and measures for preventing trafficking in human beings paragraph 22	Metric No. 11, Table 3, Annex I				Section 4.1
ESRS S1-1 Workplace accident prevention policy or management system paragraph 23	Metric No. 1, Table 3, Annex I				Section 3.1
ESRS S1-3 Grievance/ complaints handling mechanisms paragraph 32, point c)	Metric No. 5, Table 3, Annex I				Section 4.1
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88, points b) and c)	Metric No. 2, Table 3, Annex I		Annex II of Commission Delegated Regulation (EU) 2020/1816		Section 3.1.6
ESRS S1-14 Number of days lost due to injuries, accidents, fatalities or illness paragraph 88, point e)	Metric No. 3, Table 3, Annex I				Section 3.1.6
ESRS S1-16 Unadjusted gender pay gap paragraph 97, point a)	Metric No. 12, Table 1, Annex I		Annex II of Delegated Regulation (EU) 2020/1816		To be completed in Y+1
ESRS S1-16 Excessive CEO pay ratio paragraph 97, point b)	Metric No. 8, Table 3, Annex I				To be completed in Y+1
ESRS S1-17 Incidents of discrimination paragraph 103, point a)	Metric No. 7, Table 3, Annex I				Section 3.2.5 ; Section 4.1.6

Disclosure Requirement and related data point	SFDR reference	Pillar 3 reference	Benchmark index regulation reference	European Climate law reference	Paragraph
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104, point a)	Metric No. 10, Table 1, and metric No. 14, Table 3, Annex I		Annex II of Delegated Regulation (EU) 2020/1816, Article 12 (1) of Delegated Regulation (EU) 2020/1818		Section 4.1
ESRS 2- SBM3 – S2 Significant risk of child labor or forced labor in the value chain paragraph 11, point b)	Metrics No. 12 and No. 13, Table 3, Annex I				Section 4.1
ESRS S2-1 Human rights policy commitments paragraph 17	Metric No. 9, Table 3, Annex I, and metric No. 11, Table 1, Annex I				Section 1.2.1
ESRS S2-1 Policies related to value chain workers paragraph 18	Metrics No. 11 and No. 4, Table 3, Annex I				Non-material
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Metric No. 10, Table 1, Annex I		Annex II of Delegated Regulation (EU) 2020/1816, Article 12 (1) of Delegated Regulation (EU) 2020/1818		Non-material
ESRS S2-1 Due diligence policies on issues addressed by the International Labour Organization Fundamental Conventions 1 to 8, paragraph 19			Annex II of Delegated Regulation (EU) 2020/1816		Non-material
ESRS S2-4 Human rights issues and incidents identified in the upstream or downstream value chain paragraph 36	Metric No. 14, Table 3, Annex I				Section 4.1.6
ESRS S3-1 Human rights policy commitments paragraph 16	Metric No. 9, Table 3, Annex I, and metric No. 11, Table 1, Annex I				Section 1.2.1
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles and/or OECD guidelines, paragraph 17	Metric No. 10, Table 1, Annex I		Annex II of Delegated Regulation (EU) 2020/1816, Article 12 (1) of Delegated Regulation (EU) 2020/1818		Section 4.1.6
ESRS S3-4 Human rights issues and incidents paragraph 36	Metric No. 14, Table 3, Annex I				Section 4.1.6
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Metric No. 9, Table 3, Annex I, and metric No. 11, Table 1, Annex I				Non-material

Disclosure Requirement and related data point	SFDR reference	Pillar 3 reference	Benchmark index regulation reference	European Climate law reference	Paragraph
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines, paragraph 17	Metric No. 10, Table 1, Annex I		Annex II of Delegated Regulation (EU) 2020/1816, Article 12 (1) of Delegated Regulation (EU) 2020/1818		Non-material
ESRS S4-4 Human rights matters and incidents paragraph 35	Metric No. 14, Table 3, Annex I				Non-material
ESRS G1-1 United Nations Convention against Corruption paragraph 10, point b)	Metric No. 15, Table 3, Annex I				Section 4.1
ESRS G1-1 Protection of whistle-blowers paragraph 10, point d)	Metric No. 6, Table 3, Annex I				Section 4.1
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24, point a)	Metric No. 17, Table 3, Annex I		Annex II of Delegated Regulation (EU) 2020/1816		Section 4.1
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24, point b)	Metric No. 16, Table 3, Annex I				Section 4.1

7 Sustainability auditor's report

REPORT ON THE CERTIFICATION OF INFORMATION ON SUSTAINABILITY AND THE CONTROL OF THE REQUIREMENTS FOR THE PUBLICATION OF INFORMATION PROVIDED FOR IN ARTICLE 8 OF REGULATION (EU) 2020/852 OF LISI RELATING TO THE FISCAL YEAR ENDED DECEMBER 31, 2025

To the Shareholders,

This report is issued in our capacity as an independent third party assessing LISI's compliance. As an independent third party, this opinion covers the information on sustainability and the information provided for in Article 8 of Regulation (EU) 2020/852, relating to the fiscal year ended December 31, 2025, included in the Group's management report and presented in Sections 1 to 4 of Chapter 4 appearing in the Universal Registration Document.

Pursuant to Article L.233-28-4 of the French Commercial Code, LISI is required to include the aforementioned information in a separate section of its report on the Group's management. This information makes it possible to understand the impacts of LISI's activity on sustainability matters, as well as the way in which these matters affect the development of its business, its results and its position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to II of Article L.822-24 of the aforementioned code, our mission is to carry out the work necessary to issue an opinion, expressing limited assurance, on:

- compliance with the sustainability reporting standards adopted pursuant to Article 29 *ter* of Directive (EU) 2013/34 of the European Parliament and of the Council of December 14, 2022 (hereinafter ESRS for European Sustainability Reporting Standards) the process implemented by LISI to determine the information published, and compliance with the obligation to consult the Social and Economic Committee provided for in the sixth paragraph of Article L.2312-17 of the French Labor Code;
- compliance of the sustainability information included in the Group's management report and presented in Sections 1 to 4 of Chapter 4 of the Universal Registration Document with the requirements of Article L.233-28-4 of the French Commercial Code, including with the ESRS; and
- compliance with the disclosure requirements of Article 8 of Regulation (EU) 2020/852.

This mission is carried out in accordance with the ethical rules, including independence, and the quality rules prescribed by the French Commercial Code.

It is also governed by the guidelines of the High Audit Authority "Certification of information on sustainability and control of the disclosure requirements of information provided for in Article 8 of Regulation (EU) 2020/852" and by the CSRD sustainability statement audit program T.RD.RSEF 1 v2.

In the following three separate parts of the report, we present, for each of the areas of our mission, the nature of the verifications that we carried out and the conclusions that we

drew from them, and, in support of these conclusions, the elements that were the subject of particular attention and the procedures we have implemented in respect of these elements. We draw your attention to the fact that we do not express a conclusion on these elements taken separately and that the procedures explained must be considered as part of the overall context of the formation of the conclusions issued on each of the three areas of our mission.

Finally, when it seems necessary to draw your attention to one or more pieces of information on sustainability provided by LISI in its report on the Group's management, we have created an observation paragraph.

Finally, when it seems necessary to draw your attention to one or more pieces of information on sustainability provided by LISI in its report on the Group's management, we have created an observation paragraph.

Limits of our mission

As our mission aims to provide limited assurance, the nature (choice of control techniques) of the work, its scope (amplitude) and its duration are less than those necessary to obtain reasonable assurance.

In addition, this mission does not consist in guaranteeing the viability or quality of LISI's management, in particular in making an assessment that would go beyond compliance with the information requirements of the ESRS on the relevance of the choices made by LISI in terms of action plans, targets, policies, scenario analyzes and transition plans.

Furthermore, as forward-looking information is inherently uncertain, its future occurrence will sometimes differ materially from the forward-looking information presented in the Group's management report.

Our mission does however make it possible to express conclusions regarding the process of determining the sustainability information published, the information itself, and the information published pursuant to Article 8 of Regulation (EU) 2020/852, with regard to the absence of identification or, on the contrary, identification of errors, omissions or inconsistencies of such importance as to be likely to influence the decisions that could be taken by readers of the information subject to our verifications.

The sustainability information and the information provided for in Article 8 of Regulation (EU) No. 2020/852 may be subject to inherent uncertainty in the state of scientific knowledge and the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used to prepare it and presented in the Group's management report.

Compliance with the ESRS of the process implemented by LISI to determine the information published, and compliance with the obligation to consult the Social and Economic Committee provided for in the sixth paragraph of Article L.2312-17 of the French Labor Code

Nature of verifications carried out

Our work consisted in verifying that:

- the process defined and implemented by LISI enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities (IROs) related to sustainability matters, and to identify those of these material impacts, risks and opportunities that led to the publication of sustainability information in the Group’s management report and presented in Sections 1 to 4 of Chapter 4 of the Universal Registration Document; and
- the information provided on this process is also in accordance with the ESRS.

In addition, we monitored compliance with the obligation to consult the Social and Economic Committee.

Conclusion of the verifications carried out

Based on the verifications that we carried out, we did not identify any material errors, omissions or inconsistencies concerning the compliance of the process implemented by LISI with the ESRS.

Concerning the consultation of the Social and Economic Committee provided for in the sixth paragraph of Article L.2312-17 of the French Labor Code, we noted that LISI has not set up a Social and Economic Committee at the level of the consolidating parent company, as the latter is not subject to it. This entity is therefore not subject to any obligation to consult.

Compliance of the sustainability information included in the Group’s management report and presented in Sections 1 to 4 of Chapter 4 of the Universal Registration Document with the requirements of Article L.232-6-3 or L.233-28-4 of the French Commercial Code, including with the ESRS.

Nature of verifications carried out

Our work consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the information provided makes it possible to understand the arrangements for preparing and governing the sustainability information included in the Group’s management report and presented in Sections 1 to 4 of Chapter 4 of the Universal Registration Document, including the methods used to determine the information on the value chain and the disclosure exemptions used;
- the presentation of this information ensures readability and comprehensibility;

- the scope used by LISI in relation to this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of its users, that this information is free of material errors, omissions, inconsistencies, i.e. likely to influence the judgment or decisions of users of this information.

Conclusion of the verifications carried out

Based on our verifications, we did not identify any material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Group’s management report and presented in Sections 1 to 4 of Chapter 4 in the Universal Registration Document with the requirements of Article L.232-6-3 or L.233-28-4 of the French Commercial Code, including with the ESRS.

Observation

Without calling into question the conclusion expressed above, we draw your attention to the information included in the Group’s management report and presented in Section 1.1 of Chapter 4 of the Universal Registration Document:

Section 1.1 of the sustainability report sets out the methodological guidelines used to prepare the report, including a paragraph on “limitations” and a paragraph on “potential for improvement”. They alert the reader to the difficulty of interpreting all the regulatory requirements without relying on recognized best practices and/or comparative data, with data collection difficulties particularly in the value chain, and in a context where the regulatory texts themselves are subject to potentially significant challenges at the European Union level. The areas for improvement mentioned include the following points:

- strengthen information systems through an EPM platform to automate and standardize data collection, consolidation and control, while offering a visualization platform for interested parties;
- strengthen the focus of the risk management system and internal control on sustainability information by implementing new procedures in 2026.

Section 2.5 of the sustainability report details the methodological guidelines used for the preparation of the Carbon Footprint and the transition plan. The update of the 2025 emission factors has a significant impact on changes in greenhouse gas emissions. The emissions of previous years are based on the old emission factors and have not been recalculated, in order to guarantee continuity with previous publications. The transition plan is currently being revised and is part of the 2026 projects. Among the expected improvements, the links between decarbonization levers, the financial elements and the decarbonization trajectory will be strengthened.

Compliance with the disclosure requirements of Article 8 of Regulation (EU) 2020/852

Nature of verifications carried out

Our work consisted in verifying the process implemented by LISI to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also consisted in verifying the information published pursuant to Article 8 of Regulation (EU) 2020/852, which involves verifying:

- compliance with the rules governing the presentation of this information, which guarantee its readability and comprehensibility;

- on the basis of a selection, the absence of material errors, omissions, inconsistencies in the information provided, i.e. likely to influence the judgment or decisions of the users of this information.

Conclusion of the verifications carried out

Based on our verifications, we did not identify any material errors, omissions or inconsistencies regarding compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

The sustainability auditors

Paris, March 13, 2026
RSE France

G rard SCHOUN





5

**RISK
FACTORS**

5 RISK FACTORS

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Introduction

The LISI Group is engaged in a convergent risk management process. It manages its risk mapping in line with COSO guidelines, as well as complying with the provisions of Articles L.225-37 and L.225-68 of the French Commercial Code on financial security and the recommendations of the French Financial Markets Authority (AMF - *Autorité des Marchés Financiers*). Having identified and listed risks at the level of each individual unit (production or distribution sites), the Group consolidated all of the risks to which it is exposed in a matrix showing occurrence probability and severity rate (bottom-up approach). A “top down” approach is then used to prioritize risks. Each significant risk identified is the subject of an action plan reviewed periodically and, if necessary or in parallel, of a proactive approach to prevention, insurance cover, accounting provisions or operational actions.

The rate of occurrence of major crises has accelerated over the last decade and the nature of these crises has diversified: the chain of health, logistics and geopolitical crises between 2019 and 2025 is an example. The LISI Group must therefore deal with poly-critical and multi-faceted crises, the magnitude of which is increasing. To mitigate the potential impact of crises, the Group has improved its detailed understanding of risks and developed specific mitigation plans, while also strengthening its management system and operational agility.

Consideration and impact of the sale of LISI MEDICAL:

LISI has maintained its risk assessment method, which consists in having risks assessed by the production entities, the specialized departments responsible for mitigation treatments, and the governance bodies. A review of the assessments is carried out at each management level to obtain a peripheral and comprehensive overview of risks and how they are addressed through a mitigation action plan, thereby enabling monitoring of the actual mitigation of identified risks.

The sale of LISI MEDICAL has not resulted in any significant changes, either in the risk assessment process or in the implementation of action plans to address those risks. Similarly, no restatement of the previous valuation was performed, as LISI MEDICAL’s business model was very similar to that of LISI AEROSPACE and LISI AUTOMOTIVE: metal forming (shared suppliers across the divisions), in production facilities using equivalent production tools (stamping, machining, heat treatment, or surface treatment), to manufacture finished products defined by customers based on drawings, according to a forecast order book periodically confirmed with broad contractual commitments (logistical, quality-related, etc.). Similarly, to support this production, LISI MEDICAL would rely on support services equivalent to those required by LISI’s other divisions: Logistics, IT, Customer Management, etc. Given this context, it was therefore not necessary to revise the previous risk assessment.

1 Financial risk matrix

OPERATIONAL RISK FACTORS

Risk factors	Main risk management measures	Residual criticality	Net impact	Change	Section
Purchases, Production: ■ Failure of subcontractors (heat treatment, machining, sterilization, etc.) or suppliers (raw materials, components) disrupting our production cycles.	■ Supplier panel qualification process. ■ Assessment of suppliers and their specific risks through audits for strategic suppliers. ■ Consideration of geopolitical, social, ethical, economic and financial risks. ■ Monthly monitoring of the operational and financial performance of suppliers.	●●○○	●○○○	➤	2.1.1.
ESG ■ Logistical tensions related to supply difficulties, volatile customer backlogs and the number of new parts to be developed.	■ Creation of strategic inventories. ■ Reinforcement of strategic partnerships and Development and Logistics teams.	●●○○	●○○○	➤	2.1.1.

Risk factors	Main risk management measures	Residual criticality	Net impact	Change	Section
Innovation, Competitiveness, Competitive positioning ESG ■ Competitive pressure (flagship products or new technologies).	■ Excellence in Price-Quality-Time.	●●○○	●●○○	▼	2.1.2.
	■ Existence of standards for managing the life of a program. ■ Systematic assessment of program risk from the initial phase. ■ Monthly review of programs and follow-up of action plans. ■ New product tracking.	●●○○	●●○○	▼	2.1.3.
■ Lack of new customer programs and continued strong pressure on the prices of existing programs.	■ Proximity to customers and proximity to Research and Development centers. ■ Industrial innovation plans.	●●○○	●●○○	▼	2.1.2.
	■ Key skills training for identified employees. ■ Plans for automation/autonomization of industrial processes.	●●○○	●●○○	▼	2.1.4.
■ Entry of new competitors or consolidation of customers in certain geographic areas. ■ Lack of key skills.	■ Close relationships with customers. ■ Analytical valuation of commercial positions.	●●○○	●●○○	▼	2.1.3.
ESG ■ Failed negotiations with major customers.	■ Investment plan integrated into strategic plan. ■ Digitization of Support functions. ■ Management and allocation of necessary resources.	●●○○	●●○○	▼	2.1.5.
■ Loss of productivity and/or obsolescence of means of production.	■ Upstream integration of customer feedback received during regular meetings.	●○○○	●○○○	▶	2.1.6.
■ New product failures.	■ Legal protection policy for innovations and manufacturing processes. ■ Carrying out prior art searches and technological monitoring. ■ Centralized management of technical and legal issues.	●●○○	●○○○	▶	2.1.7.
Quality: Major quality issue for products manufactured by LISI or delivered by its suppliers. Reinforcement of customer quality requirements.	■ Certifications by business sector, stirred by a dedicated Quality Department. ■ Safety Management System integrated into the management system (AEROSPACE division). ■ Whistleblowing system and fact-based problem-solving culture. ■ Reinforcement of quality requirements and quality control processes. ■ Process audits of critical suppliers. ■ Continuation of the "0 escape" project, including a training plan. ■ Comprehensive and substantial insurance coverage.	●●○○	●●○○	▶	2.1.8.
ESG					
Industrial footprint: Evolution of the industrial footprint.	■ Transfer or specific plans aimed at making sites more competitive.	●●○○	●●●●	▲	2.1.9.
Safety and environmental impact: ■ Internal environmental risks: fire, pollution, noise pollution.	■ Risk prevention, investment and monitoring plans. ■ Analysis and management of environmental risk based on the ISO 14001 standard. ■ Audits carried out with insurers and extended insurance coverage. ■ Negotiations with stakeholders to reduce disturbances. ■ Business continuity plans and business recovery plans.	●○○○	●○○○	▶	2.1.10.
■ Risk of workplace accidents and/or occupational illnesses, risk of non-compliance of means of production.	■ Systematic analysis of accidents leading to action plans. ■ Systematic communication of accidents and lessons learned to all Group entities and regular audits of all sites. ■ Mandatory training in HSE rules (new hires and retraining).	●●○○	●○○○	▶	2.1.10.
ESG					


EXTERNAL RISK FACTORS

Risk factors	Main risk management measures	Residual criticality	Net impact	Change	Section
<p>Market risk: Change in the customer order book (recession, economic impacts of the climate transition) and/or risk of asymmetric non-competitiveness (business risk volatility, LISI offering lagging behind the market).</p>	<ul style="list-style-type: none"> Development of customer relations, signature of long-term contracts. Permanent competitive watch. Innovation and investment in research and development. Agile management making it possible to adjust production resources as closely as possible to demand. 	●●○○	●●●●	➤	2.2.1.
<p>Talent acquisition and retention: Skills shortage in a context of departures and tight labor market conditions.</p> <p>ESG</p>	<ul style="list-style-type: none"> Partnerships with specialized organizations or institutions and higher education. Internal mobility policy (including abroad). Training and attractiveness plans. Management of succession plans. 2024-2026 attractiveness and loyalty plans with digital component. 	●●○○	●○○○	➤	2.2.2.
<p>Cybersecurity and reliability of information systems and product data.</p>	<ul style="list-style-type: none"> Team of specialists dedicated to cybersecurity led by a RSSI. Protection of connected industrial equipment. Business continuity plans and business recovery plans. Regular audits of sensitive applications. Group-wide crisis simulation exercises. Deployment of online IT security training and awareness-raising campaigns. Significant insurance coverage. 	●●○○	●●●○	⬆	2.2.3.
<p>Climate transition, decarbonization and seismic events: negative effects of climate transition, decarbonization and seismic events.</p> <p>ESG</p>	<ul style="list-style-type: none"> Analysis of vulnerabilities to the climate transition of the industrial site portfolio. Assessment of external factors (fire, climate risks, cyber, etc.), through specific audits for the most exposed sites. Deployment of crisis management plans and insurance covering seismic risk. Business continuity plans and business recovery plans. Implementation of water conservation measures. Extended insurance coverage. Work on double site certification. 	●●○○	●●○○	New	2.2.4.
<p>Geopolitics:</p> <ul style="list-style-type: none"> Political instability. 	<ul style="list-style-type: none"> Work on double site certification. Establishment of safety inventories. Qualifications of double sources of supply. Business continuity plans and business recovery plans. 	●●○○	●●○○	⬇	2.2.5.
<ul style="list-style-type: none"> Taxes and customs: entry into a global protectionist cycle, with higher customs and tax barriers. 	<ul style="list-style-type: none"> Location of production and supplies. Transfer in selling prices. 	●●○○	●●○○	➤	2.2.6.
<ul style="list-style-type: none"> Foreign exchange risk. <p>ESG</p>	<ul style="list-style-type: none"> Hedging policy for financial instruments for strategic raw materials and currencies. Monitoring of positions, improvement of reporting systems. 	●●○○	●●●○	⬆	2.2.7.

2 Factors and financial risks management

2.1 Operational Risk Factors

2.1.1 Purchasing, Production

Residual criticality: ●●○○ Net impact: ●○○○ Change: 

Identification of risk

In 2025, LISI spent a total of approximately €1 billion in purchases on energy, raw materials, components, subcontracting, and maintenance operations from nearly 10,000 suppliers and subcontractors located in various countries. A significant part of the product ranges at the various plants is produced with the assistance of subcontractors and suppliers, whose specific characteristics can make it difficult to set up alternative production processes in the event of a major incident involving these subcontractors and suppliers. These major incidents can take various forms, such as issues with product or service quality, insufficient deliveries, or deliveries made impossible by a disaster (such as a fire, for example), natural disasters (earthquakes, floods), major geopolitical events, or critical financial failures (such as liquidation, for example).

Potential impact

A prolonged failure on the part of a heat treatment or machining subcontractor, for example, or a supplier of raw materials or components, could disrupt the Group's production cycles and result in additional costs, thereby reducing its profitability, its ability to generate cash flow, and the implementation of its development projects.

If the logistical challenges stemming from supply difficulties were to materialize, they could disrupt the company's supply chains, initially resulting in costs associated with rework and additional deliveries that could erode its profitability, as well as inadequate inventory levels that could impair its ability to generate sufficient cash flow to finance its operations.

Risk management

LISI has implemented processes to monitor the reliability, quality, financial health, and CSR practices of its suppliers in order to ensure the quality of their production, their long-term viability, and their impact on stakeholders. This close monitoring is overseen by the Group's Purchasing Department and is reflected in particular in the following risk management plans:

- assessment of the degree of dependency based on the revenue entrusted to the supplier;

- assessment of suppliers' operational capabilities and their specific risks, particularly through multi-dimensional audits for strategic suppliers; audits that take into account aspects such
- assessment of geopolitical, cybersecurity and specific risks (fire, pollution, flooding, etc.);
- strategic stockpiling at various plants;
- qualification of suppliers or subcontractors capable of replacing the current contractors;
- assessment of suppliers' financial performance and CSR practices at the time of onboarding and annually for strategic suppliers, conducted primarily using dedicated analytical tools;
- strengthening of relationships with strategic suppliers and subcontractors by establishing multi-year strategic partnerships;
- product development and implementation of investments to address the major weaknesses identified.

This plan for managing the risk of subcontractor or supplier failure begins during the supplier selection process and continues throughout the relationship, through regular reviews conducted at various intervals (monthly, annually, etc.). A decline in supplier performance is addressed through the implementation of various corrective action plans (industrial, financial, quality, etc.), which, if they fail to bring the risk under control, may result in the immediate termination of the relationship.

For more information on LISI's Responsible Purchasing policy, please refer to Chapter "4.4.4 PROFIT - Responsible Purchasing".


2.1.2 Innovation, Competitiveness, Competitive Positioning - Competitive Pressure

Identification of risk

LISI's various divisions operate in distinct competitive environments. The aerospace fasteners subsector is characterized by barriers to entry resulting from the certifications required to participate in tenders. The aerospace structural components sub-sector is characterized by a shared product focus with customers. In both cases, competitive pressure stems from industrial process or product innovation, as new technologies could render entire families of parts obsolete. The automotive sector faces intense competitive pressure among various automotive suppliers and significant price pressure from original equipment manufacturers (OEMs), who themselves are dealing with a demand-driven market characterized by numerous new entrants and ongoing or upcoming consolidation trends among their customers. Production volumes in this sector are directly linked to the sales levels of each end customer in their respective markets.

Potential impact

A major technological advancement in the aerospace industry could lead to a significant drop in a site's production volumes, a substantial loss of revenue, and consequently a decline in profitability, as production capacity is no longer fully utilized. The ongoing or future consolidation of players in the automotive sector could lead to the loss of customers and, consequently, a significant drop in revenue, resulting in a decline in profitability due to underutilization of the plant's capacity. It can also lead to a surge in the volume of orders placed by customers in exchange for lower prices, which might require additional investments in capacity and productivity, thereby affecting the plant's ability to generate sufficient cash flow to finance its operations. Lastly, poor sales by end customers would result in lower production volumes, lower revenue, and consequently reduced profitability.

Residual criticality: ●●○○ Net impact: ●●○○ Change: 

Risk management


LISI has implemented a competitive differentiation strategy based on two key pillars, namely:

- operational excellence on the price-time-quality triptych deployed through the LISI SYSTEM, which enables the continuous optimization of industrial and management processes. LISI is thus able to maintain cost competitiveness while delivering the highest standards of quality and customer service;
- an ambitious plan for industrial innovation and investment in research and development, patent filing, and technology watch; and, finally, the development of cutting-edge production processes and technologies, including automation, the integration of artificial intelligence, and digitalization;
- finally, close relationships with customers, both from a business and a technological perspective, by offering solutions that enable active participation in major development programs for the products of tomorrow (such as carbon-free aviation or the vehicle of the future).

This strategy strengthens our position as a trusted, reliable, and innovative supplier to our customers, enables the Group to remain agile in an uncertain economic environment, and thus preserves its margins and its ability to generate sufficient cash flow to finance its operations.

For more information on LISI's Innovation, Quality and Safety policy, please refer to Chapter "4.4.2 PROFIT - Innovation, quality and safety".

2.1.3 Innovation, Competitiveness, Competitive Positioning - Impact of Customer Relationships

Residual criticality: ●●○○ Net impact: ●●○○ Change: 

Identification of risk

LISI primarily operates as a Tier 1 or Tier 2 supplier in the aerospace and automotive markets, which are mainly structured around long-term contracts awarded following competitive bidding processes, with the remainder of the market awarded through price quotation processes in response to one-off orders. A moderate portion of the customer portfolio is lost each year and must therefore be offset by acquiring new client projects in order to maintain business volume and profitability.

The two markets in which LISI operates are also subject to constant commercial pressure from contractors to lower the selling prices of existing programs. These programs are often characterized by stable volumes and controlled production, but also by sales prices that have already been reduced: as a result, the overall profitability of this type of program is slim.

Lastly, commercial negotiations are often conducted with contractors outside the period when programs are allocated through calls for tender, often at the contractors' request, and may concern program production volumes or the selling price of parts.

Potential impact

A greater decline in a factory's order backlog that is not offset by new orders could result in a shortage of work at the factory, affecting its ability to achieve expected profitability and generate sufficient cash flow to finance its operations.

Increased commercial pressure from contractors to lower the selling prices of existing programs could lead to a significant decline in the profitability of these programs, potentially resulting in negative profitability or the loss of a significant portion of these programs. In both cases, this could result in a general decline in the plant's operations, undermining its ability to achieve profitability and generate sufficient cash flow to finance its operations.

Finally, continuing commercial negotiations with customers outside the period during which key programs are allocated could result in a decrease in the production volumes allocated or in the profitability of those programs, both of which would ultimately make it difficult for a plant to achieve positive profitability and generate sufficient cash flow to finance its operations.

Risk management

LISI's management of risks associated with customer relationships is based on several key elements, including:

- operational excellence on the price-time-quality triptych deployed through the LISI SYSTEM, which enables the continuous optimization of industrial and management processes. This enables LISI to maintain its competitiveness while delivering the highest quality;
- an analytical assessment of the commercial position for each customer, taking into account all relevant factors (production, quality, logistics, etc.);
- management of structuring customer programs through a centralized and standardized process for managing the lifecycle of commercial programs;
- a process for systematically assessing the risk inherent in each commercial program, initiated at the preliminary discussion phase and continued throughout the program's lifecycle, including through monthly program reviews;
- lastly, by fostering close relationships with customers, both from a business and technological perspective, by positioning itself as a solution provider to its customers, enabling active participation in major development programs for tomorrow's products.

2.1.4 Innovation, Competitiveness, Competitive Positioning - Lack of Key Skills

Identification of risk


The Group's manufacturing processes require specialized expertise in product design, production technologies, production tooling, and the operation of production facilities, as well as in quality control, testing, and digitization, enabling it to break into new markets.

Potential impact

A decline in the number of specialized training schools that prepare students for the specific trades required for the Group's production activities could lead to a shortage of key skills, thereby making it difficult to carry out these production activities or increasing the cost of acquiring these key skills, which are essential for preserving and developing the knowledge and expertise of its teams in a rapidly evolving technological landscape (such as expertise in artificial intelligence).

Risk management

In late 2024, LISI rolled out a structured initiative called "The 20 Keys to Attracting and Retaining Talent". This approach covers twenty key areas of talent attraction and retention, ranging from the employer brand and relationships with schools and universities to job-specific training, talent management, management quality, compensation, and working conditions. Each Group site assesses its level of maturity across each of these twenty dimensions using a six-level maturity scale, identifies its priority areas for improvement, and formalizes an action plan, which is updated annually. This approach is a structuring lever to strengthen the Group's key skills over the long term, making them less dependent on individuals and more resilient to staff turnover.

Residual criticality: ●●○○ Net impact: ●●○○ Change: 

The Group also relies on its corporate university, the LISI Knowledge Institute (LKI), created in 2021 and based at the Group's head office in Grandvillars, to structure and roll out the development of its employees' key skills on a large scale. LKI directly contributes to the Group's technical, functional, and organizational excellence, as well as to the implementation of its structuring programs (LEAP, E-HSE, COS).

In addition to LKI, all of the Group's sites devote significant resources to training: in 2025, excluding LISI MEDICAL, 175,696 hours of training were completed, representing an investment of nearly €4.9 million, with 8,979 employees trained, *i.e.* 96.4% of the workforce on permanent and fixed-term contracts. The consistency of this effort over time (154,691 hours in 2022, 220,472 in 2023, 177,234 in 2024) demonstrates the Group's structural commitment to maintaining and developing the skills needed to meet its customers' needs.

It should also be noted that:

- Due to the ongoing shortage of certain key skills, the Group has implemented a plan to automate and robotize certain industrial resources.
- The Group's compensation policy is regularly reviewed to ensure that it remains consistent with market practices.


For more information on LISI's key skills development policy, please refer to Chapter "4.3.2 PEOPLE - Working conditions for LISI employees and human capital development".

2.1.5 Innovation, Competitiveness, Competitive Positioning - Loss of Productivity and/or Obsolescence of Production Resources

Identification of risk

LISI's business sectors (aerospace and automotive) are characterized by an imperative for operational excellence, in order to meet customer requirements in terms of product technical specifications, quality, logistics, innovation and competitiveness. Meeting customer requirements therefore requires high availability of the production tool and substantial maintenance efforts, as well as significant investment in technological innovations related to production and production support. The Group may therefore face risks relating to the aging and obsolescence of its machine fleet, which would require significant investments in maintenance, renewal and modernization.

The production resources available on the market increasingly incorporate built-in integrated communication solutions that enable remote control (IoT), the collection of production data, and predictive analytics (big data and artificial intelligence), and are actively integrated into a

Residual criticality: ●●○○ Net impact: ●●○○ Change: 

production management system that includes predictive demand planning (MES & MRP).

Potential impact

A decline in a plant's production capacity, due to a lack of maintenance, unforeseen obsolescence or delays in bringing dedicated investments online, would necessitate the implementation of additional resources to meet customer demand, and, pending the implementation of these investments, either shifting production to a plant approved by the customer or to qualified subcontractors. Both cases would result in a deterioration in the plant's profitability and its ability to generate the financial resources needed to fund its operations.

Failure to invest in new production resources that natively incorporate the new technologies described in the previous paragraph could cause the Group to lose ground in meeting customer demand by failing to offer pricing,

reliability, and production rates comparable to those of its competitors, which could undermine the plant's profitability and its ability to generate the financial resources needed to fund its operations.

Risk management

LISI has implemented a multi-year investment plan aligned with its strategic plan to ensure that the resources allocated are fully consistent with the goals set forth in the strategic plan. Each of these investments is assessed prior to launch in terms of its integration into the production system and its projected financial performance. LISI has also implemented a structured program for the preventive

and predictive maintenance of production and production support equipment, designed to ensure that the plant's production meets customer requirements (LISI Productive Maintenance), supported by a criticality analysis of production and production support equipment. Lastly, the Group is making significant investments in modernizing its production facilities to Industry 4.0 standards by digitizing key production documents (production data, quality results, etc.), using the Internet of Things (IoT) and centralizing them in structured data repositories (data lakes) backed by artificial intelligence models.

2.1.6 Innovation, Competitiveness, Competitive positioning - new product failure


Identification of risk

Most of the contracts entered into by the Group with its customers are either long-term contracts awarded following a call for tenders process to which the entities responded through a Request for Quotation, or specific orders (known as Spot orders). These two types of contracts may apply to either existing products or new products, for which a development program is initiated following the appointment. Development programs are managed according to a standard process involving dialogue with all the stakeholders. In most cases, this involves investments in machinery, training, research, tooling, and specific operating costs, which are factored into the unit price of the parts, calculated based on a projected production volume estimated by the customer.

Potential impact

A failed launch of a new product would have a significant impact on the plant's profitability and on the customer relationship. If the production volume estimated by the customer is not achieved, the program's profitability could be reduced, or even turn negative, as the costs of development, investment and purchasing production inputs would not be offset by this lower volume. The plant's profitability would then be significantly affected by this reduced return on investment, as would its ability to generate sufficient cash flow to finance its operations.

If the Group is found to be liable for the decline in volume (due to production difficulties, for example), customer satisfaction could be significantly impaired, which could result in the affected customers imposing penalties for

Residual criticality: ●○○○ Net impact: ●○○○ Change: 

breach of contractual obligations, with significant consequences for the Group's reputation and its ability to carry out its development plans.

Risk management

LISI has established standardized, rigorous and structured processes for managing development programs, starting upon receipt of the notification of the call for tenders issued by the customer and continuing throughout the production of the product concerned. These processes involve all internal stakeholders affected by the product (sales, quality, HSE, CSR, production, finance, purchasing, etc.) in order to conduct a product-specific preliminary risk assessment. These risks will be addressed during the product development process through centralized action plans, which will be reviewed during specific internal project management meetings or with the customer. Each program is monitored using various performance indicators (financial, purchasing, logistics, etc.) to ensure that the program is progressing as planned.

The programs assessed as posing the highest risk are monitored at every level of the organization, using LISI's cross-functional action plan monitoring tool, "Problem Solving Management".

LISI constantly incorporates customer feedback received during regular meetings, regardless of the topic of these meetings, in order to proactively manage customer relationships and achieve a deep understanding of customer needs and optimal customer satisfaction.

2.1.7 Innovation, Competitiveness, Competitive Positioning - Intellectual Property

Identification of risk

The LISI Group conducts an active Research and Development policy and protects the result of this policy through patents, which provide long-term protection for the innovations it creates, whether they relate to technology, production methods, or products. As a result, the Group may be exposed to counterfeiting by competitors or customers, as its intellectual property rights may be infringed upon intentionally or unintentionally (for example, rights that have not been identified by third parties).

Potential impact

Any infringement of the intellectual property rights held by the Group would have a negative impact on the Group's financial profitability, as royalty payments would not be received, and could also tarnish the Group's reputation if the counterfeit product is of lower quality than the Group's, or if LISI were held liable for a quality issue arising from a counterfeit part.

LISI operates internationally, working closely with its customers, and may therefore be subject to a level of intellectual property protection that differs from the European framework, potentially weakening its intellectual property rights and the resulting royalty income due to legal frameworks that offer less protection than the European one.

Conversely, the Group could face allegations of infringement of third-party intellectual property rights

Residual criticality: ●●○○ Net impact: ●○○○ Change: ➤

regarding its new products, technologies, or production facilities, whether such allegations are well-founded or not. The introduction of new products, technologies or means of production could be challenged by competitors, patent holders, or entities operating in similar markets. If these risks were to materialize, they would result in significant reputational or financial consequences.

Risk management

LISI pursues an active policy of legal protection for its innovations and manufacturing processes, led by a centralized organization capable of handling both the technological and legal aspects of intellectual property. This organization conducts in-depth prior art searches and technology watch activities within the Group's areas of operation.

New technologies, production methods, and products are patented in all the countries where the Group operates, and the Group relies on its sales and technology teams, as well as its business partnerships, to ensure that its rights are fully protected.

The Group actively takes all necessary commercial and legal measures in the event of any infringement of its intellectual property rights.

2.1.8 Quality

Identification of risk

LISI designs, produces and markets several thousand products, which are sold worldwide. These products may include fasteners, assembly solutions, or safety-critical components intended primarily for the aeronautical and automotive industries. The nature of these products exposes the Group to the risk of quality defects, whether internal or arising from a supplier of tools or services, or a subcontractor, which could be detected internally, at customers' sites, or during end use. These non-conformities could relate to the dimensional, functional, mechanical, or regulatory characteristics of the products and, given the critical nature of many applications (safety and/or high volumes), an undetected quality defect could have serious consequences for the safety of end users and for the supply of customers' assembly lines.

The markets in which LISI operates are also undergoing a fundamental shift toward stricter customer quality requirements, reflected in the implementation of standards with increasingly stringent requirements (EN9100 for the aerospace sector, IATF 1649 for the automotive sector) and broader scopes, such as the development of IT requirements through standards (AirCyber for the aerospace sector and Tisax for the automotive sector), as well as stricter customer requirements regarding the intrinsic characteristics of

Residual criticality: ●●○○ Net impact: ●●●○ Change: ➤

products (e.g., PPAP requirements, product safety) and an increase in the number of customer audits.

Potential impact

The occurrence of a major quality defect could lead, from an operational and financial standpoint, to product recalls from customers or end users, which would result in significant direct costs (sorting, rework, replacement of parts, logistical disruption) and the re-billing of production line downtime at customers, as well as repair costs (grounding of aircraft or vehicles).

The occurrence of a major quality defect could also damage the Group's commercial and reputational image, due to a loss of customer confidence resulting in a reduction or suspension of orders, lasting damage to the Group's reputation among contractors, loss of markets, or even the risk of being delisted by its customers.

The occurrence of the quality risk could result in the payment of civil liability claims, commercial litigation arising from claims against the Group's contractual liability, increased costs for insurance coverage, or regulatory risks in the event of non-compliance with safety standards (REACH, RoHS, sector-specific regulations).

Increased customer demands could expose the Group to heightened operational risks requiring significant investments in control measures, more complex production processes necessitating higher levels of work-in-progress inventory, or increased staff training costs, all of which could have a significant negative impact on a plant's profitability and its ability to generate sufficient cash flow to finance its operations.

Risk management

LISI deploys a rigorous and coordinated quality risk management system, specific to each division, but subject to cross-division control and validated by the Group's customers. This system comprises several components, including a safety and quality management system certified for all production sites in accordance with applicable industry standards; a program for excellence and continuous improvement known as the LISI System, which incorporates prevention and detection tools (FMEA process, multi-level inspections, product audits in accordance with VDA 6.5, systematic risk analyses on

safety components, and full traceability), standardized management of non-conformities through formalized procedures for addressing detected quality issues (8D methodology), and rigorous requirements regarding procurement and the qualification of suppliers and subcontractors (see risk 2.1.1.).

LISI has also set up a whistleblowing system that allows all stakeholders to report potential non-compliance directly to the Group's Ethics Committee, and has established a no-retaliation policy for all reports made in good faith, with the aim of fostering a culture of fairness.

Lastly, the LISI Group has set up significant post-delivery product liability and liability insurance policies and covers the residual risk with a provision for product liabilities.

For more information on LISI's Innovation, Quality and Safety policy, please refer to Chapter "4.4.2 PROFIT - Innovation, quality and safety".

2.1.9 Industrial Footprint


Identification of risk

LISI operates nearly forty production sites across four continents (Europe, North America, Asia, and North Africa). This extensive geographic footprint is exposed to structural factors of change, including growing disparities in competitiveness between geographic regions (labor costs, energy costs, taxation), aging infrastructure and equipment at certain historic sites, requiring substantial modernization investments, difficulties in attracting and retaining technical talent in certain geographic areas that are unattractive or face an unfavorable age distribution, or changes in the strategies of the Group's customers (search for low prices, request for locations as close as possible to their production centers, etc.), and fluctuations in demand that can lead to chronic underutilization at certain sites.

The deterioration of the political environment, which began in 2024, has initiated a fragmentation of globalization into blocs with differing economic interests and technological aspirations, through customs duties on specific technologies, export restrictions that hinder supply chains, or market segments requiring different product technologies. This trend increases the risk of industrial footprint, which may end up becoming regionalized.

Potential impact

A major failure on a production site, whether resulting from an accident, a natural disaster, a critical equipment failure, or labor disputes, could lead to a partial or total interruption in customer supply, with significant financial consequences

Residual criticality: ●●○○ Net impact: ●●●● Change: 

related to operating losses, the resumption of operations at the site concerned or at a site capable of taking over, the necessary investments, the build-up of inventory, and, ultimately, a damaged reputation among customers. This could call into question the acquisition of additional markets and, consequently, the site's long-term viability. In the short term, the site's ability to generate sufficient cash flow to finance its operations would be significantly impacted. Similarly, the specialization of sites by product family and geographic concentration could limit redundancy capabilities in the short term, thereby affecting service continuity for customers and the achievement of the Group's strategic and operational objectives.

Risk management

LISI has deployed a structured system for identifying, reporting and managing industrial risks, by setting up the technical and human resources needed to replicate certain processes and transfer operations between sites within the industrial network, enabling production to be reassigned in the event of a major plant failure, as well as a multi-site organization by Business Group, which facilitates the pooling of expertise and the implementation of business continuity solutions through shared mastery of key technologies. This makes it possible to reallocate production within the Group's industrial network. Finally, the operational excellence enabled by the LISI System underscores the rigor and resilience of industrial organizations in the face of adverse conditions.

2.1.10 Safety and Environmental Impact of LISI's Activities

Residual criticality: ●○○○ Net impact: ●○○○ Change: ➤

Identification of risk

The industrial nature of the Group's activities exposes it to internal environmental, health and safety risks, such as fires, accidental or legacy pollution, as well as noise pollution affecting stakeholders, which is inherent to the industrial nature of LISI's activity.

The safety of its employees is LISI's top priority. The Group works every day to identify risk precursor factors, whether human, organizational or technical. The main risks of workplace accidents stem from the operation of heavy industrial equipment used in the processing and machining of metal components, which involves the use of significant amounts of energy. Occupational diseases can result from repeated exposure to risk factors, such as lifting heavy loads, even if the individual exposures are below the legal limit.

The main consequences of fires include air pollution resulting from the nature of the materials burned, soil and water pollution caused by firefighting water, as well as direct or indirect impacts on the Group's business continuity.

Soil pollution can result from accidental sources, such as an accidental, uncontained spill of cutting oil, or it can stem from practices that were historically common but have since been discontinued, either by LISI or a previous operator.

Potential impact

The materialization of an environmental risk could initially expose employees and/or other stakeholders to air, soil and water pollution, with significant consequences for their health. It could also lead to the partial or total shutdown of LISI's production sites, resulting in significant operating losses and costs associated with replacing destroyed assets. A prolonged production shutdown would also impact customers' production facilities, damaging LISI's brand image and potentially resulting in financial penalties. The Group would also have to bear the costs of remediating the harm suffered by the affected stakeholders. Finally, it would have to bear the consequences of any administrative sanctions resulting from the events.

Workplace accidents and occupational diseases could result in harm to the affected employees and remediation costs for the Group. In the event of a recurrence, this would result in production disruption costs, including additional labor costs, customer penalties for late delivery, or financial penalties imposed by the relevant authorities.

Any non-compliance identified at a facility subject to environmental classification would result in financial penalties and remediation costs that would negatively impact the facility's financial performance and its ability to generate the cash flow necessary for operations, potentially leading to the cessation of operations in the event of a major non-compliance.

Lastly, the materialization of the risks in question could result in criminal penalties for the corporate officers or executives concerned.

Risk management

LISI has implemented and coordinates risk identification and prevention plans, supported by investments and monitoring, the effectiveness of which is continuously evaluated. These plans are based on an analysis and control of environmental risk based on the ISO 14001 standard.

The Group has established the conditions for constructive and active dialogue with relevant stakeholders in order to assess the risk of noise pollution and is implementing measures to objectively evaluate and mitigate this risk.

Audits conducted jointly with the Group's insurers and the relevant authorities provide an external assessment of the adequacy of these plans. Best practices are identified and shared with a view to being implemented across all similar processes. Remediation costs are covered by comprehensive insurance coverage.

Business continuity plans (BCPs) and disaster recovery plans (DRPs) detailing the materialization of safety and environmental risks have been developed and are tested at regular intervals. These tests are the subject of systematic improvement action plans.

LISI trains all its employees in safety best practices from their very first day. This training is repeated at regular intervals to keep the safety culture alive at the sites.

Every workplace accident is immediately reported to the Group's highest management level and is subject to a systematic, standardized analysis conducted with the active participation of the relevant stakeholders, followed by an action plan developed in consultation with those stakeholders. These action plans and their implementation are approved by LISI management and distributed to all sites, whether or not they are likely to experience a similar incident, with the aim of fostering a culture of safety. The accident rate is the primary metric monitored at all Group meetings, from the management units up to the Board of Directors.

HSE audits are conducted by dedicated teams made up of experts from various divisions and across the Group in order to verify compliance with Group standards and identify best practices that could be implemented.

For more information on LISI's policy on employee safety and environmental impact management, please refer to the Chapters "4.3.1 PEOPLE - Health and safety at work" and "4.2 PLANET - Environmental information".

2.2 External Risk Factors

2.2.1 Market Risk

Identification of risk

Market risk stems primarily from sharp and sudden changes in the customer order book, which can result from economic recessions, whether global or sector-specific, and which then lead to a sharp contraction in customer demand. These fluctuations in order volume result in requests from customers to reschedule or cancel firm orders and can lead to excess inventory, unsold inventory, and the costs associated with holding such inventory, all of which impact the financial profitability of the entities concerned.

Changes in order backlogs can also result from periods of intense activity, when customers request urgent deliveries and consequently revise their ordering schedules at short notice, resulting, for LISI, in logistical disruption, the need to hire and train new staff, or temporary excess inventory, all of which impact the financial profitability and operating cash flow of the entities concerned.

Technological or regulatory developments can also temporarily slow demand for existing programs or render certain product lines obsolete (such as, for example, the decarbonization of the economy or the electrification of vehicles).

The Group is also exposed to the risk of asymmetric competitiveness, *i.e.* a situation in which LISI's offer no longer meets market expectations in terms of price, technology, delivery times, or services. This risk manifests itself in the form of volatility in winning new business (unpredictable gains and losses of contracts), a gradual erosion of market share in the face of competitors who are better positioned technologically or geographically, or a strategic misalignment in which the Group's investments and developments no longer correspond to evolving customer needs (new materials, new processes, decarbonization requirements, digitization of the supply chain).

Potential impact

An unexpected economic recession could lead to a contraction in the customer order book and, consequently, a significant contraction in LISI's revenue, underutilization of the affected production facilities, and, ultimately, a rapid deterioration in margins due to the dilution of fixed costs over reduced volumes. If this recession were to be prolonged, it would generate structural operating losses, which would then require restructuring plans (such as, for example, temporary layoffs, economic restructuring plans, or even site closures).

Order rescheduling and cancellations would expose the Group to obsolete inventories of raw materials and components procured specifically for those orders, unsaleable work-in-progress and finished goods, and the inability to recoup investments in tooling and equipment

Residual criticality: ●●○○ Net impact: ●●●● Change: ➤

dedicated to canceled programs, as well as, in all likelihood, customer disputes regarding these inventories and order cancellations.

Rapid and unexpected increases in order books could lead to a plant having to recruit untrained workers, deal with disruptions in logistics flows, and accumulate inventories of raw materials and work in progress. These sources of inefficiency would then result in additional financial costs, eroding margins and cash flow.

A delay in adapting to new technologies could result, in the context of the climate transition, in a gradual obsolescence of the product portfolio, the loss of contracts for future programs, and the inability to maintain leading positions in markets undergoing transformation.

Finally, this asymmetric loss of competitiveness would result in declining success rates in bidding processes, gradual delisting by certain strategic customers in favor of more competitive rivals, erosion of prices and margins to maintain sales volumes, and thus sustained losses of market share.


Risk management

In order to mitigate market risk, the Group has invested in building partnerships with its customers, as outlined in the Group's Corporate Purpose. As a result, the Group is increasingly positioning itself as a solutions provider and co-designer of innovative products, while enhancing its agility and responsiveness to handle customer requests and tailor its offering to their evolving needs. The signing of long-term contracts aims to secure the order backlog and give the Group visibility to scale its industrial and human capabilities to meet customer requirements.

The intensification of operational flexibility through the deployment of the LISI System makes it possible to absorb load variations, facilitates resource allocation, optimizes processes, and reduces waste. This agile management approach allows production capacity to be adjusted to closely match demand and enables workloads to be quickly redistributed across sites thanks to inter-plant flexibility. This groundwork has enabled the Group to demonstrate its ability to significantly and rapidly lower its break-even point, as well as its ability to respond to major market shifts.

The Group is also actively working to develop innovative processes, machines or products developed using its own funds to drive improvements for its customers, which translates into significant investments in research and development.

2.2.2 Talent Acquisition & Retention

Residual criticality: ●●○○ Net impact: ●○○○ Change: 

Identification of risk

LISI is exposed to the risk of a shortage of critical skills, as the Group operates in a particularly tight labor market in all the countries where it operates.

The shortage of qualified talent in industrial professions is primarily due to the retirement of the baby-boom generation and a decline in the attractiveness of scientific educational programs. This makes it difficult to recruit sought-after profiles, lengthens the time to fill vacancies, and forces the Group to make significant salary adjustments to attract and retain key skills and expertise. The aging workforce in certain specific technical professions exposes the Group to the risk of a massive departure of experts in the years to come, with a necessary transfer of these skills to younger generations.

Digital transformation and the increasing integration of artificial intelligence into industrial processes are creating an emerging need for digital skills. However, all industrial and non-industrial players are seeking these key skills, thus creating a shortage of available talent. This intensifying competition for talent with other industries and players in related sectors increases the risk of key employees being poached.

Potential impact

Difficulties in acquiring and retaining talent could lead to production slowdowns or stoppages, difficulties in fulfilling customer orders on time, a deterioration in product availability due to a lack of sufficient expertise to reproduce them and therefore a reindustrialization of these products, and the inability to launch new projects or production lines. The ultimate result would be a loss of revenue, underutilization of the plant's capacity, and consequently reduced profitability, as well as a diminished ability to generate sufficient cash flow to finance its operations.

Recurring recruitment challenges could have a social impact on the Group, straining workplace relations due to excessive workloads for existing teams and employee demotivation. This could also damage the Group's

reputation as an employer, making it more difficult to attract new talent.

From a strategic and innovation perspective, a shortage of key skills could hinder the Group's ability to innovate and thereby reduce its competitiveness against rivals with stronger talent pools. The achievement of the transformation objectives defined in the strategic plan could then be jeopardized.

All the challenges listed above could result in wage inflation that drives up payroll costs, high recruitment costs (increased use of headhunting firms, hiring bonuses), and greater and costly reliance on temporary workers to fill vacant positions.

Risk management

LISI has implemented a global and structured strategy to manage risks related to skills and attractiveness, which begins with creating partnerships with key training organizations, identified as talent pools, thereby ensuring a steady flow of new hires (engineering schools, universities and vocational training centers).

The quality of the social climate is the subject of campaigns to study, analyze and implement specific actions (e.g. Quality of Life at Work week, Women in LISI, etc.).

The 2024-2026 talent attraction and retention plan structures the overall approach, with an ambitious digital component that includes the digitization of HR processes, the development of collaborative tools to facilitate remote working and inter-site cooperation, and the expansion of the Group's presence on professional social networks to enhance its employer visibility among potential candidates.

For more information on the LISI talent acquisition and retention policy, please refer to Chapter "4.3.2 PEOPLE - Working conditions for LISI employees and human capital development".

2.2.3 Cybersecurity


Identification of risk

Information systems are at the heart of LISI’s production and management process and are therefore critical to the execution of daily operations in terms of reliability, availability, security, speed, and data protection. Data protection starts with the robustness, in all its dimensions (reliability, availability, speed, protection, security, compliance with the legal framework, etc.), of the data management infrastructure and its ability to adapt to a constantly and rapidly changing environment. The Group is exposed to cybersecurity risks, including cyberattacks (ransomware, phishing, malware, etc.), information leaks and theft of sensitive data (customer, production, product, employee personal and financial data) resulting from external intrusions or *via* Group employees, and to regulatory risks in the event of non-compliance with the legal framework of each country in which the Group operates (management of personal data).

The number of cyberattacks recorded increased significantly between 2024 and 2025 (+22% according to data published by the FBI), meaning that this risk has become more pronounced.

Impact potentiel

In the event of a confirmed attack on its IT system, the Group could see its production tool shut down due to the unavailability of connected production equipment (blocked robots, for example) or due to the unavailability of the production tool resulting from a disruption to its information systems (e.g., denial-of-service attacks or encrypted data). Production at one or more sites could then be halted for a significant period of time, which would then prevent the Group from delivering to its customers within the contractual deadlines, ultimately resulting in increased production and logistics costs that would undermine the profitability of the affected production centers and their ability to generate sufficient cash flow to finance their day-to-day operations.

Residual criticality: ●●○○ Net impact: ●●●○ Change: 

The Group could also be faced with a compromise of the integrity of the data produced or data corruption (technical specifications, production plans, quality data), which could result in increased scrap rates, the replacement of defective parts, damage to its commercial reputation, and civil or even criminal liability in the event of an accident.

Finally, the Group could be faced with a theft of sensitive data (production and personal data), which would first expose it to a regulatory risk (loss of certification, administrative penalties) or to the possibility that a competitor might gain access to the Group’s know-how.

Risk management

The protection of data and information systems is a crucial and strategic issue for the Group, and as such is the subject of a prevention, detection and control plan monitored by the highest authorities of the Group. The key components of this plan include, first and foremost, training Group employees on this topic (threat awareness campaigns, regular testing campaigns for all employees or specific groups, and conducting IT-driven crisis management exercises to test business continuity and disaster recovery plans). The Group then defined a set of structuring procedures, including the definition of roles and privileges. The Group is also rolling out a multi-year plan to strengthen its infrastructure and architecture for protecting against, detecting, and responding to cybersecurity incidents, using a variety of solutions (such as access control solutions) as well as physical and IT measures to prevent data loss. Finally, the Group has a dedicated cybersecurity team capable of monitoring and testing systems and detecting any vulnerabilities. The quality of the Group’s performance in this area is measured by the achievement of specific qualifications (Tisax, AirCyber). Lastly, the Group has specific, enhanced insurance coverage.

2.2.4 Climate Transition, Decarbonization, and Seismic Events

Residual criticality: ●○○○ Net impact: ●○○○ Change: **New**

Identification of risk

LISI is exposed to climate transition risk across the board, with varying degrees of sensitivity depending on the geographic location of its production facilities and the nature of its production, in terms of regulatory, economic, and physical factors. In practical terms, this climate transition is reflected in an increase in catastrophic weather events (floods, wildfires, heat waves, tornadoes, and earthquakes) and in worsening water stress in specific areas.

The current decarbonization process is reflected in the regulatory framework by the gradual implementation of carbon taxes and CO₂ pricing mechanisms (CBAM), as well as by the targeting of European regulatory bodies towards this decarbonization (green taxonomy, CSRD). The LISI AUTOMOTIVE division is keenly aware of the changing regulatory landscape, as it is already facing stricter regulations regarding carbon dioxide emissions in Europe (European Regulation 2019/631), which mandates a 37.5% reduction in emissions between 2021 and 2030 for new vehicles, requiring a shift toward less polluting (electric, hybrid, etc.) and lighter vehicles: LISI AUTOMOTIVE's commercial offering is therefore aligned with this significant shift.

Potential impact

An increase in catastrophic weather events could result in varying degrees of damage to production facilities, leading to significant operating losses, a temporary inability to serve customers, and disruptions to production and logistics that cause inefficiencies, thereby undermining financial profitability and cash flow. Increasing water stress in certain regions where the Group operates could lead to production restrictions imposed by the authorities. This would then require the implementation of new, less water-intensive production methods, new products, and adjustments to the organizational structure of production, or even the relocation of production centers.

The ongoing process of decarbonization of the economy could lead to a loss of competitiveness for our products

compared to competitors who do not operate within the same regulatory framework. The introduction of a carbon tax could structurally increase production costs for energy-intensive plants.

Risk management

LISI is pursuing a formal and ambitious decarbonization strategy in response to the climate transition (commitment to reduce CO₂ emissions by 57% on scopes 1 and 2 by 2030 compared to 2019). The Group has also set itself the target of increasing the share of renewable energy to 20% of its energy mix, alongside an ambitious energy-saving plan implemented at each facility. The Group is also optimizing its production processes (such as heat and surface treatments), its purchasing practices (using raw materials with a low carbon footprint), and selecting suppliers according to their carbon footprint.

The vulnerability analysis of sites to climate change and physical risks identified sites located in areas of water stress and led to the implementation of effective corrective action plans, including measures to reduce water consumption and significantly cut water discharges. The same applies to sites exposed to the risk of extreme weather events, through formalized and regularly tested crisis management plans that ensure preparedness for catastrophic events and organize business continuity and recovery.

Finally, appropriate insurance coverage protects the Group against the financial consequences of major events (such as fires, floods, earthquakes), the identification and exposure to which are determined in consultation with the Group's insurers.

For more information on LISI's climate change mitigation policy, please refer to the Chapter "4.2.5 PLANET - Climate change mitigation".


2.2.5 Geopolitics - Political Instability

Identification of risk

LISI's global industrial footprint, with 38 sites across 14 countries, and the international nature of its business operations, expose it to risks of political instability, which manifest as heightened geopolitical tensions that undermine international trade and can lead to supply disruptions (such as the possibility of a Sino-Taiwanese conflict, which would cause major disruptions to global supply chains). The Russia-Ukraine conflict underway since 2022 has disrupted energy and raw material supply chains as well as logistics flows in Europe, and has also required the qualification of new suppliers and subcontractors. Political tensions in the countries where LISI AEROSPACE and LISI AUTOMOTIVE operate, along with rising nationalist sentiment in many countries, are increasing the risk of market fragmentation and the breakdown of global value chains, as well as complicating corporate financing flows and creating difficulties in technology transfer.

Potential impact

The outbreak of an active Sino-Taiwanese conflict could disrupt operations at LISI AUTOMOTIVE's Chinese production sites, and, in turn, the supply of Chinese components or tooling to LISI's other sites, due to international sanctions. An escalation of the Russia-Ukraine conflict or its geographic spread could lead to supply shortages of energy and raw materials, which in turn could trigger a period of high and sustained global inflation. An escalation of international tensions could lead to the imposition of customs and/or tax barriers, import or

Residual criticality: ●●○○ Net impact: ●●○○ Change: 

export restrictions, or even a requirement to localize production (see 2.2.6. Geopolitics - Taxes and customs below). Finally, increased political instability could lead to greater exchange rate volatility (see 2.2.7. Geopolitics – Foreign exchange rates below) or a contraction in customer demand (see 2.2.1. Market risk above). The ultimate consequences of this risk materializing could include reduced profitability, a diminished ability to generate sufficient cash flow to support operations, and, ultimately, an inability to execute its strategic growth plan.


Risk management

To mitigate the potential impacts of this risk materializing, LISI is continuously working to ensure that its production sites are dual-certified, enabling it to quickly relocate production and maintain the ability to serve its customers even in the event of a major geopolitical crisis. In this regard, the Group maintains an ongoing policy of dual qualification for its critical and strategic suppliers and subcontractors, in order to mitigate potential consequences and thereby ensure resilience. This resilience also stems from the existence of safety stocks of finished products and production inputs, which can help mitigate any potential production disruptions. In addition, the annual risk assessment and management process includes a country-by-country assessment of geopolitical risks, a review of the adequacy of our Business Continuity and Disaster Recovery Plans, and operational testing of these crisis management plans.

2.2.6 Geopolitics - Taxes and Customs

Identification of risk

LISI operates 38 production centers across four continents, and its production ranges may involve sites located in different countries. The Group is therefore vulnerable to the onset of a global protectionist cycle, in which tariff and tax barriers become geopolitical tools at the disposal of governments, which will then raise them at will and to a very significant extent. Specific sectors or resources may also be subject to additional targeted protectionist measures, such as quotas, targeted import or export restrictions on raw materials, components, or finished products, or regulatory sanctions, which could lead the Group to reconsider its production and trade flows. Finally, this protectionist cycle can result in increased bureaucratic burdens due to more onerous customs and/or tax procedures, and thus in heightened regulatory risk.

Residual criticality: ●●○○ Net impact: ●●○○ Change: 

Potential impact

An increase in customs duties or import or export taxes would result in a significant rise in the cost of procuring raw materials, components, tools, peripherals, or production equipment, thereby reducing the profitability of the affected plant and its ability to generate sufficient cash flow to finance its operations. The competitiveness of certain sites could be degraded.

The implementation of quotas or targeted import or export restrictions could require the Group to review its supply chains, identify alternative sources of supply, or modify its technical solutions in partnership with customers, if technical feasibility is an issue, which could be resource-intensive for the affected plant.

Protected markets could make it impossible to serve customers in these markets, leading to a loss of business.

The implementation of regulatory sanctions could result in financial or criminal liability for the corporate officers concerned in the event of non-compliance or unforeseen changes to regulations.

Lastly, the continuation of protectionist policies could lead the Group to reassess its industrial footprint, thereby incurring significant restructuring costs that could undermine both its profitability and its ability to generate sufficient cash flow to finance its operations.

Risk management

LISI has robust production facilities that enable to quickly relocate its production and supply chains to strategic locations, thanks to plans for transferring operations between sites and the development of a network of local suppliers. Similarly, its current geographic footprint has been designed to ensure close proximity to customers, thereby limiting the impact of fluctuations in exchange rates or customs duties through regional centers of

industrial excellence (based on nearshoring and reshoring strategies).

In addition, the Group has incorporated mechanisms to pass on the costs resulting from these geopolitical developments into its contracts with customers, notably through indexation clauses.

Lastly, LISI has developed close relations with the customs and tax authorities in the countries in which these production centers are located, either by obtaining Authorized Economic Operator status or by entering into tax partnerships, two solutions that help minimize the risk of litigation. In addition, it actively monitors regulatory developments, enabling it to anticipate and mitigate potential changes.

2.2.7 Geopolitics - Exchange Rates

Identification of risk


The Group operates in 14 countries. The Group's operations are conducted in the local currencies of its plants and may therefore differ from the euro, the reporting currency of the consolidated financial statements. The translation of these currencies generates exchange rate differences that impact the Group's income statement, free cash flow and balance sheet.

In addition to these local currencies, the Group must also address the specific characteristics of the aerospace sector, where the majority of transactions with its major customers are conducted in US dollars, regardless of the geographic region.

The rapid geopolitical shifts the world experienced in 2025 had a significant impact on the macroeconomic environment, resulting in a depreciation of the dollar against the euro, accompanied by particularly high exchange rate volatility.

Potential impact

An unfavorable change in exchange rates would affect LISI's balance sheet, as accounts receivable denominated

Residual criticality: ●●○○ Net impact: ●●●○ Change: 

in foreign currencies would effectively decrease in value in the euro-denominated accounts, even if no foreign exchange transactions had been carried out. LISI's ability to generate operating cash flow would be impacted in turn. The Group's financial results would also be affected, either by an increase in foreign exchange transactions or by higher hedging costs, the valuation of which could weigh on the income statement.

Risk management

LISI follows a centralized foreign exchange risk management policy based on the use of standard derivative instruments (forwards, options) and a prudent, diversified hedging approach. This policy also includes hedging for certain commodity contracts.

For more information on LISI's policy for securing financial resources, please refer to Chapter "4.4.3 PROFIT - Securing financial resources".

3 Insurance policy

The LISI Group has several insurance policies, which mainly cover the following risks:

- Property damage insurance: as at January 1, 2025, this policy covers owned or leased facilities, as well as operating losses in the event of a loss. The insured values amount to:

(in millions of euros)	2025			2024
	Europe (including France)	Other	Total	Total
Buildings and equipment	1,759	713	2,472	2,431
Goods	389	160	549	496
Operating losses	904	548	1,452	1,353

The data for 2025 have been supplemented by values outside Europe (except India) in order to make the information comprehensive.

The per-claim compensation is capped at €150 million for the Group as a whole, an increase of €30 million compared to 2024.

- Third-party liability insurance

This covers bodily injury, property damage, and consequential damages that may occur during operations, up to €60 million per claim, as well as post-delivery damages up to €60 million per insurance year for the LISI AEROSPACE and LISI AUTOMOTIVE divisions.

Deductibles are defined and vary according to activity and geographical area.

LISI AEROSPACE has taken out an insurance policy covering its liability for bodily injury, property damage, and consequential damages post-delivery of its aeronautical and space products. The sum insured for all subsidiaries, per loss and per insurance year, is €500 million.

- Corporate officers' liability insurance

The Group has taken out an insurance policy for corporate officer liability for all Group subsidiaries of up to €15 million per year.

- CYBER insurance

This contract provides a guarantee in the event of a cyberattack for all Group subsidiaries in the amount of €20 million per year.

- Transported goods insurance

This contract covers all goods (or machines) transported to the tune of €5 million whether by sea, land, river, and air transport and by incident, all damages combined outside specific limits.

4 The Internal Control and Compliance environment

4.1 General description of the environment

The general Internal Control and Compliance environment is based on the Group's decentralized organization at the level of each division. A monthly Executive Committee is responsible for ratifying a global policy, which must then be channeled down to each individual department.

The Group has formalized a certain number of procedures in a Group internal control manual, as well as a regulatory watch and a "warning bulletins" and "news flash" system. These are made available to the employees concerned at the Group via a collaborative platform specific to the GRC (Governance, Risk, Compliance) environment and available on a dedicated intranet site.

The internal control manual is supplemented by a manual of Group accounting procedures, and by a unified reporting and information system aligned with the same procedure for all Group sites.

The specificities of the LISI Group's business require the development of specific quality controls focused on operational and financial processes in the following areas:

- Governance and Crisis management;
- Purchasing and Procurement;
- Production and Logistics;
- Sales, Contracts and Quality;
- IT Systems;
- Human Resources, Payroll, Private Data Management;
- Capital expenditures;
- Finance (Accounting, Controlling, Treasury);
- Taxation and Customs;
- CSR.

Action is taken within the Group on a continual basis to ensure that these mechanisms are effective. This action is regularly assessed using performance tables.

Specific audits (compliance, process, or systems) are carried out each year on all the Group's operational and support structures, in France and abroad, according to a homogeneous and standardized assessment system, to enable the Group to:

- regularly assess the level of maturity of the structures in relation to expected requirements, on the basis of questionnaires, interviews or tests;

- measure the criticality of cases of non-compliance, or share best practices;
- present preventive or curative recommendations;
- support structures in the implementation and monitoring of action plans.

4.2 Supervisory bodies

The Group's Board of Directors is the most senior decision-making entity. The Group's Executive Committee channels the information to the divisions, which are themselves organized in such a way that enables their management to carry out the Group's decisions at individual department level.

The Audit Committee, which consists of a majority of independent directors, reviews the overall environment for managing and monitoring risks at least twice a year, in the presence of the external auditors and the head of Governance, Risk and Compliance.

The Group's internal audit department includes the Governance, Risk and Compliance Director, assisted by an auditor. Depending on the scale and nature of the assignment to be performed, internal partners may complete the system. It ensures, in particular, the assessment of risks and compliance with compliance rules.

Coordination with the Statutory Auditors is particularly close.

Controls focus on the identified areas of risk so as to obtain coverage within a satisfactory time frame.

Certain functions considered to be critical are monitored in the Group in a cross-departmental manner: financial management, cash management, financial consolidation, legal services, insurance, security policy, sustainable development policy, purchasing policy, information systems management, digitalization management, and human resources management.

4.3 Group guidelines

LISI manages an internal control procedures manual as well as an accounting and consolidation procedures manual. These procedures, made available to all LISI employees *via* a dedicated intranet on SharePoint, are regularly updated.

The Governance, Risk and Compliance department coordinates Internal Control committees on a quarterly basis, as well as regular Compliance committees.

Audit work is carried out jointly with the audit focal points of each division in order to relay information and create synergies in terms of operational and financial internal control. As a result, Group procedures are updated and adapted according to the changes in processes, with a view to reducing the risks detected during audits.

The Governance, Risk and Compliance department monitors regulations, assesses strategic risks in collaboration with the Risk Managers of each division, coordinates a risk and attempted fraud prevention system, and monitors the reporting system in conjunction with the members of the Compliance Committee.

Each division and each operational unit are responsible for ensuring that Group procedures are followed and adapted to their country's specific context.

Each manager receives notification of new levels of responsibility in the form of delegation letters.

4.4 Main internal control procedures regarding the preparation and processing of the accounting and financial information

- The Group carries out an annual review of the multi-year strategic plan (four-year period) and defines a priority action plan accordingly. The budget for the coming fiscal year falls within the scope of this plan for a 12-month period. The planning process is approved first by the Executive Committee and then by the Board of Directors. The progress of the budget is measured on a monthly basis at the level of the elementary management units, the Business Groups (BGs), the divisions and the Group.
- The monthly consolidation of management indicators of the income statement, the balance sheet and the cash flow statement allows precise measurement and facilitates decision-making.
- The Purchasing and Investment process falls within the scope of the strategic and budgetary mechanism. Any purchasing or investment commitment that deviates from the budget authorizations must have prior approval at the appropriate level.
- The Sales, Contracts and Quality process is carefully reviewed by the local teams, BGs, divisions, or Group-level teams, depending on the materiality level, before the actual commitment is made.
- The Finance (Cash Flow – Finance) process also involves specific commitments. So, for instance, financial investments are managed at Group level.
- Similarly, based on the four-year strategic plan and the budget for the year, the Treasury team assesses and arranges adapted financing needs.
- Lastly, foreign exchange rate and strategic raw material hedges are managed centrally. The positions are decided with the agreement of the Group’s Senior Management in order to hedge the risks of variances. Positions are set when market conditions are appropriate and are not systematic.
- The Pay process is managed at operational unit level and is periodically reviewed by the Internal Audit team.
- The Health, Safety, and Environment (HSE) process involves a monthly review of management indicators (industrial accident rates, non-compliances, etc.) and of the resulting main action plans.
- All of the processes described in Section 4.1 are audited by the Internal Audit, Finance, Operational or HSE teams. Financial and operational audits are carried out on the basis of questionnaires common to all audited Group entities. The assessment of the audits takes the form of a score based on the total number of non-compliance cases detected: the contractual minimum requirement is 83% for the Internal Audit. The audit assignments result in an action plan that the operational teams are recommended to follow to mitigate the risks identified during internal audits. This action plan is monitored one year after the audit for entities audited that obtained a level of internal control below the Group’s requirements.

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6

**CORPORATE
GOVERNANCE**

6 CORPORATE GOVERNANCE

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Report on Corporate Governance

LISI is a *société anonyme* (limited company) with a Board of Directors, governed by French law, in particular the provisions of Book II of the French Commercial Code, and a number of provisions of the regulatory section of the French Commercial Code. The company has put in place measures to comply with local recommendations regarding corporate governance principles.

The LISI Group subscribes to the provisions of the AFEP-MEDEF corporate governance code, which was revised in December 2022, and whose recommendations it complies with, except for those set out in Section 2.4 of this Chapter, in accordance with the "Apply or explain" rule of the AFEP-MEDEF Code. This compliance has been approved by the Board of Directors.

1 Activities of the Board of Directors and of the Committees in 2025

1.1 Activity of the Board of Directors in 2025

In 2025, the LISI Board of Directors met seven times. The attendance rate of directors at meetings was 94%, reflecting their strong commitment to the Group's governance.

The Board meetings provided an opportunity to review the Group's strategic, financial and operational challenges, as well as to make decisions that will shape its future development. The Board continued its work with the support of its four specialized committees – the Audit Committee, the Nominations, Compensation, Governance Committee (NRG), the Strategic Committee and the CSR Committee – whose recommendations informed its deliberations.

- At its meeting on February 26, 2025, during which the non-executive directors were able to meet in the absence of the operational corporate officer (for the portion of the meeting devoted to the CEO's compensation), the Board approved the consolidated and separate financial statements for the 2024 fiscal year, as well as the related documents (management report, appendices, etc.). The financial statements have been certified without qualification by the Statutory Auditors (KPMG and Ernst & Young Audit) and the Sustainability Auditor (RSE France). The Board also:
 - proposed to the General Meeting the appropriation of earnings to be put to a vote at the Shareholders' General Meeting scheduled for April 2025;
 - determined the fixed and variable compensation of the Chief Executive Officer, Mr. Emmanuel Viellard, for the 2025 fiscal year, taking into account the Group's performance and market practices, as well as the rules for calculating the bonus for the 2025 fiscal year;
 - validated the final award of free shares to the beneficiaries of the 22C24 plan, subject to performance conditions in accordance with the rules initially established by the Board of Directors on December 8, 2022.

During the same meeting, the Board noted that the terms of office of five directors would expire at the next General

Meeting in 2025, called to approve the 2024 financial statements, and decided to submit to a vote at that General Meeting the renewal of the terms of office of Mr. Bernard BIRCHLER, Ms. Françoise GARNIER, CIKO, Peugeot Invest Assets, and Viellard Migeon et Compagnie for a term of four years. In addition, the chairmanship of the CSR Committee has been entrusted to Ms. Isabelle CARRÈRE.

Lastly, the Board took note of the information provided by senior management on ongoing projects related to changes in the Group's scope.

- At its meeting on April 24, 2025, the Board reviewed the Group's results as at March 31, 2025, which showed an improvement in performance. Senior management presented the revised forecasts for 2025 as well as the quarterly progress report on the Premium Strategic Initiatives.

The Board then discussed the major strategic issues identified by the Strategic Committee and reviewed the 2024 report on the CSR actions carried out by the Group focusing on CSR performance and the People and Planet pillars.

- At its meeting on June 3, 2025, held in Villefranche-de-Rouergue, the Board first took note of a current issue. It then reviewed the succession plans for the Group's Executive Committee and Leadership Board, as well as the non-discrimination and diversity policy, emphasizing the need to increase the representation of women in governing bodies.

The Board also took note, for purely administrative reasons, of the resignation of Jean-Philippe KOHLER, Chairman of the Board of Directors, effective at midnight on June 30, 2025. To ensure continuity in the Group's governance, the Board has unanimously decided to reappoint Jean-Philippe KOHLER as Chairman of the Board of Directors, effective at 12:00 a.m. on July 1, 2025, for the remainder of his term as a director.

In addition, the Board was informed of the Group's cybersecurity strategy and action plan and approved the corresponding investments.

- At its emergency meeting on July 9, 2025, the Board reviewed a binding offer submitted by the US investment firm SK CAPITAL for the acquisition of the LISI MEDICAL division and approved its financial and legal terms. The Board has authorized senior management to enter into exclusive negotiations with SK CAPITAL, an investor capable of ensuring the growth of the subsidiaries comprising the LISI MEDICAL division, this sale being subject to obtaining the necessary regulatory authorizations and consultation with employee representative bodies.
- At its meeting on July 24, 2025, the Board approved the Group's consolidated and separate financial statements as at June 30, 2025. The Board also reviewed the updated earnings guidance for the 2025 fiscal year, integrating the impact of the potential disposal of LISI MEDICAL, the outlook for the LISI AEROSPACE and LISI AUTOMOTIVE divisions, and the progress of the Premium Strategic Initiatives. The meeting ended with the review of ongoing projects relating to changes in the Group's scope.
- At its meeting on October 23, 2025, the Board reviewed the Group's activity and results as at September 30, 2025, confirming an improvement in performance despite an uncertain economic environment. Senior management shared the year-end forecast and a new quarterly update on the Premium Strategic Initiatives.

The Board also took note of the resignation of Peugeot Invest Assets from its directorship, following the sale of 5.8% of LISI's share capital and the drop below the 5% ownership threshold announced in September 2025.

In addition, the Board authorized senior management to sell the LISI MEDICAL division, by selling 100% of the share capital of LISI MEDICAL and, indirectly, 100% of the share capital of the subsidiaries comprising this division, to the

investment fund SK CAPITAL following obtention of the required administrative authorizations and receipt of the opinion of the employee representative bodies of the French subsidiaries concerned. On this occasion, the Group reinvested in the holding company established by SK CAPITAL to acquire the LISI MEDICAL division, acquiring a 9.988% stake in its capital, thereby enabling the LISI Group to become a partner in the acquisition project.

The Board continued the meeting by reviewing the work of the CSR Committee, relating in particular to the Group's decarbonization trajectory, the diversity policy, and monitoring compliance with the duty of vigilance.

At the end of the meeting, the directors held discussions without the executive corporate officer present, in accordance with AFEP-MEDEF rules.

- The last meeting of the Board of Directors on December 11, 2025 was devoted to reviewing and approving the Group's Strategic Plan, which sets out the major orientations for the next four years. The Board also approved the 2026 budget, incorporating the investments needed to support the implementation of this strategic plan.

The Board then reviewed the risk map as well as the major operational risks and their corresponding action plans.

It then set up a new performance share allocation plan, called 25C28, and approved its rules, including the performance criteria defined to meet the economic and strategic challenges.

Finally, as LISI MEDICAL, where Mr. Vincent COSNEFROY, director representing employees, was employed, was sold on October 31, 2025, thereby resulting in its exit from the LISI Group's scope, the Board noted that Mr. Vincent COSNEFROY no longer met the conditions required to serve in his position as set forth in the applicable legal and statutory provisions, and that his term of office therefore automatically ended on the date of the sale of LISI MEDICAL.

1.2 Committee activity in 2025

The Committees of the Board of Directors met fifteen times during the 2025 fiscal year. The meetings provided an opportunity to explore the Group's strategic, financial, CSR and governance topics in greater depth ahead of the Board meetings. The attendance rate at meetings was 95%, with each Committee composed of dedicated members.

There are four LSI Board committees:

- the Audit Committee;
- the NRG (Nominations, Compensation, Governance) Committee;
- the Strategic Committee;
- the CSR Committee.

- **Audit Committee:** the Committee met four times over the 2025 fiscal year.

The information about the scope of consolidation, the off-balance sheet risks described in the notes to the consolidated financial statements, and impairment tests was sent to the Audit Committee, which submitted a report on its work to the Board of Directors.

It reviewed the reports from Internal Audit and provided an update on management's work regarding compliance and risk mapping, including the resulting action plans.

It heard from the Statutory Auditors and the Sustainability Auditor on the performance of their assignment and noted the fees invoiced by them, deeming them compatible with the objectives of their assignment.

The Audit Committee also discussed management issues with the Finance Department during 2025.

The Committee also met to review the Universal Registration Document, and its Integrated Report.

- **NRG (Nominations, Compensation, Governance) Committee:** the Committee met three times over the 2025 fiscal year.

Its main missions were:

- Reviewing succession plans for the Group's governing bodies, which bring together all of the Group's operational managers, and taking note of the Group's Human Resources policy as regards its diversity and non-discrimination aspects.
- Reviewing the compensation of corporate officers, in line with the Group's performance and market practices.
- Reviewing the composition of the Board and the specific Committees in order to ensure compliance with the recommendations of the AFEP-MEDEF Code.

The Committee also submitted to the Board of Directors its proposals for the implementation and allocation of the 22C25 performance-based share plan. It examined, and then proposed, to the Board the allocation conditions of the new performance share allocation plan, known as 25C28, which includes both financial and non-financial criteria.

- **Strategic Committee:** the Committee met four times over the 2025 fiscal year.

The Committee examined the Group's strategic outlook for the coming period and approved the priority areas for the various divisions.

At a seminar, the Committee examined the Group's strategic outlook and approved the orientations of the strategic plan for the following period.

The Committee finalized the proposals for the strategic plan and prepared the recommendations for the Board of Directors.

- **CSR Committee:** the Committee met three times in 2025.

The Committee oversaw the construction of the double materiality matrix required by the CSRD regulation and approved the proposed equilibrium scenario for decarbonization.

During a joint meeting with the Audit Committee, the Committee presented its work on the double materiality matrix and proposed joint recommendations for the Board of Directors.

Finally, the Committee validated the final version of the double materiality matrix and reviewed the progress made on the Group's CSR objectives.

- **Joint Audit & CSR Committee:**

The Joint Audit & CSR Committee met on April 1, 2025 by videoconference to examine several points, including the preparation of the 2024 Universal Registration Document (URD) and the Group's insurance policies.

The Committee praised the quality of the 2024 integrated report, both in terms of form and content, while highlighting the improvements made to the sustainability report as part of the CSRD (Corporate Sustainability Reporting Directive). The collaborative discussions, facilitated by the WORKIVA tool, made it possible to effectively take into account the comments made.

In 2025, LISI's Board of Directors demonstrated its ability to steer the Group in a complex environment, marked by major strategic decisions and rigorous management focused on operational excellence and innovation. The specialized committees played a key role in supporting these decisions, ensuring transparent and efficient management of the Group's business.

1.3 Board of Directors' assessment

For several years now, LISI's Board of Directors has regularly conducted self-assessments of its organization and operations. This exercise concerns all its members and is carried out with the support of an independent consulting firm specializing in corporate governance. The Board's self-assessment is formalized through a questionnaire sent to each Board member, which may be accompanied by individual interviews. The results are presented individually and are also presented and discussed at a Board meeting. The Board intends to continue and expand on this approach.

At the end of 2019, the Board conducted a self-assessment of each member's contributions and skills. This exercise had notably highlighted new areas for improvement in the Company's governance, which were the subject of action plans initiated in 2020 and continued in 2021.

In 2022, the Board undertook a new self-assessment that highlighted the progress made compared to previous assessments as well as areas for improvement, particularly in the areas of risk mapping, CSR and the Medical business line. During 2023, the Board began to roll out actions concerning the CSR component by creating a CSR Committee which carried out an assessment and

The Board remains firmly committed to the implementation of the Group's strategic and CSR objectives, while ensuring sustainable value creation for its shareholders, employees and stakeholders.

continued its discussions in 2024 in order to further clarify the CSR policy that the Group will endeavor to promote.

In 2024, and after a year of new governance, marked by the appointment of a new Chairman, the arrival of new directors, and the establishment of a CSR Committee, the Board decided to carry out a new assessment of its operations. It thus had the opportunity to identify areas for improvement aimed notably at strengthening its Audit Committee with an independent director, improving its risk management process, and optimizing the link between presentations and discussions on the Committee and Board meetings, and reviewing the Rules of Procedure aimed notably at strengthening its confidentiality charter.

In addition, the directors and the Chairman of the Board were able to assess their individual contribution to the work of the Board and the Committee(s) of which they are members, as well as an analysis of their areas of expertise.

In 2025, these recent developments were leveraged to streamline the Council's operations.

This self-assessment complies with best practices for Board evaluation and the recommendations of the AFEP-MEDEF Code, to which LISI refers.

2 The administrative bodies

2.1 Composition of the Board of Directors and the specialized committees

As at December 31, 2025, the Group's Board of Directors consisted of 14 members.

- Among its members, the Board has seven directors from family groups, five "independent" directors in the strict sense of the AFEP-MEDEF Code revised in December 2022 to which the Company refers, and two directors representing employees. The representation rate for these two groups is therefore as follows: 58.33% for family directors and 41.67% for independent directors.
- In addition to the above 12 members, two employee directors were appointed by the Group Works Council and the European Works Council, respectively, on September 18, 2024 and December 11, 2025, for a four-year term, which will end on September 18, 2028.

Training sessions are planned throughout their term of office. The two directors in office completed nearly 93 hours of training in 2025.

Ms. Ingrid COYER, the new director representing employees, appointed on December 11, 2025, will follow an induction training course beginning in early 2026 before attending her first Board of Directors meeting, which will be held on February 26, 2026.

2.2 Diversity policy applied to the board of directors

To ensure the quality and efficiency of the Board of Directors' work, the Company makes sure that its composition reflects a balance of complementary skills, experience and backgrounds. To this end, the Board endeavors to bring together members who are active in the aerospace and automotive industries or related fields and who have international experience, and are able to attend Board meetings, which are preferably held in person.

The Board of Directors considers that its composition is both balanced and diversified. This diversity is expressed at several levels:

- **Independence:** five out of 12 members qualify as independent directors within the meaning of the AFEP-MEDEF Code revised in December 2022 – the two directors representing employees are excluded from this calculation in accordance with said Code;
- **Gender parity:** the Board has six women and six men among its twelve members, excluding employee representatives, *i.e.* a 50% percentage of women, in accordance with current regulatory requirements;
- **Diversity of ages:** the members of the Board are between 40 and 65 years old, reflecting a mix of seniority and generational renewal;
- **Diversity in tenure:** terms of office range from more than thirty-five years for the longest-serving members to several recent appointments, thereby ensuring institutional continuity combined with fresh perspectives;
- **Diversity of training and expertise:** the members come from major business, engineering and political science schools, and contribute a broad range of professional and international experience, particularly in the aerospace and automotive sectors.

Details of each director's skills and areas of expertise, as approved by the Board of Directors, are summarized in the table below.

Composition of the Board of Directors as at December 31, 2025		Independent director	Year of appointment	End date	Ordinary General Meeting called to approve the financial statements of
BOARD OF DIRECTORS					
Board member	Jean-Philippe KOHLER		1993	OGM of 2027	12/31/2026
Chairman of the Board of Directors			2023	OGM of 2027	12/31/2026
Board member	Véronique SAUBOT	X	2018	OGM of 2026	12/31/2025
Vice-Chairman of the Board of Directors			2022	OGM of 2026	12/31/2025
Senior independent director					
Board members	Bernard BIRCHLER	X	2021	OGM of 2029	12/31/2028
	Isabelle CARRERE		2014	OGM of 2026	12/31/2025
	Françoise GARNIER	X	2021	OGM of 2029	12/31/2028
	SAS CIKO représentée by Capucine KOHLER		2002	OGM of 2029	12/31/2028
	Compagnie Industrielle de Delle represented by Geoffroy KOHLER		1977	OGM of 2027	12/31/2026
	Marie-Hélène PEUGEOT- RONCORONI		2014	OGM of 2026	12/31/2025
	Pierre Eric POMMELLET	X	2024	OGM of 2028	12/31/2027
	VIELLARD MIGEON & Cie represented by Cyrille VIELLARD		1977	OGM of 2029	12/31/2028
	Emmanuel VIELLARD – Chief Executive Officer		2000	OGM of 2027	12/31/2026
	Florence VERZELEN	X	2022	OGM of 2026	12/31/2025
	Mohamed EZZENZ – director representing employees		2020	09/18/2028	
	Ingrid COYER – director representing employees		2025	09/18/2028	
Secretary of the Board of Directors	Cécile LE CORRE				

Composition of the Committees as at December 31, 2025

Independent director

AUDIT COMMITTEE

Audit Committee member		
Chairwoman of the Audit Committee	Françoise GARNIER	X
	Bernard BIRCHLER	X
Audit Committee members	Isabelle CARRERE	
	Florence VERZELEN	X
Permanent guest ⁽¹⁾	Jean-Philippe KOHLER	

NRG COMMITTEE

Member of the NRG Committee	Véronique SAUBOT	X
Chairwoman of the NRG Committee		
	Françoise GARNIER	X
Members of the NRG Committee	Marie-Hélène PEUGEOT-RONCORONI	
Permanent guest ⁽¹⁾	Jean-Philippe KOHLER	

STRATEGIC COMMITTEE

Member of the Strategic Committee	Bernard BIRCHLER	X
Chairman of the Strategic Committee		
	Capucine KOHLER	
	Geoffroy KOHLER	
Members of Strategic Committee	Pierre Eric POMMELLET	X
	Véronique SAUBOT	X
	Cyrille VIELLARD	
Permanent guests ⁽¹⁾	Jean-Philippe KOHLER	
	Emmanuel VIELLARD	

CSR COMMITTEE

Member of the CSR Committee	Isabelle CARRERE	
Chairman of the CSR Committee		
	Mohamed EZZENZ	
Members of the CSR Committee	Marie-Hélène PEUGEOT-RONCORONI	
	Cyrille VIELLARD	
Permanent guest ⁽¹⁾	Jean-Philippe KOHLER	

(1) Some committee meetings are held without the presence of permanent guests. The Chairman of the Board of Directors is invited to attend committee meetings in an advisory capacity, provided that certain deliberations, in particular those relating to the compensation of executive corporate officers, are held without his presence, in accordance with Article 19.3 of the AFEP-MEDEF Code. The Chief Executive Officer does not attend meetings of the Audit Committee, in accordance with Article L.821-67 of the French Commercial Code.

The following table details the independence percentages for each of the specialized committees:

	Independent	%	AFEP-MEDEF requirement	AFEP-MEDEF compliance
Audit Committee	3/4	75%	≥ 66.7%	✓
NRG Committee	2/3	67%	≥ 50%	✓
Strategic Committee	3/6	50%	None	✓
CSR Committee	1/4	25%	None	✓

Changes that occurred during 2025 in the composition of the Board of Directors and its Committees:

	Renewal	Appointment	Departure
Board of Directors	<ul style="list-style-type: none"> ■ Bernard BIRCHLER ■ Françoise GARNIER ■ PEUGEOT Invest Assets represented by Guillaume FALGUIERE ■ SAS CIKO represented by Capucine KOHLER ■ VIELLARD MIGEON & Cie represented by Cyrille VIELLARD 	<ul style="list-style-type: none"> ■ Ingrid COYER (Director representing the employees) 	<ul style="list-style-type: none"> ■ PEUGEOT Invest Assets represented by Guillaume FALGUIERE ■ Vincent COSNEFROY (director representing employees)
CSR Committee	<ul style="list-style-type: none"> ■ PEUGEOT Invest Assets represented by Guillaume FALGUIERE 	<ul style="list-style-type: none"> ■ Isabelle CARRERE as Chairwoman of the CSR Committee 	<ul style="list-style-type: none"> ■ PEUGEOT Invest Assets represented by Guillaume FALGUIERE

2.3 Independence of directors

In accordance with the Company's Rules of Procedure, the recommendations of the AFEP-MEDEF Code (Articles 8.1 to 8.5 of the corporate governance code) and the expectations of the French Financial Markets Authority (AMF), the Board of Directors assessed the independence of each of its members by applying the eight independence criteria.

According to the AFEP-MEDEF Code, directors who meet the following criteria are presumed to be independent:

Criterion 1: Employee corporate officer within the past 5 years

Not currently be, or not have been in the past five years:

- an employee or executive corporate officer of the company;
- an employee, executive corporate officer or director of a company that the company consolidates;
- an employee, executive corporate officer or director of the company's parent company or a company consolidated within this parent company.

Criterion 2: Cross-directorships

Not be an executive corporate officer of a company in which the Company directly or indirectly holds a directorship, or in which an employee designated as such or an executive corporate officer of the Company (current or having served in that capacity within the past five years) holds a directorship.

Criterion 3: Significant business relationships

Not be a client, supplier, investment banker, investment banker or consultant:

- who is significant to the company or its group;
- or for whom the company or its group represents a significant portion of its activities.

The assessment as to whether or not the relationship with the company or its group is significant is discussed by the Board, and the quantitative and qualitative criteria leading to this assessment (continuity, economic dependence, exclusivity, etc.) are explained in the annual report.

Criterion 4: Family ties

Not have close family ties with a corporate officer.

Criterion 5: Statutory Auditors

Not have served as a Statutory Auditor of the Company during the previous 5 years.

Criterion 6: Term of office exceeding 12 years

Not have served as a director of the Company for more than 12 years. The status of independent director expires on the twelfth anniversary of the appointment

Criterion 7: Status of non-executive corporate officer

A non-executive corporate officer may not be considered independent if he or she receives variable compensation in cash or securities, or any compensation linked to the performance of the company or the Group.

Criterion 8: Status of major shareholder

Directors representing major shareholders of the corporation or its parent company may be considered independent, provided these shareholders do not take part in the control of the company. Nevertheless, once a threshold of 10% of the share capital or voting rights is exceeded, the Board, based on a report from the Nominations Committee, systematically reviews the status of independent directors, taking into account the Company's capital structure and the existence of any conflicts of interest.

The following table details the situation of each director, in accordance with the independence criteria of the AFEP-MEDEF Code.

This presentation clearly identifies family ties, the duration of terms of office, and financial or functional ties to LISI. The table also indicates, where applicable, when a director sits as the permanent representative of a shareholding company.

	Jean-Philippe KOHLER	Véronique SAUBOT	Bernard BIRCHLER	Isabelle CARRERE	Françoise GARNIER	SAS CIKO représentée by Capucine KOHLER	Compagnie Industrielle de Delle représentée par Geoffroy KOHLER	Marie-Hélène PEUGEOT-RONCORONI	Pierre Eric POMMELLET	VIELLARD MIGEON & Cie represented by Cyrille VIELLARD	Emmanuel VIELLARD	Florence VERZELEN	Ingrid COYER	Mohamed EZZENZ
Criterion 1: Employee corporate officer	●										●			
Criterion 2: Cross-directorships														
Criterion 3: Significant business relationships														
Criterion 4: Family ties	●					●	●	●		●				
Criterion 5: Statutory Auditors														
Criterion 6: Term of office exceeding 12 years	●					●	●			●	●			
Criterion 7: Status of non-executive corporate officer	●													
Criterion 8: Status of major shareholder						●	●			●				

Caption: ● = criterion NOT met (barrier to independence) / blank = criterion met

2.4 Information about the members of the Board of Directors

The following information, approved as at December 31, 2025, was provided by the members of the Board of Directors.

They were reminded of the rules governing the holding of multiple offices, rules which they claim to abide by.

2.4.1 Member of the Board of Directors

Bernard BIRCHLER

Independent director of LISI, Chairman of the Strategic Committee

Nationality: French

Born on: September 5, 1960

Date of first appointment: 2021

Term expiry date: 2029 (General Meeting called to approve the financial statements for the 2028 fiscal year)

Number of shares held as at December 31, 2025: 1,550

Career:

Bernard BIRCHLER is a Senior Partner of Bain & Company, based in the Paris office. He heads the Manufacturing Industries and Services division.

With more than 30 years of experience in strategy consulting for executives in the industrial sector, he is a recognized expert in the manufacturing industries. He has assisted many executives in defining their strategy and conducting transformation programs: product and innovation strategy, commercial efficiency, R&D, purchasing, production, and operating model. He has extensive experience in the following sectors: commercial aviation, space, defense, automotive, rail, transport & logistics and consumer goods.

An engineer and graduate of ENSEM and IAE Paris, he began his career in consulting in 1985 before creating his own firm (2002-2008), then heading the operational skills division of Oliver Wyman (2008-2016), before joining Bain & Company in 2016.

Key skills:

- Comprehensive experience in corporate strategy and operational efficiency (R&D, Manufacturing, Supply Chain, Sales, Digitalization), acquired within the leading consulting firms Bain & Company, Oliver Wyman and Gemini Consulting, working with the largest global industrial groups,
 - Extensive knowledge of organizational and corporate governance issues, gained through more than 35 years of advising executives and Boards of Directors,
 - In-depth knowledge of the Aerospace, Defense and Automotive sectors, as EMEA Director of the Aerospace & Defense practice at Bain & Company and former Head of Europe for the "Operations Efficiency" practice at Oliver Wyman.

Other mandates and functions:

- **Related to the LISI Group (in France and abroad):**
 - None.
- **Outside the LISI Group (in France and abroad):**
 - Senior Partner at Bain & Company SNC.

Mandates and functions held during the last five years that have since expired:

Expiry of term of office:

■ **French companies**

- None.

■ **Other**

- None.

Isabelle CARRERE

Director of LISI, Member of the Audit Committee and Chairwoman of the CSR Committee

Nationality: French

Born on: December 10, 1963

Date of first appointment: 2014

Term expiry date: 2026 (General Meeting called to approve the financial statements for the 2025 fiscal year)

Number of shares held as at December 31, 2025: 1,000

Career:

After ten years in auditing and consulting at Arthur Andersen, Isabelle CARRÈRE was appointed Chief Financial Officer of the Yves Rocher Group. She then joined the LISI Group in 1999, becoming Deputy CEO of LISI AEROSPACE and LISI MEDICAL. She left LISI in 2009 to create Alba & Co, her management consulting structure, which supports industrial companies in their growth projects.

A specialist in the aeronautics world, Isabelle Carrère also regularly works in the defense, mobility and greentech sectors. Isabelle Carrère also sits on the Boards of Directors of Parrot and of the FIBI Aplex Group. She is a graduate of ESCP Europe and holds a degree in accounting.

Key skills:

- Comprehensive experience in the international development of French industrial and technological groups, acquired in particular within the LISI Group,
- Extensive knowledge of mergers and acquisitions, international company integration and negotiations with major aeronautics contractors (Airbus, Boeing),
- Strong knowledge of the aerospace and defense industrial ecosystem, as founder of Alba & Co, a leading firm in these sectors, and as an independent director of listed groups.

Other mandates and functions:

- **Related to the LISI Group (in France and abroad):**
 - None
- **Outside the LISI Group (in France and abroad):**
 - Chairwoman of ALBA & Co,
 - Director of FIBI-APLIX Group,
 - Director of PARROT,
 - Treasurer of Maisons des Femmes-Restart,
 - Manager of the non-trading company HARAS DE TURAN.

Mandates and functions held during the last five years that have since expired:

Expiry of term of office:

■ **French companies**

- None.

■ **Other**

- None.

Ingrid COYER

Director representing employees at LISI

Nationality: French**Born on:** April 17, 1980**Date of first appointment:** December 11, 2025**Term expiry date:** September 18, 2028**Number of shares held as at December 31, 2025:** none**Career:**

Ingrid COYER joined the LISI AEROSPACE Group in 2021 at the Bologne site as a Finishing Operator. She worked there for one year, developing her expertise in blade polishing, compliance following visual inspection, defect treatment and production self-control.

In 2022, she joined the LISI AEROSPACE site in Chaumont where she still holds the position of Finishing Operator. With more than 10 years' experience in metallurgy and industrial production, she worked at Texam France and CERI in Vesaignes sur Marne between 2014 and 2022.

Meticulous and motivated by high-precision work, Ingrid COYER enjoys challenges and problem-solving. She also has significant experience in community work, having served as secretary of a local sports club from 2018 to 2019, where she developed her administrative skills (filing documents, drafting meeting minutes).

She holds a technical high school diploma in Sales and Marketing (1999) and a vocational certificate in Floristry (2006), and is skilled in a variety of work methods and able to adapt to different industrial environments.

Key skills:

- Operational expertise in the fields of high-precision industrial production in aeronautics (polishing, visual inspection, defect treatment), acquired within LISI AEROSPACE for more than 7 years,
- Extensive knowledge of the quality, self-control and compliance issues specific to the aeronautics industry, a sector in which rigor and meticulousness are absolute requirements,
- In-depth knowledge of on-the-ground realities and operators' working conditions, providing the Board of Directors with a direct voice for the Group's production employees.

Other mandates and functions:

- **Related to the LISI Group (in France and abroad):**
 - None.
- **Outside the LISI Group (in France and abroad):**
 - None.

Mandates and functions held during the last five years that have since expired:**Expiry of term of office:**■ **French companies**

- None.

■ **Other**

- None.

Mohamed EZZENZ

Director representing employees at LISI, member of the CSR Committee

Nationality: French

Born on: August 24, 1971

Date of first appointment: September 18, 2020

Term expiry date: September 18, 2028

Number of shares held as at December 31, 2025: none

Career:

Mohamed EZZENZ joined Creuzet Aéronautique’s Marmande site in 1996, as a numerical control operator. Then, from 2015, he moved on to become a measurement operator in the quality control department, before becoming a quality auditor in January 2024. He is interested in the various projects of the company, health issues and working conditions.

When Creuzet Aéronautique was acquired by LISI AEROSPACE, he took part in the merger and served as employee representative on the European Works Council.

In 2013, Mohamed EZZENZ carried out a skills assessment which guided him towards training in ergonomics to address occupational health issues with a ten-month immersion in the inter-company health service of the Lot et Garonne Department. He obtained a University Degree in Ergonomics (DU) from the University of Bordeaux. He also followed a project management training course at SUD MANAGEMENT in 2017.

Since 2018, he has been authorized by the DIRECCTE of the Nouvelle-Aquitaine region as an occupational risk prevention worker. In 2019, he completed an “ARCADRE” project management training course at CESI in Bordeaux.

Since April 2021, Mohamed EZZENZ has also been an ergonomics consultant.

Key skills:

- Recognized expertise in industrial ergonomics and occupational risk prevention, acquired at LISI AEROSPACE, an industrial entity of the LISI Group specializing in the manufacture of fasteners and assemblies for the aeronautics industry,
- Extensive knowledge of health, safety and working conditions (HSWC) in an industrial production environment,
- In-depth knowledge of the field and operational realities of the LISI Group, providing the Board of Directors with the perspective and expectations of employees.

Other mandates and functions:

- **Related to the LISI Group (in France and abroad):**
 - None.
- **Outside the LISI Group (in France and abroad):**
 - Director of CPREFP Métallurgie (Regional Joint Commission for Employment and Vocational Training),
 - Member of the Employment and Vocational Training Collective,
 - Director of CPNE industrie et métiers de la métallurgie,
 - Director of OPCO2I,
 - Member of the OPCO2I work-study commission.

Mandates and functions held during the last five years that have since expired:

Expiry of term of office:

■ **French companies**

- None.

■ **Other**

- None.

Françoise GARNIER

Independent director of LISI, Chairwoman of the Audit Committee, Member of the NRG Committee

Nationality: French**Born on:** December 30, 1960**Date of first appointment:** 2021**Term expiry date:** 2029 (General Meeting called to approve the financial statements for the 2028 fiscal year)**Number of shares held as at December 31, 2025:** 600**Career:**

Françoise GARNIER has spent her career in the field of auditing and consulting, in France and in the United States, in various Anglo-Saxon firms. For more than 30 years, she has focused on PwC's global priority clients, notably in the technology and communications sector, but also in transport and industry. As Global Head of these business segments for PwC, she has assisted many executives in leading major transformations and performance improvement programs.

She was also a member of the Global Supervisory Board of PwC, the governance body that oversees the overall strategy of the PwC network.

She is a graduate of EM Lyon and a Chartered Accountant.

Key skills:

- An expert in financial matters, as a PwC Partner responsible for auditing the financial statements of major CAC-40 listed groups (Capgemini, Air Liquide, Wendel, Keolis, Compagnie des Alpes),
- In-depth knowledge of service and industrial companies, with strong technical expertise in mergers, acquisitions and integrations,
- Comprehensive experience in managing issues for global industrial groups (three years in the United States, global responsibilities at PwC in the Technology, Telecom and Media sectors),
- Experience as a director, providing independent perspectives and a collaborative approach with management.

Other mandates and functions:

- **Related to the LISI Group (in France and abroad):**

- None.

- **Outside the LISI Group (in France and abroad):**

- Director of the LESAFFRE Group,

- Chairwoman of the Audit Committee of the INETUM Group.

Mandates and functions held during the last five years that have since expired:**Expiry of term of office:**

- **French companies**

- None.

- **Other**

- None.

Capucine KOHLER

Permanent representative of CIKO on the Board of Directors of LISI, Member of the Strategic Committee

Nationality: French

Born on: February 7, 1980

Date of first appointment: 2014

Term expiry date: 2026 (General Meeting called to approve the financial statements for the 2025 fiscal year)

Number of shares held as at December 31, 2025: 3,000

Career:

Capucine KOHLER is a graduate of the University of Bath in the United Kingdom, with an MSC in Management with Marketing. She began her career at Bloomberg in London as Sales Manager, before moving on to become Internal Sales Manager and Key Accounts Manager at Omron Automotive Electronics Europe (Japanese connector equipment manufacturer).

She currently works on international commercial strategy, specializing in the automotive sector and particularly in equipment manufacturers.

Key skills:

- Extensive knowledge of the automotive industry sector and on-board electronics, acquired within NIDEC MOBILITY Germany, a global specialist in automation components and systems for the automotive sector,
- International profile (educated in the United Kingdom, professional experience in Germany), bringing a multicultural openness to the Board of Directors.

Other mandates and functions:

- **Related to the LISI Group (in France and abroad):**
 - None.
- **Outside the LISI Group (in France and abroad):**
 - Sales Director at ZF (United Kingdom).

Mandates and functions held during the last five years that have since expired:

Expiry of term of office:

■ **French companies**

- None.

■ **Other**

- None.

Geoffroy KOHLER

Permanent representative of CID on the Board of Directors of LISI, Member of the Strategic Committee

Director of Governance, Risks and Compliance of the LISI Group**Nationality:** French**Born on:** June 30, 1984**Date of first appointment:** 2023**Term expiry date:** 2027 (General Meeting called to approve the financial statements for the 2026 fiscal year)**Number of shares held as at December 31, 2025:** 4,959**Career:**

A graduate of ESC Tours-Poitiers in 2008, he holds a master's degree in Management, specializing in International Management Control. Geoffrey KOHLER held various responsibilities prior to joining the LISI Group. In 2016, he joined the Group as Head of Management Control of one of the Business Groups of the LISI AUTOMOTIVE division. He then took over the management of LISI AUTOMOTIVE's Delle 2 sorting and packaging plant in 2019, then the Risk Management, Governance and Compliance Department of the LISI Group in 2022.

Key skills:

- Extensive knowledge of risk management, Compliance, CSRD and corporate governance issues, acquired as part of his internal functions within the LISI Group,
- Strong knowledge of the Group's strategic challenges, as a member of the Strategic Committee of the Board of Directors.

Other mandates and functions:■ **Related to the LISI Group (in France and abroad):**

- Member of the Management Committee of LISI AUTOMOTIVE SAS,
- Member of the Management Committee of LISI AUTOMOTIVE Former SAS,
- Member of the Management Committee of LISI AUTOMOTIVE Rapid SAS.

■ **Outside the LISI Group (in France and abroad):**

- Chairman of the Board of Directors of Compagnie Industrielle de Delle,
- Director of CIKO SAS.

Mandates and functions held during the last five years that have since expired:**Expiry of term of office:**■ **French companies**

- Member of the Management Committee of LISI AUTOMOTIVE Nomel SAS.

3/13/2025

■ **Other**

- None.

Jean-Philippe KOHLER
Chairman of the Board of Directors of LISI

Nationality: French

Born on: August 27, 1960

Date of first appointment: 1993

Term expiry date: 2027 (General Meeting called to approve the financial statements for the 2026 fiscal year)

Number of shares held as at December 31, 2025: 86,052

Career

A graduate of ESLSCA and an MBA holder, Jean-Philippe KOHLER first held technical-sales positions in the After-Sales Department of the CFM56 at SNECMA for four years, before joining the Group as Management Controller at FORMER (LISI AUTOMOTIVE). He then took on the role of Deputy Plant Manager of SAINT-CHAMOND GRANAT, a subsidiary of BAI (LISI AEROSPACE). After four years of international experience at Hi-Shear in the USA, he returned to France to take over as General Manager of GFD. He became Executive Vice-President of GFI Industries (which became LISI) in 2002.

Key skills:

- Comprehensive experience of the LISI Group’s industrial and strategic environment, acquired over more than 30 years of successive positions within the Group, notably as Deputy CEO in charge of Risk Management, Human Resources and Internal Audit (2016-2023),

- Extensive knowledge of the governance issues of listed family businesses,
- Strong knowledge of the regional industrial ecosystem and institutional relations, as Chairman of UIMM Belfort-Montbéliard and a recognized figure of French industry in the Territoire de Belfort.

Other mandates and functions:

- **Related to the LISI Group (in France and abroad):**
 - Director of LISI AUTOMOTIVE Hebei Co. Ltd (China).
- **Outside the LISI Group (in France and abroad):**
 - Vice-Chairman of CIKO SAS,
 - Chairman of UIMM Belfort-Montbéliard,
 - Chairman of the Belfort production school,
 - Manager of the real estate company PYKO.

Mandates and functions held during the last five years that have since expired:

Expiry of term of office:

■ **Related to the LISI Group (in France and abroad):**

– Member of the Management Committee of LISI AEROSPACE SAS	April 20, 2023
– Director of Fastener Technology Baglanti Elemanlari San. Tic. As (Turkey)	April 20, 2023
– Member of the Management Committee of LISI AEROSPACE FORGED INTEGRATED SOLUTIONS SAS	April 20, 2023
– Member of the Management Committee of CREUZET AÉRONAUTIQUE SAS	April 20, 2023
– Member of the Management Committee of BLANC AERO Industries SAS	April 20, 2023
– Member of the Management Committee of BLANC AERO Technologies SAS	April 20, 2023
– Member of the Management Committee of LISI AUTOMOTIVE SAS	April 12, 2023
– Member of the Management Committee of LISI AUTOMOTIVE Former SAS	April 12, 2023
– Member of the Management Committee of LISI AUTOMOTIVE Rapid SAS	April 12, 2023
– Member of the Management Committee of LISI AEROSPACE ADDITIVE MANUFACTURING SAS	April 20, 2023
– Member of the Management Committee of LISI AUTOMOTIVE Nomel SAS	April 12, 2023
– Member of the Management Committee of LISI MEDICAL SAS	April 20, 2023
– Member of the Management Committee of LISI MEDICAL FASTENERS SAS	April 20, 2023
– Member of the Management Committee of LISI MEDICAL ORTHOPAEDICS	April 20, 2023

■ **Outside the LISI Group (in France and abroad):**

– Chairman of the Board of Directors of Compagnie Industrielle de Delle	February 26, 2025
– CEO and director of Compagnie Industrielle de Delle	July 25, 2023
– Chairman and Chief Executive Officer of Immeubles de Franche-Comté	June 28, 2024

Marie-Hélène PEUGEOT-RONCORONI

Director of LISI, Member of the CSR and NRG Committees

Nationality: French**Born on:** November 17, 1960**Date of first appointment:** 2014**Term expiry date:** 2026 (General Meeting called to approve the financial statements for the 2025 fiscal year)**Number of shares held as at December 31, 2025:** 600**Career:**

A graduate of the Institut d'Études Politiques de Paris, Marie-Hélène PEUGEOT-RONCORONI began her career in an English-speaking audit firm before holding positions in the Finance Department of PSA Group and in the Industrial and Human Relations Department. She then joined the Supervisory Board of Peugeot S.A. until the creation of Stellantis and served as Deputy CEO of Établissements Peugeot Frères.

Key skills:

- Comprehensive experience in corporate finance and governance, acquired within large family industrial groups,
- Extensive knowledge of the institutional ecosystem and corporate governance bodies (Boards of Directors and Supervisory Boards) in various sectors (automotive, energy, services).

Other mandates and functions:

- **Related to the LISI Group (in France and abroad):**

- None.

- **Outside the LISI Group (in France and abroad):**

- Chairwoman and director of Peugeot 1810,
- Director of Établissements PEUGEOT Frères (EPF),
- Director of Fonds de dotation familial Peugeot,
- Director of SAPAR (*Société Anonyme de Participations*),
- Chairwoman of Saint-CO SAS

Mandates and functions held during the last five years that have since expired:**Expiry of term of office:**

- **French companies**

– Deputy Chief Executive Officer of Établissements Peugeot Frères	May 27, 2021
– Vice-Chairwoman of the Supervisory Board and permanent representative of Établissements Peugeot Frères on the Supervisory Board of Peugeot S.A.	January 16, 2021
– Director of the PSA Peugeot Citroën Foundation	June 18, 2021
– Director of Peugeot Invest	May 12, 2022
– Chairwoman of Sapar	September 4, 2023
– Representative of Peugeot Invest / Chairwoman of Peugeot 1810	November 19, 2024
– Esso – SAF	June 20, 2024

- **Other**

- None.

Pierre Eric POMMELLET
Independent director of LISI, Member of the Strategic Committee

Nationality: French

Born on: October 6, 1964

Date of first appointment: 2024

Term expiry date: 2028 (General Meeting called to approve the financial statements for the 2027 fiscal year)

Number of shares held as at December 31, 2025: 1,000

Career:

Pierre Éric POMMELLET is a graduate of the École Polytechnique, of Sup Aero and holds a Master of Science degree from the Institute of Technologies (MIT) in Massachusetts.

In 1990, he was assigned to the Vernon ballistics and aerodynamics research laboratory as an armament engineer for the *Direction Générale de l'Armement* (DGA), in charge of navigation systems for *Le Triomphant* class nuclear-powered ballistic missile submarines (SNLE). He first joined the DGA in 1994, as head of the Navigation department, a position he held until 1995.

In November 1995, Pierre Éric POMMELLET was appointed technical advisor and then Chief of Staff (April 1996) to Jean-Pierre Raffarin, Minister of SMEs, Trade and Crafts. From 1997 to 2001, he was Technical Director at THALES, then, in 2001, he managed the Bordeaux plant, then, in 2004, all the military equipment activities of the aeronautics division, and, in 2008, the aeronautics division's service activities department, before undertaking the duties of director of the aeronautics division in 2009. From 2010 to 2017, he became Deputy CEO of the Global Business Unit of Defense Missions Systems.

Lastly, he held the position of Chief Operating Officer at Thales, from 2017 to 2020.

Since 2020, Pierre Éric POMMELLET has been Chairman and Chief Executive Officer of NAVAL GROUP.

Key skills:

- Comprehensive experience in aeronautics (management of the entire aeronautics activity of the Thales Group and specific knowledge of the universe of operations, combining site management and the management of all of the Group's operations),
- Extensive knowledge of subcontracting issues,
- Strong knowledge of the institutional and industrial ecosystem and decision-makers (Gifas, Cidef, *Conseil des Industries de Défense*).

Other mandates and functions:

- **Related to the LISI Group (in France and abroad):**
 - None.
- **Outside the LISI Group (in France and abroad):**
 - Chairman and Chief Executive Officer of NAVAL GROUP,
 - Chairman of GICAN,
 - Director of LE TELEGRAMME MEDIA,
 - Director of CHANTIERS DE L'ATLANTIQUE,
 - Chairman of the Board of Directors of SAS MO Porte-Avions,
 - Director of NAVIRIS S.P.A.

Mandates and functions held during the last five years that have since expired:

Expiry of term of office:

■ **French companies**

- None.

■ **Other**

- None.

Véronique SAUBOT

Senior director of LISI, Vice-Chairwoman of the Board of Directors, Chairwoman of the NRG Committee and Member of the Strategic Committee

Nationality: French**Born on:** December 27, 1964**Date of first appointment:** 2018**Term expiry date:** 2026 (General Meeting called to approve the financial statements for the 2025 fiscal year)**Number of shares held as at December 31, 2025:** 700**Career:**

Véronique SAUBOT began her career at Arthur Andersen in 1989, then joined the Valeo Group, where she held several operational positions for 13 years. In 2002, she was appointed to manage the Group's strategy. She created Coronelli International in 2007 to propose directly executable strategic recommendations for a broad portfolio of industrial clients. At the same time, she sits on various Boards of Directors and took over as Managing Director of Tykya in 2014.

Key skills:

- Comprehensive experience in corporate strategy and innovation, acquired within the Valeo Group, then as founder of consulting firms specializing in supporting international groups and innovative start-ups,
- Extensive knowledge of digital transformation and professional training issues (management of Simplon.co, European leader in inclusive digital training),

- Strong knowledge of corporate governance and CSR/ ESG issues, as an independent director and ESG Coordinator within large-listed groups (Imerys, LISI, La Poste, ESSO).

Other mandates and functions:■ **Related to the LISI Group (in France and abroad):**

– None.

■ **Outside the LISI Group (in France and abroad):**

- Chairwoman of TYKYA,
- Chief Executive Officer of SIMPLON.CO,
- Chairwoman of the Supervisory Board of Groupe POCHET,
- Director of IMERYYS.

Mandates and functions held during the last five years that have since expired:**Expiry of term of office:**■ **French companies**

– Director of Groupe LA POSTE, mail, parcels, and home services branch	2025
– Director of ESSO SAF	2025

■ **Other**

– None.

Florence VERZELEN

Independent director of LISI, Member of the Audit Committee

Nationality: French

Born on: February 28, 1978

Date of first appointment: 2022

Term expiry date: 2026 (General Meeting called to approve the financial statements for the 2025 fiscal year)

Number of shares held as at December 31, 2025: 1,000

Career:

Florence VERZELEN is a graduate of the École Polytechnique and of the École Nationale Supérieure des Mines de Paris, and an engineer from the Corps des Mines.

She began her career as a financial analyst in investment banking in New York. She then worked in the public sector, notably at the European Commission, where she was responsible for trade relations between the European Union and China, and then for the antitrust lawsuit against Microsoft.

She then advised the Minister of European Affairs on trade and industry issues in 2007. From 2008 to 2017, she worked at ENGIE. She was first in charge of the Group's commercial development, then became Chief Executive Officer of ENGIE in Qatar, and then Director of the Group's Purchasing Performance Plan. She was finally appointed Chief Operating Officer of ENGIE Europe and Russia.

Florence Verzelen has been a member of the Steering Committee of the Institut Montaigne since 2018. She is Deputy CEO in charge of industries, marketing and sustainable development at Dassault Systèmes.

She is also a member of the Board of Directors of the Air France Group.

Key skills:

- Comprehensive experience in digital and industrial transformation (management of Dassault Systèmes' business development on a global scale, in-depth knowledge of the challenges related to the virtual twin and 3DEXPERIENCE platforms),
- Extensive knowledge of sustainable development and energy transition issues, acquired within ENGIE, the world leader in the energy sector,
- Strong knowledge of the European and international institutional ecosystem (European Commission, World Economic Forum – Young Global Leader 2013).

Other mandates and functions:

■ **Related to the LISI Group (in France and abroad):**

- None.

■ **Outside the LISI Group (in France and abroad):**

- Director of Air France,
- Member of the Steering Committee of Institut Montaigne.

Mandates and functions held during the last five years that have since expired:

Expiry of term of office:

■ **French companies**

- None.

■ **Other**

- None.

Cyrille VIELLARD

Permanent representative of VMC on the Board of Directors of LISI S.A., member of the Strategic Committee and the CSR Committee

Nationality: French**Born on:** May 30, 1977**Date of first appointment:** 2013**Term expiry date:** 2029 (General Meeting called to approve the financial statements for the 2028 fiscal year)**Number of shares held as at December 31, 2025:** 1,000**Career:**

A graduate of ESSEC, Cyrille VIELLARD began his career with the Bosch group, where he held various operational positions in France, Germany and Spain from 1998 to 2013 in the automotive equipment sector and at the group's headquarters. Thanks to his industrial experience, in 2014 he contributed to the industrial reorganization project of Selectarc, a family-owned group specializing in welding and brazing consumables, where he has served as a director ever since. At the end of 2014, he joined the Rapala VMC group, a global player in recreational fishing, in charge of the global supply chain. He headed the Hooks Division and the VMC brand from 2020 to 2023; he was then appointed Deputy CEO, overseeing the EMEA and Latin America regions as well as Group Strategy. He was appointed Chief Executive Officer of the Rapala VMC Group in March 2025.

Key skills:

- Comprehensive experience in the general management of an internationally listed industrial group (management of all the activities of Rapala VMC, €230 million in revenue and 1,500 employees, world leader in fishing equipment, with a presence in more than 40 countries),
- Extensive knowledge of logistics, supply chain and operational excellence issues acquired within the Bosch Group,
- Strong knowledge of international business development and sustainable development issues in the manufacturing and leisure sectors.

Other mandates and functions:■ **Related to the LISI Group (in France and abroad):**

- None.

■ **Outside the LISI Group (in France and abroad):**

- Chief Executive Officer of the Rapala VMC Group,
- Chairman of VMC Pêche SAS,
- Director of Viellard Migeon & Cie SA,
- Director of Compagnie Industrielle de Delle,
- Director of SELECTARC Groupe SA (Permanent representative of VMC),
- Manager of SCI DAGMA,
- Member of the bureau of the Chamber of Commerce and Industry of Territoire de Belfort,
- Member of the Board of Directors of EFTTA (European Fishing Tackle & Trade Association).

Mandates and functions held during the last five years that have since expired:**Expiry of term of office:**■ **French companies**

- None.

■ **Other**

- None.

Emmanuel VIELLARD
Director of LISI

Chief Executive Officer of LISI

Nationality: French

Born on: June 13, 1963

Date of first appointment: 1989

Term expiry date: 2026 (General Meeting called to approve the financial statements for the 2027 fiscal year)

Number of shares held as at December 31, 2025: 47,664

Career:

Emmanuel Viellard graduated from EDHEC Business School in 1986. He served for two years in the Special Forces as an officer and squad leader with Commando Trépel. He decided to join the audit firm Arthur Andersen in 1988, completing his academic career in financial advisory services. Promoted to Manager, he left Arthur Andersen and joined the family business LISI and VMC in 1995 holding various positions at LISI AEROSPACE. In 2000, Emmanuel VIELLARD became Vice Chairman of LISI, Chairman of LISI AEROSPACE and LISI MEDICAL alongside Gilles KOHLER, Chairman and Chief Executive Officer. Since March 1, 2016, Emmanuel VIELLARD has been Chief Executive Officer of the LISI Group.

Key skills:

- Comprehensive experience in the general management of an international listed industrial group (management of all the activities of the LISI Group – implementation of management and transformation systems),
- Extensive knowledge of industrial subcontracting issues for global contractors such as Airbus, Boeing, BMW, Renault, Stellantis and Stryker Corporation, as well as in Defense (Rafale, A400M, F-35),
- Strong knowledge of the French and European institutional and industrial ecosystem (MEDEF, GIFAS, GICAN, Salon du Bourget).

Other mandates and functions:

■ **Related to the LISI Group (in France and abroad):**

- Chairman of LISI AEROSPACE SAS,
- Chairman of LISI AEROSPACE STRUCTURAL COMPONENTS SA,
- Chairman of LISI AUTOMOTIVE SAS,
- Director of ANKIT FASTENERS PRIVATE LIMITED,
- Director of Fastener Technology Baglanti Elemanlari San. Tic. As (Turkey),
- Director of BLANC AERO Industries UK Limited,
- Director of HI-SHEAR Corporation,
- Director of HI-SHEAR HOLDINGS Inc,

- Director of LISI AEROSPACE Canada Corp,
- Director of THE MONADNOCK Company,
- Director of B&E Manufacturing Company Inc,
- Director of LISI AUTOMOTIVE Hebei Co. Ltd,
- Director of TERMAX Company,
- Director of LISI AUTOMOTIVE HI VOL,
- Director of LISI Holding North America,
- Director of Precera Medical,
- Member of the Management Committee of LISI AUTOMOTIVE Former SAS,
- Member of the Management Committee of LISI AUTOMOTIVE Rapid SAS,
- Member of the Management Committee of CREUZET AÉRONAUTIQUE SAS,
- Member of the Management Committee of LISI AEROSPACE FORGED INTEGRATED SOLUTIONS SAS,
- Member of the Management Committee of BLANC AERO Industries SAS,
- Member of the Management Committee of BLANC AERO Technologies SA,
- Member of the Management Committee of LISI AEROSPACE ADDITIVE MANUFACTURING SAS.

■ **Outside the LISI Group (in France and abroad):**

- Chairman of Financière VIELLARD SAS,
- Chairman of MEDEF Franche-Comté,
- Chairman and CEO of VIELLARD MIGEON & Cie SA,
- CEO of Compagnie Industrielle de Delle,
- Director of RAPALA-VMC OYJ (Finland),
- Director of SELECTARC Group SA,
- Permanent representative of VMC on the Management Committee of SELECTARC SAS,
- Officer of GIFAS,
- Honorary Chairman of GEADS,
- Chairman of SIAE and Commissioner General of Trade Fairs.

Mandates and functions held during the last five years that have since expired:

Expiry of term of office:

■ **French companies**

– Director of LISI MEDICAL SAS	October 31, 2025
– Director of LISI MEDICAL Remmele Inc.	October 31, 2025
– Director of LISI AUTOMOTIVE Nomel SAS	March 13, 2025

■ **Other**

- None.

2.4.2 Competencies of Board of Directors members

The directors of the LSI Group bring a diversified and complementary set of skills, which are essential to backing the Group's growth and innovation strategy. Their in-depth experience in the aeronautics and automotive sectors provides a detailed understanding of industrial issues and market dynamics. Their expertise in strategy and mergers and acquisitions, finance, risk management, sustainable development, CSR and human resources, as well as in innovation and R&D, enable rigorous supervision and informed decision-making in the face of the Group's strategic and non-financial challenges. Furthermore, expertise in digital transformation, artificial intelligence, and cybersecurity is a valuable asset in light of the contemporary technological challenges facing the Group. The diversity of their professional backgrounds, marked by extensive experience

in executive leadership and non-executive governance, as well as international careers, contributes to a balanced perspective, thereby fostering a Board of Directors that is independent, principled, and committed to creating sustainable value for all stakeholders. The table below summarizes the areas of expertise of the members of the Board of Directors, which were identified according to the directors' respective backgrounds and experience (based on standard market practices, internal analyses, and the Board's most recent self-assessment presented to the Nominations, Compensation, Governance Committee on October 16, 2024 and to the Board of Directors on October 24, 2024, as specified in paragraph 1 of this Universal Registration Document). The areas of expertise were assessed as follows:

Board members	Sectoral / industrial		General						Governance and leadership		
	Aerospace Automobile	Industry	Strategy M&A	Financial	Risk Management	Sustainable Dev. & Climate CSR/HR	Innovation R&D	IT/IA/ Digital/ Cyber	Non- executive governance	International career and experience	Senior Management /Executive Committee
Jean-Philippe KOHLER ^{(1) (4)}	●●	●	●	●	●	●			●	●	●
Véronique SAUBOT ^{(2) (5)}	●●	●	●	●	●	●			●		●
Bernard BIRCHLER ⁽²⁾	●●	●	●	●	●		●	●	●	●	●
Isabelle CARRERE ⁽¹⁾	●●	●	●	●	●	●			●	●	●
Ingrid COYER ⁽³⁾	●	●			●	●					
Mohamed EZZENZ ⁽³⁾	●	●	●		●	●			●		
Françoise GARNIER ⁽²⁾	●●	●	●	●	●	●			●	●	●
Capucine KOHLER ⁽¹⁾	●	●	●	●	●		●			●	●
Geoffroy KOHLER ⁽¹⁾	●	●	●	●	●	●				●	●
Marie-Hélène PEUGEOT- RONCORONI ⁽¹⁾	●●	●	●	●	●	●			●		●
Pierre Eric POMMELLETT ⁽²⁾	●●	●	●	●	●	●		●	●	●	●
Cyrille VIELLARD ⁽¹⁾	●	●	●	●	●	●				●	●
Emmanuel VIELLARD ^{(1) (6)}	●●	●	●	●	●	●	●		●	●	●
Florence VERZELEN ⁽²⁾	●●	●	●	●	●	●	●	●	●	●	●

⁽¹⁾ Family directors (and equivalent)

⁽²⁾ Independent directors

⁽³⁾ Directors representing employees

⁽⁴⁾ Chairman of the Board of Directors

⁽⁵⁾ Vice-Chairwoman and senior director

⁽⁶⁾ CEO

2.4.3 Family ties

The only direct family ties between the aforementioned individuals are the following:

- Jean-Philippe KOHLER is the uncle of Capucine and Geoffroy KOHLER;
- Jean-Philippe KOHLER and Marie-Hélène PEUGEOT-RONCORONI are cousins;
- Capucine and Geoffroy KOHLER are brother and sister;
- Cyrille and Emmanuel VIELLARD are cousins.

2.4.4 Absence of conflicts of interest

To the Company's knowledge, there are no current or potential conflicts of interests between LISI S.A. and the members of the Board of Directors, both in terms of their personal interests and of their other obligations. The Board's Rules of Procedure expressly provide for a situation of conflict of interest, when applicable: "The members of the Board of Directors have a duty to inform the Board of any situation of conflict of interest, even

potential, current or future, in which they are or are likely to be involved. When the Board of Directors deliberates on a matter directly or indirectly affecting one of its members, the member concerned is invited to leave the Board meeting for the time of the discussions and, where applicable, the vote."

2.4.5 Absence of condemnation for fraud, involvement in a bankruptcy or criminal offense and/or public sanction

To the Company's knowledge, in the past five years:

- no condemnation for fraud was pronounced against any of the members of the Board of Directors and Senior Management;
- none of the members of the Board of Directors and Senior Management has been involved in any bankruptcy, escrow, or winding up, as a member of an administrative, management or supervisory body;
- no official incrimination and/or public sanction has been pronounced by statutory or regulatory authorities against any of the members of the Board of Directors and Senior Management of the Company;
- no member of the Board of Directors or Senior Management has been prevented by a court from acting as a member of an administrative, management or supervisory body of an issuer or from intervening in the managing or conducting the business of an issuer.

2.5 Compensation and interests of corporate officers

2.5.1 Compensation paid to members of the Board of Directors

The Shareholders' General Meeting held on April 25, 2025, set the maximum annual amount of compensation allocated to the members of the Board of Directors at €600,000 as from the fiscal year beginning on January 1, 2025, until otherwise decided in consideration for the work carried out by the directors at the meetings of the Board of Directors and of the Committees on which they sit.

This compensation is paid to beneficiaries at the end of each half-year based on their attendance at Board and Committee meetings. They include a fixed portion per session and a variable portion depending on the type of presence of the director in question (in person or *via* audio/video).

The amount paid to the directors in 2025 was €461,600.

The table below summarizes the compensation awarded and paid to members of the Board of Directors for 2025 and 2024:

Board members	Compensation awarded and paid in 2025 (in euros)	% Variable portion	Compensation awarded and paid in 2024 (in euros)	% Variable portion
BIRCHLER Bernard	52,000	69.23 %	43,000	62.79 %
CARRÈRE Isabelle	51,400	68.87 %	48,000	75.00 %
GARNIER Françoise	55,000	70.91 %	58,600	72.70 %
KOHLER Capucine	36,000	66.67 %	38,400	68.75 %
KOHLER Geoffroy	38,400	68.75 %	37,200	67.74 %
PEUGEOT INVEST ASSETS	21,000	42.86 %	40,200	70.15 %
POMMELET Pierre Éric	36,600	67.21 %	23,200	69.83 %
PEUGEOT-RONCORONI Marie-Hélène	47,400	74.68 %	50,400	76.19 %
SAUBOT Véronique	51,800	61.39 %	59,600	66.44 %
VIELLARD Cyrille	36,000	66.67 %	44,400	72.97 %
VERZELEN Florence	36,000	66.67 %	35,400	66.10 %
Total	461,600	67.07 %	478,400	65.97 %

The directors mentioned above did not receive any compensation other than the directors' fees mentioned above from LISI S.A. and its subsidiaries.

Emmanuel VIELLARD and Jean-Philippe KOHLER did not receive directors' fees during the fiscal year.

The directors' fees relating to Guillaume FALGUIÈRE's participation in the Board of Directors and the CSR Committee were paid to PEUGEOT INVEST ASSETS.

The employee directors waived the payment of directors' fees.

2.5.2 Shares held by members of the Board of Directors

The table below shows the number of shares held by the members of the Board of Directors as at December 31, 2025:

Corporate officers	Number of LISI shares held directly	Number of LISI shares held indirectly
BIRCHLER Bernard	1,550	
CARRERE Isabelle	1,000	
GARNIER Françoise	600	
KOHLER Geoffroy (permanent representative of CID)	4,959	20,562,550
KOHLER Capucine (permanent representative of CIKO)	3,000	1
KOHLER Jean-Philippe	86,052	
PEUGEOT-RONCORONI Marie-Hélène	600	
POMMELLETT Pierre Eric	1,000	
SAUBOT Véronique	700	
VIELLARD Emmanuel	47,664	
VIELLARD Cyrille (permanent representative of VMC)	1,000	3,112,818
VERZELEN Florence	1,000	
Total	147,175	23,675,369

2.5.3 Executive powers and compensation

2.5.3.1 - Powers of the CEO and, if applicable, the Deputy CEOs – specific limits set by the Board of Directors on the powers of the CEO and, if applicable, those of the Deputy CEOs

The powers that are, under the laws and regulations in force and the provisions of the bylaws of the Company and of the Rules of Procedure of the Company:

- neither reserved to the Board;
- nor reserved to the Company's Annual Shareholders' Meetings;

are vested in the CEO of the Company and, if applicable, the Deputy CEOs.

When deciding to appoint the CEO or, if applicable, a Deputy CEO, specific limits may eventually be set by the Board of Directors on the powers of the CEO of the Company or, if applicable, the Deputy CEO.

The Board of Directors' Rules of Procedure are updated on the date of the Board's decision, to incorporate these specific limits.

The Board of Directors may further limit the scope of the powers of the CEO or of a Deputy CEO for a particular transaction.

If necessary, these limits shall be set in the minutes of the Board meeting authorizing the transaction.

2.5.3.2 - Succession plan for executive corporate officers

The NRG (Nominations, Compensation, Governance) Committee periodically reviews the succession plan for executive corporate officers in order to guarantee business continuity in all potential short-, medium- or long-term scenarios.

In addition, the NRG Committee works closely with the Board of Directors on this subject, and ensures the confidentiality of this information.

2.5.3.3 - Executive compensation for the 2025 fiscal year

	Employment contract		Supplementary pension plan		Allowances or benefits due or likely to be due as a result of the termination or change of functions		Compensation under a non-compete clause	
	YES	NO	YES	NO	YES	NO	YES	NO
NON-EXECUTIVE CORPORATE OFFICER								
Jean-Philippe KOHLER								
Function: Chairman of the Board of Directors		X ⁽¹⁾		X		X		X
Term of office start: 2023								
Date of end of term: 2026 (OGM of 2027)								
EXECUTIVE CORPORATE OFFICER								
Emmanuel VIELLARD								
Function: CEO		X ⁽²⁾		X		X		X
Term of office start: 2016								
Date of end of term: 2026 (OGM of 2027)								

(1) Jean-Philippe KOHLER's employment contract ended before July 1, 2024 (the effective date of his retirement).

(2) Emmanuel VIELLARD's employment contract is suspended during the exercise of his duties as Chief Executive Officer. This suspension is linked to his seniority in the Group and to the Group's consistent policy in this area. If the suspension of the employment contract were to end, no specific procedure would be provided for terminating the said employment contract. If the director's term of office ends, the employment contract, which had been suspended until then, would resume with immediate effect.

The terms for the compensation of the Chairman of the Board of Directors and of the CEO are approved by the Board of Directors on the proposal of the NRG (Nominations, Compensation, Governance) Committee.

As at December 31, 2025, no commitments corresponding to compensation, indemnities or benefits due or likely to be due as a result of the assumption, termination or change of duties of corporate officers or following the performance of such duties, in particular pension commitments and

other lifetime benefits within the meaning of Article L.22-10-9 4° of the French Commercial Code, have been identified.

In order to meet the recommendation of the AFEP-MEDEF Code of December 2022 (Article 24) concerning all shares held by corporate officers regardless of their origin, the Board of Directors approved the NRG Committee's proposal defining the following conditions:

- Holding a minimum of 4,000 registered shares by corporate officers until the end of their term of office.

Compensation of the Chairman of the Board of Directors

Compensation of Mr. Jean-Philippe KOHLER

Mr. Jean-Philippe KOHLER, appointed Chairman of the Board of Directors on April 12, 2023, was renewed in his position at the meeting of June 3, 2025, as part of administrative formalities related to his retirement.

His compensation is paid in the form of a corporate office and breaks down as follows:

Summary of compensation and options and shares granted:

Jean-Philippe KOHLER Chairman of the Board of Directors	2025	2024
Compensation due for the period	181,896	170,004
Valuation of the options granted during the fiscal year	Néant	Néant
Valuation of the shares granted during the fiscal year	Néant	Néant
Valuation of the performance shares granted during the fiscal year	Néant	Néant

Summary table of compensation:

Jean-Philippe KOHLER Chairman of the Board of Directors	Amounts for the 2025 fiscal year		Amounts for the 2024 fiscal year	
	Attributed	paid	Attributed	paid
Fixed compensation	181,896	181,896	170,004	170,004
Variable compensation	Néant	Néant	Néant	Néant
Incentives	Néant	Néant	Néant	3,218
End of executive term compensation	Néant	Néant	Néant	Néant
Directors' fees	Néant	Néant	Néant	Néant
Benefits in kind: company car	Néant	Néant	Néant	Néant
Total	181,896	181,896	170,004	173,222

The amount awarded and paid is in compensation for Mr. Jean-Philippe KOHLER's service as Chairman of the Board of Directors.

Given the lack of increase in 2024 and the observed inflation rate, the Board of Directors, upon the recommendation of the NRG (Nominations, Compensation, Governance) Committee, decided to pay a fixed compensation of €181,896 in 2025, representing a 7% increase compared to the previous fiscal year.

In view of the fixed salary increase granted in 2025, the Board of Directors, on the proposal of the NRG Committee, decided to maintain compensation of €181,896 for 2026.

LISI S.A. has not committed for the 2025 fiscal year to pay any compensation, indemnities or benefits due or likely to be owed as a result of the assumption, termination or change of functions.

Compensation of the Chief Executive Officer

Compensation of Mr. Emmanuel VIELLARD

The study conducted in 2025 by the specialized firm Willis Tower Watson on the compensation of the Chief Executive Officer, Mr. Emmanuel VIELLARD, highlighted the following elements: (i) fixed compensation is in the first quartile of the reference market (i.e. 36% below the median), (ii) the annual bonus is out of line with market practice, and (iii) the long-term incentive (LTI) is also in the first quartile (i.e. 32% below the median) when valued based on the LISI share price at the time the LTI was granted. To take into account the results of this study, the variable portion of the Chief Executive Officer's compensation was amended in 2025 and its ceiling raised from 65% to 75% of the fixed compensation. It breaks down as follows:

- 50% attributed on the basis of financial criteria:
 - 30 points maximum in respect of the operating margin (current operating profit as a percentage of revenue),
 - 20 points maximum in respect of free cash flow.

These criteria were 100% met during the fiscal year;

- 30% maximum allocated to the implementation of Group Strategic Initiatives action plans (90% of the criterion met);
- 20% maximum left to the discretion of the Board of Directors. In making this assessment, the NRG (Nominations, Compensation, Governance) Committee will take into account, in particular, the achievement of CSR objectives - specifically the People & Planet pillars (10% of the total, left to the discretion of the Board of Directors): 75% of the criterion met.

The expected level of achievement of the above objectives has been established precisely but is not released for confidentiality reasons.

The tables summarizing the compensation and options and shares allocated to the CEO of LISI S.A. are as follows in euros:

Summary of compensation and options and shares granted:

Emmanuel VIELLARD CEO of LISI S.A.	2025	2024
Compensation due for the period	839,926	691,488
Valuation of the options granted during the fiscal year *	None	None
Valuation of the performance shares granted during the fiscal year *	0	159,100

* Valorisation au cours du jour du Conseil d'Administration qui a validé le plan et sur la base d'une réalisation des conditions de performance de 100 % : 21,50 € pour le plan 24C27 sur l'exercice 2024. Aucun plan n'a été attribué au cours de l'exercice 2025.

Tableau récapitulatif des rémunérations :

Emmanuel VIELLARD CEO of LISI S.A.	Amounts for the 2025 fiscal year		Amounts for the 2024 fiscal year	
	Attributed	paid	Attributed	paid
Fixed compensation	481,500	481,500	450,000	450,000
Variable compensation	332,235	222,300	222,300	181,000
Incentives	22,255	16,966	16,966	12,874
Exceptional compensation	None	None	None	None
Directors' fees	None	None	None	None
Benefits in kind: company car	3,936	2,222	2,222	2,188
Total	839,926	722,988	691,488	646,062

The compensation presented above corresponds to all that was paid by LISI. No compensation was paid by the LISI subsidiaries and the controlling company CID.

Given the lack of increase in 2024 and the observed inflation rate, the Board of Directors, upon the recommendation of the NRG (Nominations, Compensation, Governance) Committee, decided to pay a fixed compensation of €481,500 in 2025,

representing a 7% increase compared to the previous fiscal year.

LISI S.A. has not committed for the 2025 fiscal year to pay any compensation, indemnities or benefits due or likely to be owed as a result of the assumption, termination or change of functions.

Fixed compensation of the Chief Executive Officer in 2026

For the 2026 fiscal year, in view of the fixed salary increase granted in 2025, the Board of Directors, upon the recommendation of the NRG (Nominations, Compensation,

Governance) Committee, decided to maintain this compensation at €481,500.

Variable compensation of the Chief Executive Officer in 2026

In 2026, the variable portion of the Chief Executive Officer's compensation is capped at 75% of fixed compensation and breaks down as follows:

- 50% attributed on the basis of financial criteria:
 - 30 points maximum in respect of the operating margin (current operating profit as a percentage of revenue),
 - 20 points maximum in respect of free cash flow;
- 30% maximum allocated to the implementation of Group Strategic Initiatives action plans;
- 10% maximum allocated to the achievement of CSR objectives - People & Planet pillars;

- 10% maximum left to the discretion of the Board of Directors. In making this assessment, the NRG (Nominations, Compensation, Governance) Committee will take into account, in particular, the achievement of objectives related to specific monitoring points.

The expected level of achievement of the above objectives and the detail of the criteria has been established precisely but is not released for confidentiality reasons.

Stock subscription or purchase options allocated during the period to each executive corporate officer

No stock subscription or purchase options were allocated during the 2025 fiscal year.

Stock subscription or purchase options exercised during the period by each executive corporate officer

In 2025, the corporate officers did not exercise any options.

Performance shares allocated to each executive corporate officer

The allocated plans outstanding as at December 31, 2025, are listed in the following table:

Plan number and date	Maximum number of shares awarded during the fiscal year	Valuation of shares according to the method used for the consolidated financial statements (in euros)	Acquisition date	Date of availability	Minimum performance conditions to trigger an allocation
DEFI 20C25 Emmanuel VIELLARD Function: CEO Date : 09/12/2020	12,000	114,125	Feb 2026	Feb 2026	Target price defined as the average of the last 60 listed prices of 2025 or the annual average of the listed prices of that same year, taking into account the highest valuation of the two. A progressive chart is set based on an allocation trigger threshold that is also determined
22C25 Date : 09/12/2022	6,900	65,806	Feb 2026	Feb 2026	Financial criteria: EBIT > 6% of revenue, Net profit (loss) > 3.5% of revenue, FCF > 2% of revenue, LISI share price > €28 CSR criteria: TF1 < 7.5, minimum 30% women among managers, energy saving on projects
23C26 Date : 07/12/2023	7,400	69,826	Feb 2027	Feb 2027	Financial criteria: EBIT > 6% of revenue, Net profit (loss) > 3.5% of revenue, FCF > 2% of revenue, LISI share price > €30 CSR criteria: TF1 < 7.3, minimum 30% women among managers, energy saving on projects
24C27 Date : 05/12/2024	7,400	42,957	Feb 2028	Feb 2028	Financial criteria: EBIT > 6% of revenue, Net profit (loss) > 3.5% of revenue, FCF > 2% of revenue, LISI share price > €30 CSR criteria: TF1 < 5.6, minimum 30% women among managers, energy saving on projects
TOTAL	33,700	292,714			

In order to comply with the legal provisions of Article L.225-197-1-II 4° of the French Commercial Code governing the holding of free shares by corporate officers, the latter agree to retain 20% of the free shares acquired until the end of their term of office.

In addition to the above obligation, in order to respond to the recommendation of the AFEP-MEDEF Code, the Board of Directors approved the NRG Committee's proposal defining the following conditions:

- Corporate officers must hold a minimum of 4,000 registered shares until the end of their terms of office.

- Percentage of compensation that must not exceed the allocation of free shares subject to performance conditions: 100% of the maximum fixed and variable compensation for the current year for each corporate officer.
- Maximum percentage of free shares subject to performance conditions that may be awarded to executive directors: 10% of the total amount approved by the Shareholders' General Meeting in accordance with Articles L.225-197-1 *et seq.*

Performance shares that became available during the 2025 fiscal year for each executive corporate officer

The LISI Board of Directors, which met on February 26, 2025, approved the financial results of the LISI Group and its divisions. The Board also noted the CSR performance achieved.

In total, the shares definitively vested by the corporate officer beneficiaries under the 22C24 plan amounted to 70% of the total shares granted.

Emmanuel VIELLARD Function: CEO	21C23 Date: 12/08/2021	4,830	02/22/2024	02/22/2024	Obligation to hold in registered form 20% of the Performance Shares acquired in accordance with the terms of the plan regulations, until the termination of the term of office
Jean-Philippe KOHLER Function: Chairman of the Board of Directors	21C23 Date: 12/08/2021	6,900	02/22/2024	02/22/2024	

The number of shares that became available to Jean-Philippe KOHLER corresponds to free shares with no performance conditions due to the end of his executive term of office.

2.5.3.4 - Equity ratios between the level of compensation of executive corporate officers and the average and median compensation of employees

The ratios presented below under 6° and 7° of Article L.22-10-9, I of the French Commercial Code were calculated in accordance with the guidelines proposed by the AFEP.

The employees whose compensation is taken into account are all employees of the LISI Group in France at the end of December 2024, excluding executive corporate officers (excluding interns, work-study students and employees on fixed-term contracts).

The ratios were calculated on the basis of the fixed and variable compensation due during the fiscal years mentioned and the number of shares definitively allocated for these same periods.

	2021	2022	2023	2024	2025
Company performance					
Revenue (in millions of euros)	1,164	1,425	1,630	1,609	1,748
Change N/N-1	-5.4%	+22.5%	+14.4%	na	+8.7%
Current operating profit (in millions of euros)	67	89	91	99	161
Change N/N-1	+60.5%	+33.8%	+1.8%	na	+63.2%
Current operating margin (as a %)	+5.7%	+6.3%	+5.6%	+6.1%	+9.2%
Change N/N-1	+2.3 pts	+0.6 pt	-0.7 pt	na	+ 3.1 pts
Employee compensation					
Average compensation (in thousands of euros)	36.0	36.9	40.7	41.7	43.5
Change N/N-1	+1.8%	+2.5%	+10.3%	+2.5%	+4.3%
Median compensation (in thousands of euros)	32.3	33.8	35.4	37.4	39.0
Change N/N-1	+2.6%	+4.6%	+4.7%	+5.6%	+4.4%
EMMANUEL VIELLARD – Chief Executive Officer					
Compensation due (in thousands of euros)	589	562	728	795	934
Change N/N-1	+15.6%	-4.7%	+20.6%	+9.1%	+17.5%
Ratio to average employee compensation	16.4	15.2	17.9	19.0	21.5
Change N/N-1	+13.5%	-7.0%	+17.5%	+6.4%	+12.6%
Ratio to median employee compensation	18.2	16.6	20.6	21.3	23.9
Change N/N-1	+12.6%	-8.9%	+23.7%	+3.2%	+12.6%
JEAN-PHILIPPE KOHLER – Chairman of the Board of Directors⁽¹⁾					
Compensation due (in thousands of euros)	497	473	355	197	304
Change N/N-1	+15.2%	-4.9%	-24.9%	-44.4%	+54.1%
Ratio to average employee compensation	13.8	12.8	8.7	4.7	7.0
Change N/N-1	+13.2%	-7.3%	-31.9%	-45.6%	+47.7%
Ratio to median employee compensation	15.4	14.0	10.0	5.3	7.8
Change N/N-1	+12.2%	-9.1%	-28.3%	-47.2%	+47.7%

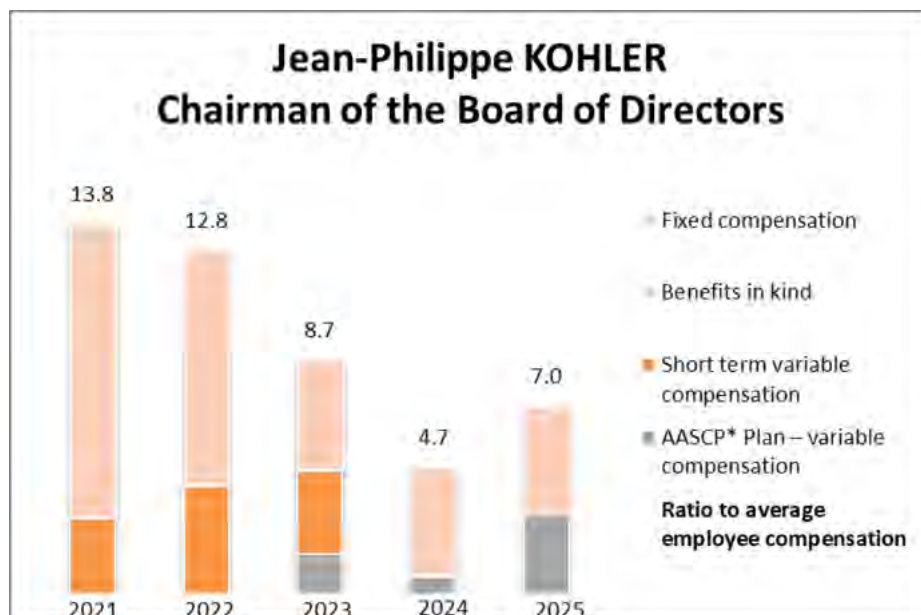
(1) The executive term of office of Jean-Philippe KOHLER ended on April 12, 2023. The status of non-executive officer has been granted to him. As of this date, the income received is similar to a corporate office in respect of his duties as Chairman of the Board of Directors. In 2024, Jean-Philippe KOHLER benefited from the definitive allocation of 6,900 free shares.

In accordance with IFRS 5, the items relating to the company's performance for the 2024 and 2025 fiscal years are restated and do not include any impact concerning the LISI MEDICAL division.

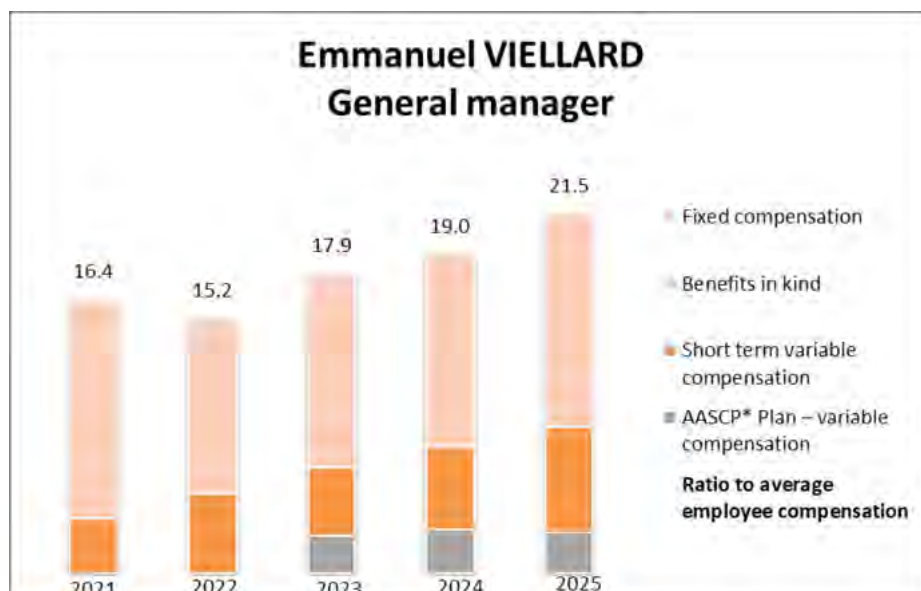
Change in annual fixed and variable compensation for the executive corporate officers due over the last 5 fiscal years

The graph below shows the ratio of average compensation to total compensation for employees, broken down by type of compensation.

LISI S.A. has not committed for the 2025 fiscal year to pay any compensation, indemnities or benefits due or likely to be owed as a result of the assumption, termination or change of functions.



* Allocation of shares subject to performance conditions.
 In 2023, an indemnity of €150 thousand was awarded to Jean-Philippe KOHLER in respect of the end of his executive term of office. This amount paid on a non-recurring basis is not included in the above ratios.
 In 2024, Jean-Philippe KOHLER benefited from the definitive allocation of 6,900 free shares.



* Allocation of shares subject to performance conditions.

2.6 Implementation of the “apply or explain” rule of the AFEP-MEDEF Code of December 2022

In accordance with the provisions of Article L.22-10-10-4° of the French Commercial Code and in compliance with the principles set forth in paragraph 28.1 of the AFEP-MEDEF Code and its implementation guide, the Company’s Board of Directors considers that it complies with the recommendations of the AFEP-MEDEF Code, with the exception of the following recommendations:

Provisions of the AFEP-MEDEF Code referred to	Details
<p>NRG (Nominations, Compensation, Governance) Committee</p> <p>Pursuant to Article 19.1 of the AFEP-MEDEF Code, it is recommended that an employee director be a member of the Compensation Committee.</p>	<p>With regard to the director representing employees, the company follows a practice of gradual and considered involvement. The directors representing employees are required to participate in all meetings of the committee in question with a level of involvement complying with that required by the AFEP-MEDEF Code. Nevertheless, due to the significant time commitment required of these directors, on the one hand, and the training provided during the first year of their term, on the other, the director representing employees appointed to the NRG Committee is not asked to participate in the committee’s work until after the completion of his or her training (which, in practice, is the second year of his or her term).</p> <p>On September 18, 2024, Vincent COSNEFROY was appointed as director representing employees. In accordance with our practice, he was therefore able to benefit from a full year of training. His integration into the NRG committee was scheduled for autumn 2025.</p> <p>However, since Vincent COSNEFROY left the Group on October 31, 2025 following the sale of the LISI MEDICAL division to which he belonged, his term of office as director representing employees ended, and he was unable to attend the NRG Committee meeting on November 18, 2025.</p>
<p>Termination of employment contract in the event of corporate office</p> <p>Under Article 23.1, it is recommended that, when an employee becomes a corporate officer of the company, the employment contract between the employee and the company be terminated.</p>	<p>Emmanuel VIELLARD’s employment contract is suspended during his term of office as Chief Executive Officer.</p> <p>This suspension is linked to his seniority in the group and to the Group’s consistent policy in this area.</p> <p>If the suspension of the employment contract were to end, no specific procedure would be provided for terminating the said employment contract. If the Company’s term of office ceases, the employment contract, which has been suspended until now, will resume with immediate effect.</p>

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7

GENERAL INFORMATION REGARDING THE COMPANY / GENERAL MEETING

7

GENERAL INFORMATION REGARDING THE COMPANY / GENERAL MEETING

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1 Information about the issuer and the Company's share capital

1.1 Information about the issuer

LISI share datasheet

ISIN Code: FR 0000050353

Reuters code: GFII.PA

Bloomberg code: FII.FP

Compartment: A Eurolist

Stock market: Euronext Paris

Number of shares: 46,538,313

Market capitalization as at December 31, 2025:

€2,471.2 million

Indices: CAC® All Shares, CAC® Small, CAC® Mid & Small, CAC® All-Tradable, CAC® Industrials, CAC® Mid 60, SFB 120

1.2 Share capital

Amount of share capital

Share capital taken up by shareholders and fully paid-up, as at December 31, 2025, amounted to €18,615,325.20 divided into 46,538,313 shares with a nominal value of €0.40 of the same category.

Changes in share capital over the past five years

Date of General Meeting	Date of Board Meeting	Nature of the Transactions	Nominal Increase (Reduction) in Capital	Increase (Reduction) in Capital Including Premium	Number of Shares Created (Cancelled)	Nominal Value of Shares	Total Number of Shares After the Issue	Capital After the Transaction
CAPITAL AT 2025: €18,615,325.20 DIVIDED INTO 46,538,313 SHARES WITH A NOMINAL VALUE OF €0.40								
05/15/2023	02/23/2023	reduction following a public stock buyback tender	-3,030,402 €	-201,521,706 €	-7,576,004	0 €	46,538,313 €	18,615,325 €

Share capital authorized but not issued

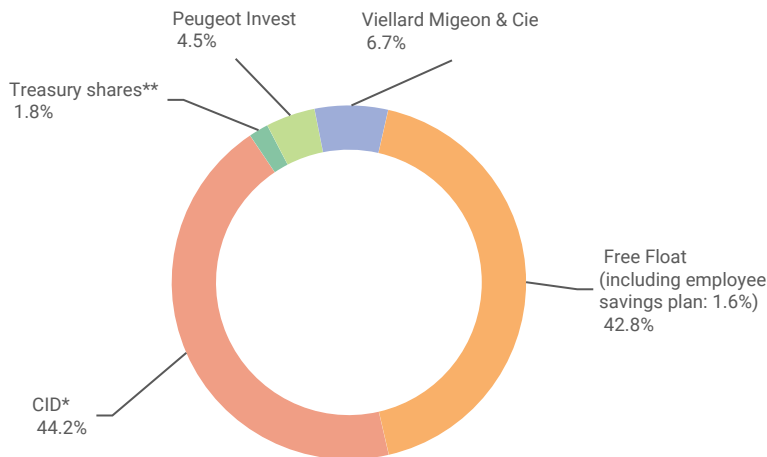
None.

Potential capital securities

As at December 31, 2025, there are no warrants providing access to capital.

1.3 Breakdown of share capital and voting rights – Shareholders' agreement

	12/31/2025			12/31/2024		
	as % of the share capital	as % of voting rights	in number of shares	as % of the share capital	as % of voting rights	in number of shares
CID	44.2	57.8	20,562,550	44.2	57.8	20,562,550
CIKO	6.7	8.8	3,112,818	6.7	8.3	3,112,818
Viellard Migeon & Cie	4.5	4.3	2,095,859	10.3	8.1	4,795,859
Peugeot Invest Assets	0.0	0.0	1			
Other Corporate Officers	0.3	0.4	148,125	0.3	0.3	126,600
TOTAL CORPORATE OFFICERS	55.7	71.2	25,919,353	61.4	74.5	28,597,827
<i>of which Directors</i>	0.3	0.1	124,016	0.1	0.2	45,834
Treasury Shares	1.8		827,808	2.1	0.0	979,486
Employees	1.6	1.0	741,345	1.9	1.2	883,545
Public	40.9	27.7	19,049,807	34.6	24.3	16,077,455
GRAND TOTAL	100.0	100.0	46,538,313	100.0	100.0	46,538,313



* Including direct and indirect equity interests
Viellard Migeon & Cie: 27.3%
CIKO: 22.4%

** Reserved for performance share plans

Shareholders or group of shareholders controlling more than 3% of the share capital:

- **The sole activity of CID**, 6 Rue Juvénal Viellard, CS 70431 Grandvillars, 90008 BELFORT Cedex is holding LISI securities. As at December 31, 2025, it held 44.2% of the LISI S.A. share capital and 57.8% of the voting rights.

Since 2023, CID's capital has been held by two family shareholder groups through family holdings (KOHLER family through CIKO, and VIELLARD family through Viellard Migeon & Cie).

There are no direct family ties between the shareholders.

As at December 31, 2025, the capital of CID broke down as follows:

- CIKO for 50.6%;
- Viellard Migeon & Cie for 46.7%;
- Others for 2.7%.

The main activity of CIKO, at 7 rue du Stade, 90100 DELLE, is the holding of LISI and CID shares. As at December 31, 2025, it indirectly held 22.4% of the LISI S.A. share capital.

As at December 31, 2025, **Viellard Migeon & Cie**, a company based at route des Forges 90120 MORVILLARS, directly held 6.7% of the LISI share capital and 8.8% of the voting rights. At the same date, it indirectly held 20.6% of the LISI S.A. capital, *i.e.* in total 27.3% of the capital.

- **PEUGEOT Invest Assets**, a company based at 66, avenue Charles de Gaulle, 92522 NEUILLY-SUR-SEINE Cedex, directly held 4.5% of the LISI share capital and 4.3% of voting rights as at December 31, 2025..

To the Company's knowledge, no other shareholders hold over 3% of the share capital or voting rights, be it directly or jointly.

Shareholders' agreement – concerted actions

Following on from the previous agreements, a new agreement binding Viellard Migeon & Cie – CIKO and CID was signed on February 23, 2023. The latter, for a period of 20 years, provides for the maintenance of strictly joint family management of CID by Viellard Migeon & Cie and CIKO (with equal representation on the Board of Directors of CID and LISI), as well as, notably, a commitment for Viellard Migeon & Cie to vote at LISI General Meetings within the meaning defined by CID.

To the best of LISI's knowledge, on the date on which this document was drafted, there were no actions in concert, as defined in Articles L.233-10 and L.233-11 of the French Commercial Code.

Threshold crossing

LISI must be informed of the identity of its main shareholders when a threshold of between 3% and 5% is crossed, as required by the bylaws and the legal framework.

Over the course of the 2025 fiscal year, the following information was communicated to the company:

- On January 8, 2025, Peugeot Invest Assets (France) declared that it had sold 2,700,000 LISI shares, *i.e.* 5.8% of the share capital. Following this transaction, Peugeot Invest Assets holds 4.5% of the share capital and 4.3% of the voting rights. In January and February 2026, Peugeot Invest Assets sold its entire remaining interest in the market in several successive sales.

Pledging

To the Company's knowledge, no pure registered shares have been pledged as collateral.

LISI S.A. shareholding

The most recent IBS ("Identifiable Bearer Security") analysis carried out at December 31, 2024, identified 4,404 shareholders with a final identification rate of 99.3%.

Based on the survey conducted by Euroclear France, the free-float portion of LISI's bearer shareholding, *i.e.* 28.3%, breaks down as follows:

	Number of shareholders	% of share capital held	Number of shares
French investors	67	6.7%	3,131,664
Foreign investors	134	15.5%	7,230,432
Total institutional investors	201	22.3%	10,362,096
Individual French and international shareholders	4,201	1.6%	763,003
Total institutional & individual shareholders	4,402	23.9%	11,125,099
"LISI in shares" Group Savings Plan	1	1.9%	883,545
Treasury Shares	1	2.0%	930,555
TOTAL IBS ANALYSIS – IDENTIFIED HOLDERS	4,404	28.3%	12,939,199

The geographical breakdown of the institutional shareholders is as follows:

	Number of shareholders	% of share capital held
United States	67	49.1%
France	67	30.2%
United Kingdom	11	8.9%
Autres	33	8.0%
Other	12	3.8%
TOTAL INSTITUTIONAL INVESTORS	201	100.0%

Individual shareholders are mainly French (80%).

LISI S.A. treasury shares

As at December 31, 2025, LISI S.A. held 827,808 of its treasury shares, or 1.8% of the share capital.

Most of these shares are destined to be allocated as performance shares.

1.4 Dividend distribution policy – Dividend prescription period

The distributable profit is at the disposal of the General Meeting, which determines its allocation.

History of dividends paid per share:

	Net dividend in €
2021	0.29
2022	0.15
2023	0.31
2024	0.39
2025 (1)	0.46

(1) Proposed by the Board of Directors meeting held on February 26, 2026, subject to the decision of the Ordinary General Meeting of April 24, 2026. The dividend payment date was set at May 6, 2026.

The timeframe for paying dividends is nine months as of the year-end date. Unclaimed dividends are waived to the State after a period of five years counting from the payment date.

Loyalty dividend

The General Meeting held on April 24, 2018, having heard the Board of Directors' report, decided to introduce the allocation of a loyalty dividend for shareholders into the Company's bylaws.

Therefore, a bonus of 10% is allocated to all shareholders with evidence of being personally registered at the end of the fiscal year for at least two years and are still registered on the date of payment of the dividend.

The number of shares eligible for this bonus may not exceed, for a single shareholder, 0.5% of the Company's share capital.

1.5 Share repurchase program

In place at December 31, 2025

On April 25, 2025, the Ordinary General Meeting authorized the Company to repurchase treasury shares on the stock market up to a limit of 10% of the share capital for a period of 18 months, *i.e.* until October 26, 2026.

LISI S.A. is therefore considering a share buyback plan for the following purposes:

- market-making for the Company's shares by an investment services provider through a liquidity contract in accordance with the code of ethics recognized by the French Financial Markets Authority (*Autorité des Marchés Financiers – AMF*), it being specified that, in this case, the number of shares taken into account for the calculation of the limit of 10% of the share capital of the Company referred to above corresponds to the number of shares purchased, less the number of shares resold during the term of the authorization;
- the granting of stock options or the allocation of free shares to employees and corporate officers of the company and/or its Group as well as the allocation or sale of company shares in the company or group savings plans or other similar plans;
- the hedging of marketable securities giving the right to the allocation of shares in the company under the conditions provided for by law;

- to retain and use shares at a later date as consideration or payment for potential acquisitions;
- to cancel shares purchased, subject to the approval of an Extraordinary General Meeting to be called at a later date;
- the implementation of any market practice accepted or that may come to be accepted by the AMF and, more generally, the performance of any other transaction in accordance with the regulations in force, subject to informing the shareholders by press release.

The following terms apply to this authorization:

- the Company may not repurchase its own shares for more than €60, not including transaction fees.
The highest figure that LISI S.A. would pay if it purchased shares at the ceiling price set by the General Meeting, *i.e.* €60, is €220,460,700.

Under the above-mentioned share buyback program, LISI S.A. acquired 390,794 treasury shares in 2025, *i.e.* 0.8% of the total number of shares issued. Conversely, the Company sold 419,497 shares, *i.e.* 0.9% of the total number of shares issued.

These purchases and sales were made exclusively under the market maker's contract with Oddo BHF. The market maker's contract complies with the ethical charter of the AMAFI.

The transactions carried out by the Company on its own shares are summarized in the table below:

	Number of shares	Average price weighted in €
SHARES HELD AT 01/01/2025	979,486	10.53
Shares acquired in 2025	390,794	39.80
Shares awarded in 2025	(122,975)	7.46
Shares sold in 2025	(419,497)	39.33
SHARES HELD AT 12/31/2025	827,808	11.66
<i>Of which securities intended for market-making</i>	11,625	
<i>Of which share-based compensation</i>	816,183	
<i>Of which available shares</i>	0	

1.6 Liquidity of the share

Multiplace free float capital turnover rate: 125.0%

Average number of securities traded per day in 2025: 104,010.

Month	Closing rates	Highest price	Lowest price	Session average	volumes	during the month(1)
2024						
January (2)	21.80	23.90	20.85	22.38	50,594	2,381,115
February	23.70	23.95	21.60	22.78	9,453	408,954
March	23.65	24.10	23.25	23.68	6,018	252,803
April	24.60	25.30	23.55	24.43	8,782	359,169
May	26.40	29.30	24.45	26.88	11,394	422,147
June	23.20	28.05	22.95	25.50	11,129	440,514
July	25.45	26.00	22.60	24.30	7,693	316,631
August	28.50	28.60	24.35	26.48	8,813	329,842
September	26.50	28.60	25.75	27.18	6,478	241,771
October	22.30	26.90	22.00	24.45	8,878	368,074
November	20.85	23.30	20.55	21.93	9,462	435,251
December	22.00	22.50	20.50	21.50	5,837	267,418
2025						
January	27.40	28.00	22.10	25.05	8,307	320,018
February	26.60	28.55	26.40	27.48	6,632	241,387
March	29.15	30.85	25.40	28.13	10,575	365,044
April	27.65	29.60	25.10	27.35	9,288	345,968
May	32.65	32.80	27.50	30.15	14,026	462,994
June	37.80	38.35	31.00	34.68	19,221	575,813
July	47.40	49.30	35.95	42.63	36,522	902,514
August	45.40	48.70	43.05	45.88	25,135	548,426
September (3)	46.20	48.45	37.55	43.00	40,082	930,000
October	50.80	51.50	44.55	48.03	30,716	638,175
November	49.05	50.80	45.00	47.90	34,587	724,805
December	53.10	53.20	47.55	50.38	36,847	730,679
2026						
January (4)	53.50	57.90	52.50	55.20	40,510	732,878
February (4)	56.00	64.80	52.70	58.75	60,007	1,026,625
March	52.40	56.40	47.55	51.98	61,197	1,207,219

(1) The transaction volumes and securities traded correspond to the average recorded only for the Euronext market.

(2) The volume of transactions and securities processed during the month includes the sale of 1,900,000 shares by PEUGEOT INVEST ASSETS on January 19, 2024, i.e. 4.1% of LISI S.A.'s share capital.

(3) The volume of transactions and securities processed during the month includes the sale of 2,700,000 shares by PEUGEOT INVEST ASSETS on September 8, 2025, i.e. 5.8% of LISI S.A.'s share capital.

(4) The volume of transactions and securities processed in January and February 2026 includes the sale, in several tranches, of the remaining shares held by PEUGEOT INVEST ASSETS, i.e. 4.5% of the share capital of LISI S.A.

Market maker's contract

The market maker's contract complies with the ethical charter of the AMAFI and is implemented by:

ODDO BHF

Mr. Éric BIGOTTEAU

Email: eric.bigotteau@oddo-bhf.com

Tel.: +33 (0)6 86 63 92 18

1.7 Company name – Head Office and legislation

Company name and head office

LISI S.A. - 6 rue Juvénal Viellard - CS 70431 Grandvillars - 90008 BELFORT Cedex.

Legal form of the issuer and applicable legislation

"*Société Anonyme*" (public limited company) governed by French legislation.

Place and number of registration

- Register of Incorporated Companies: BELFORT 536 820 269
 - NAF Code: 7010 Z
 - LEI: 969500UU4058BR802Y55
-

Incorporation and term – articles of association and bylaws

Incorporation and term

The Company was set up on July 5, 1968. Its term expires on July 4, 2067, excepting early dissolution or renewal.

Purpose

According to Article 2 of the bylaws, the Company's purpose is:

- the acquisition of equity interests in all types of companies, including commercial, manufacturing, financial, securities and property development companies;
- the manufacture, purchase and sale of all items, especially those relating to screws, nuts and bolts, forging, lathing and machine tooling and building machines;
- where necessary, any transactions concerning the machine industry and the selling of related articles, the direct or indirect participation in any transactions or deals that may be related to said purposes or that may favor the development of a business, in any form whatsoever, including the creation of a new company, a contribution, subscription, purchase of securities and rights;
- and more generally, all commercial, securities and real estate transactions, be they directly or indirectly related to the corporate purpose or likely to facilitate its expansion or growth.

Fiscal year

The company's fiscal year begins on January 1 and ends on December 31 of each year.

Specific statutory clauses

Article 9 – Crossing of threshold disclosures

- Shares are freely tradable in the absence of any legal or regulatory provisions to the contrary.
- Shares are delivered by transfer from one account to another pursuant to the terms and conditions set forth by regulations.
- The Company's shares are indivisible.
- Whenever it is necessary to hold multiple existing securities to exercise any right, or in the event of an exchange or allocation of shares entitling the bearer to a new security in exchange for multiple existing securities, securities held in isolation or in a quantity less than that required shall confer no rights on their bearers against the Company; the holders shall be responsible for arranging the grouping and, as appropriate, the purchase or sale of the required number of securities.
- Without prejudice to the provisions of Article 356-1 of Law No. 66-537 of July 24, 1966, any person who holds or comes to hold, directly or indirectly, within the meaning of said Article 356-1, at least 3% of the capital, is required, within fifteen days from the crossing of this shareholding threshold, to declare to the Company by registered letter with acknowledgment of receipt sent to the head office, the total number of shares he or she owns.
- All shareholders are also required to inform the Company within the same period if the stake in the Company should fall below the above-mentioned thresholds.
- In the event that beneficial share ownership is not reported in accordance with the aforementioned procedures, the shares that exceed the reporting threshold shall be deprived of voting rights for all Shareholders' General Meetings held within a period of up to three months after the date the declaration of beneficial ownership is finally made in accordance with the proper procedures, by one or more shareholders who jointly own at least 5% of the share capital, as recorded in the minutes of the General Meetings.

Article 15 - General Meetings

1. General Meetings are convened and deliberate in accordance with the applicable legal provisions. They are held at the head office or at any other location specified in the meeting notice.
2. The General Meeting consists of all shareholders, regardless of how many shares they own, providing that the shares are fully paid-up.

The right to attend in person or to be represented by proxy is subject:

- for registered shareholders, to the registration of their shares in a “pure” nominee or administered personal account at least five days before the date of the Meeting,
- for holders of bearer shares, if any exist, to the submission within the same period of time, of a certificate established by the authorized proxy acknowledging the unavailability of the shares registered in the account until the date of the Meeting.

However, the Board of Directors may, as a general rule, reduce or waive this time period.

3. The meetings are chaired by the Chairman of the Board of Directors or, in his or her absence, by the oldest Deputy Chairman, or in the absence of a Deputy Chairman, by the most senior director present at the Meeting. Failing this, the Meeting shall elect its Chairman.
4. Barring any legal or regulatory measures to the contrary, each member of the General Meeting is entitled to as many votes as the shares he or she owns or represents, both in their own name and as a proxy.

However, certain shares are granted double the voting rights of those conferred on other shares, in proportion to the share capital they represent, namely:

- all fully paid-up shares registered in the name of the same shareholder for at least four (4) years,
- all registered shares allocated free of charge to shareholders as part of a capital increase carried out through the incorporation of reserves, profits or issue premiums, up to the number of existing shares for which they are entitled to such double voting rights.

Double voting rights cease to apply once the shares change hands. However, the aforementioned time period is not interrupted and double voting rights still apply in the event that transfers occur as a result of inheritance, liquidation of community property between spouses or gifts *inter vivos* to a partner or family relation who is entitled to inheritance rights.

5. In the event that shareholders vote by proxy, only those proxy votes that have arrived at the Company at least three days prior to the date of the General Meeting will be counted.

Moreover, a shareholder's attendance at the General Meeting shall consequently render null and void the postal vote and/or proxy form that said shareholder may have previously submitted to the Company, as the shareholder's attendance takes precedence over any other method of participation previously chosen by the shareholder. If the shareholder is not present at the meeting, his or her proxy form is only taken into consideration with respect to the votes cast in his or her proxy voting form if one has been submitted.

Article 17 - Distribution of earnings

From the distributable profit, any amount that the General Meeting decides to carry forward to the next fiscal year or allocate to the creation of any extraordinary, contingency, or other fund, whether or not designated for a specific purpose, shall first be deducted. The remainder is distributed between the shareholders, in proportion to the share capital held.

Each shareholder may be granted the option of receiving payment in cash or in shares under the terms provided for by law, for all or part of the dividend or the advance on the dividend distributed. An additional loyalty dividend of 10% is allocated to all shareholders with evidence of being personally registered at the end of the fiscal year for at least two years and still registered on the date of payment of the dividend.

Insofar as the Company's securities are able to be traded on a regulated market, the number of shares eligible for this bonus may not exceed, for a single shareholder, 0.5% of the Company's share capital.

The same bonus may be allocated under the same conditions if there is a distribution of free shares.

Consultation of corporate documents

The legal documents concerning the Company LISI S.A. (bylaws, minutes of General Meetings, Statutory Auditors' reports, and all other documents made available to the shareholders) may be consulted upon request at the Company's head office at the following address: Société LISI S.A., 6 Rue Juvénal Viellard, CS 70431 Grandvillars, 90008 BELFORT.

2 General Meeting

2.1 Agenda

WITHIN THE POWERS OF THE ORDINARY GENERAL MEETING

- Approval of the separate financial statements for the fiscal year ended December 31, 2025;
- Approval of the consolidated financial statements for the fiscal year ended December 31, 2025;
- Approval of the agreements referred to in Articles L.225-38 *et seq.* of the French Commercial Code;
- Discharge granted to the directors and Statutory Auditors;
- Allocation of income for the fiscal year ended December 31, 2025;
- Acceptance of the resignation from the position of director of Peugeot Invest Assets;
- Acknowledgement of the expiry of the term of office of Ms. Marie-Hélène PEUGEOT-RONCORONI as director;
- Appointment of Mr. Pierre-Emmanuel KOHLER as director;
- Appointment of Ms. Claire VIELLARD as director;
- Renewal of the term of office of Ms. Isabelle CARRÈRE as director;
- Renewal of the term of office of Ms. Véronique SAUBOT as director;
- Renewal of the term of office of Ms. Florence VERZELEN as director;
- Approval of the information referred to in Article L.22-10-9 I of the French Commercial Code relating to the compensation of corporate officers awarded or due during the fiscal year ended December 31, 2025;
- Approval of the components of compensation paid during or awarded in respect of the fiscal year ended December 31, 2025, to Mr. Jean-Philippe KOHLER, Chairman of the Board of Directors;
- Approval of the components of compensation paid during or awarded in respect of the fiscal year ended December 31, 2025, to Mr. Emmanuel VIELLARD, CEO;
- Approval of the compensation policy applicable to the Chairman of the Board of Directors;
- Approval of the compensation policy applicable to the CEO;
- Approval of the compensation policy applicable to directors;
- Authorization to be granted to the Board of Directors to trade in the Company's shares.

WITHIN THE POWERS OF THE EXTRAORDINARY GENERAL MEETING

- Allocation of free shares to employees and corporate officers: authorization to be granted to the Board of Directors, for a period of thirty-eight months, to proceed with this free allocation of shares;
- Delegation of authority granted to the Board of Directors, for a period of twenty-six months, to carry out capital increases, with cancellation of shareholders' preferential subscription rights, reserved for participants in the Group Savings Plan;
- Powers for legal formalities.

2.2 Text of the draft resolutions

WITHIN THE POWERS OF THE ORDINARY GENERAL MEETING

First resolution – Approval of the annual financial statements for the fiscal year ended December 31, 2025

The General Meeting, having reviewed the Board of Directors' report and the Statutory Auditors' general report on the annual financial statements for the fiscal year ended December 31, 2025, approves the annual financial statements for the fiscal year ended December 31, 2025 as they were presented to it, showing a profit of €95,266,586.20, as well as the transactions reflected in these financial statements or summarized in these reports. In particular, the General Meeting approves the spending carried out over the last fiscal year in relation to the transactions covered by Article 39-4 of the French General Tax Code, which amounts to a total of €45,484.

Second resolution – Approval of the consolidated financial statements for the fiscal year ended December 31, 2025

The General Meeting, having reviewed the report of the Board of Directors and the general report of the Statutory Auditors on the consolidated financial

statements for the fiscal year ended December 31, 2025, approves the consolidated financial statements prepared in accordance with the provisions of Articles L.233-16 *et seq.* of the French Commercial Code for the fiscal year ended December 31, 2025, as they were presented to it, showing a profit of €139,723,480.70.

Third resolution – Approval of the agreements referred to in Articles L.225-38 *et seq.* of the French Commercial Code

The General Meeting, having reviewed the special report of the Statutory Auditors on the agreements covered by Article L.225-38 of the French Commercial Code, approves the information provided in this report.

Fourth resolution – Discharge granted of the directors and the Statutory Auditors

The General Meeting gives full discharge to the directors for their work for the fiscal year December 31, 2025, and to the Statutory Auditors for their term of office.

Fifth resolution – Allocation of the income of the fiscal year ended December 31, 2025

The General Meeting, on the proposal of the Board of Directors, resolves to allocate the income of the fiscal year ended on December 31, 2025, as follows:

profit (loss) for the period	95,266,586.20
retained earnings brought forward	87,662,118.51
i.e., a distributable profit of	182,928,704.71
allocated as follows:	
a dividend of €0.39 per share, i.e., the total amount ⁽¹⁾ of	21,407,623.98
to the retained earnings account, the balance, i.e., the sum of	161,521,080.73

(1) The General Meeting held on April 24, 2018, having heard the Board of Directors' report, decided to introduce the allocation of a loyalty dividend for shareholders into the Company's bylaws. Therefore, a bonus of 10% is allocated to all shareholders with evidence of being personally registered at the end of the fiscal year for at least two years and still registered on the date of payment of the dividend. The number of shares eligible for this bonus may not exceed, for a single shareholder, 0.5% of the Company's share capital.

(2) The dividend for the shares held by the Company as treasury shares will be deducted from this amount. Full powers are thus granted to the Board of Directors to determine the final total amount of the distribution and, consequently, the amount to be charged to retained earnings.

The amount of dividends distributed will be eligible for the rebate of 40% benefiting, where applicable, individuals domiciled for tax purposes in France, in accordance with Article 158-3-2° of the French General Tax Code.

The shares will be traded ex-dividend on April 30, 2026, and will be paid on May 6, 2026.

In addition, it should be noted that the dividends paid out for the three previous fiscal years were as follows, per share:

Fiscal year	Dividend paid ⁽³⁾
December 31, 2022	€0.15
December 31, 2023	€0.31
December 31, 2024	€0.39

(3) Amount fully eligible for the 40% allowance benefiting, where applicable, natural persons domiciled in France for tax purposes, in accordance with Article 158-3-2° of the French General Tax Code.

Sixth resolution - Acceptance of the resignation of Peugeot Invest Assets as director

The General Meeting, having reviewed the Board of Directors' report, accepts the resignation, with effect from September 8, 2025, of the directorship of Peugeot Invest Assets.

Seventh resolution - Acknowledgement of the expiry of the term of office of Ms. Marie-Hélène PEUGEOT-RONCORONI as director

The General Meeting, having reviewed the Board of Directors' report, acknowledges the expiry, at the conclusion of this Meeting, of the term of office of Ms. Marie-Hélène PEUGEOT-RONCORONI as director.

Eighth resolution - Appointment of Mr. Pierre-Emmanuel KOHLER as director

The General Meeting, having reviewed the Board of Directors' report, resolves to appoint Mr. Pierre-Emmanuel KOHLER, born on July 18, 1982 in La-Teste-de-Buch, residing at 17 boulevard Saint-Germain, 75005 Paris, a French national, as a director, effective as of today and for a term of four years expiring at the conclusion of the General Meeting to be held in 2030 to approve the financial statements for the fiscal year ended December 31, 2029.

Ninth resolution - Appointment of Ms. Claire VIELLARD as director

The General Meeting, having reviewed the Board of Directors' report, resolves to appoint, subject to the opinion of the High Authority for Transparency in Public Life (HATVP)**, Ms. Claire VIELLARD, born on June 10, 1994 in Paris, residing at 2 Villa Monceau, 75017 Paris, a French national, as director, effective as of today and for a term of four years expiring at the conclusion of the General Meeting to be held in 2030 to approve the financial statements for the fiscal year ending December 31, 2029.

Tenth resolution - Renewal of the term of office of Ms. Isabelle CARRÈRE as director

The General Meeting, having reviewed the Board of Directors' report, renews the term of office of Ms. Isabelle CARRÈRE as director, for a term of four years expiring at the conclusion of the General Meeting to be held in 2030 to review the financial statements for the fiscal year ended December 31, 2029.

Eleventh resolution - Renewal of the term of office of Ms. Véronique SAUBOT as director

The General Meeting, having reviewed the Board of Directors' report, renews the term of office of Ms. Véronique SAUBOT as director, for a term of four years expiring at the conclusion of the General Meeting to be held in 2030 to review the financial statements for the fiscal year ended December 31, 2029.

Twelfth resolution - Renewal of the term of office of Ms. Florence VERZELEN as director

The General Meeting, having reviewed the Board of Directors' report, renews the term of office of Ms. Florence VERZELEN as director, for a term of four years expiring at the conclusion of the General Meeting to be held in 2030 to review the financial statements for the fiscal year ended December 31, 2029.

Thirteenth resolution - Approval of the information referred to in Article L.22-10-9 I of the French Commercial Code relating to the compensation of corporate officers awarded and due during the fiscal year ended December 31, 2025

The General Meeting, in accordance with the provisions of Article L.22-10-34 I of the French Commercial Code, approves the information mentioned in Article L.22-10-9 I of said Code for the fiscal year ended December 31, 2025, as described in the report on corporate governance prepared by the Board of Directors included in the 2025 Universal Registration Document.

Fourteenth resolution - Approval of the components of compensation paid during or awarded in respect of the fiscal year ended December 31, 2025, to Mr. Jean-Philippe KOHLER, Chairman of the Board of Directors

The General Meeting, in accordance with the provisions of Article L.22-10-34 II of the French Commercial Code, approves the components of the total compensation and benefits of any kind paid during or awarded in respect of the fiscal year ended December 31, 2025 to Mr. Jean-Philippe KOHLER in his capacity as Chairman of the Board of Directors, as described in the report on corporate governance prepared by the Board of Directors included in the 2025 Universal Registration Document.

Fifteenth resolution - Approval of the components of compensation paid during or awarded in respect of the fiscal year ended December 31, 2025, to Mr. Emmanuel VIELLARD, CEO

The General Meeting, in accordance with the provisions of Article L.22-10-34 II of the French Commercial Code, approves the components of the total compensation and benefits of any kind paid during or awarded in respect of the fiscal year ended December 31, 2025 to Mr. Emmanuel VIELLARD in his capacity as CEO, as described in the report on corporate governance prepared by the Board of Directors included in the 2025 Universal Registration Document.

Sixteenth resolution - Approval of the compensation policy applicable to the Chairman of the Board of Directors

The General Meeting, in accordance with the provisions of Article L.22-10-8 of the French Commercial Code, approves the compensation policy applicable to the Chairman of the Board of Directors, as described in the report on corporate governance prepared by the Board of Directors included in the 2025 Universal Registration Document.

Seventeenth resolution - Approval of the compensation policy applicable to the CEO

The General Meeting, in accordance with the provisions of Article L.22-10-8 of the French Commercial Code, approves the compensation policy applicable to the CEO, as described in the report on corporate governance prepared by the Board of Directors included in the 2025 Universal Registration Document.

Eighteenth resolution – Approval of the compensation policy applicable to directors

The General Meeting, in accordance with the provisions of Article L.22-10-8 of the French Commercial Code, approves the compensation policy applicable to directors, as described in the report on corporate governance prepared by the Board of Directors included in the 2025 Universal Registration Document.

Nineteenth resolution – Authorization to be granted to the Board of Directors to trade in the Company's shares

The General Meeting, having reviewed the Board of Directors' report, in accordance with Article L.22-10-62 of the French Commercial Code:

- authorizes the Board of Directors to proceed, by any means, to purchases of Company shares, up to a maximum of 10% of the Company's share capital, *i.e.* 4,653,831 shares, with the exception of purchases of shares in the Company intended for the holding and subsequent delivery of shares in exchange or as payment in the context of potential external growth transactions, the limit of which will be 5% of the share capital, *i.e.* 2,326,916 shares, these limits being adjustable, where applicable, to take into account any capital increase or reductions that may occur during the duration of the program;
- decides that the acquired shares will be used as follows:
 - market-making for the Company's shares by an investment services provider through a liquidity contract in accordance with the code of ethics recognized by the French Financial Markets Authority (*Autorité des Marchés Financiers* – AMF), it being specified that, in this case, the number of shares taken into account for the calculation of the limit of 10% of the share capital of the Company referred to above corresponds to the number of shares purchased, less the number of shares resold during the term of the authorization,
 - the granting of stock options or the allocation of free shares to employees and corporate officers of the company and/or its Group as well as the allocation or sale of company shares in the company or group savings plans or other similar plans,
 - the hedging of marketable securities giving the right to the allocation of shares in the company under the conditions provided for by law,
 - to retain and use shares at a later date as consideration or payment for potential acquisitions,
 - to cancel shares purchased, subject to the approval of an Extraordinary General Meeting to be called at a later date,
 - the implementation of any market practice accepted or that may come to be accepted by the AMF and, more generally, the performance of any other transaction in accordance with the regulations in force, subject to informing the shareholders by press release;
- decides that:
 - the acquisition, sale or transfer of shares may be carried out by any means and at any time, on one or more occasions, and this in compliance with the regulations in force, on the market or off-market, including by the acquisition of blocks or the use of derivatives traded on a regulated or over-the-counter market,
 - the Company may not repurchase its own shares for more than €90 per share, not including transaction fees. In the event of a transaction involving the share capital, in particular a share split or reverse stock split or free allocation of shares to shareholders, this amount will be adjusted in the same proportions (multiplying coefficient equal to the ratio of the number of shares comprising the capital before the transaction and the number of shares after the transaction). The highest figure that the Company would pay if it purchased shares at the ceiling price set by the General Meeting, *i.e.* €90 per share, is €344,342,070,
 - this authorization is valid for a period of 18 months from the date of this General Meeting. It cancels any effect for the unused portion and the remaining period, and replaces the authorization given under the thirteenth resolution of the Ordinary General Meeting of April 25, 2025;
- grants full powers to the Board of Directors, with the right to delegate and within the limits decided above, to implement this authorization, in particular to place all orders on the stock market, enter into all agreements, allocate or reallocate any shares acquired for the purposes pursued under the conditions provided for by law, set the conditions under which the rights of holders of securities giving access to the share capital will be ensured under the conditions provided for by law and, where applicable, the related contractual stipulations, prepare all documents and press releases, carry out all formalities and declarations to all bodies and, in general, do whatever is necessary.

WITHIN THE POWERS OF THE EXTRAORDINARY GENERAL MEETING**Twentieth resolution – Allocation of free shares to employees and corporate officers: authorization to be granted to the Board of Directors, for a period of thirty-eight months, to proceed with this free allocation of shares**

The General Meeting, having reviewed the Board of Directors' report and the Statutory Auditors' special report, in accordance with Articles L.225-197-1 *et seq.*, L.22-10-59 and L.22-10-60 of the French Commercial Code:

- authorizes the Board of Directors to distribute, in one or more installments, to employees and corporate officers eligible within the meaning of Article L.225-197-1 of the French Commercial Code, of the Company and of companies or groups affiliated with it within the meaning of Article L.225-197-2 of the French Commercial Code, or of certain categories thereof as it may determine, to an allocation of free shares of the company;
 - resolves that the Board of Directors shall determine the number of free shares that may be allocated to each beneficiary, as well as the terms and conditions and, where applicable, the criteria for granting such shares;
 - resolves that the total number of free shares allocated may not exceed 1,000,000 shares, *i.e.* approximately 1.85% of the Company's current share capital, subject to any adjustments necessary to preserve the rights of the beneficiaries; but without exceeding the legal limit of 10% of the Company's share capital on the date of the Board of Directors' decision to allocate them;
 - resolves that the number of free shares that may be allocated to executive corporate officers may not exceed 10% of the total number of free shares that may be allocated under this authorization, as set forth in the previous paragraph;
 - resolves that the allocation of said shares to their beneficiaries shall become final, subject to the fulfillment of any conditions or criteria that may be set by the Board of Directors, at the end of a vesting period with a minimum duration of one year; during this period, the beneficiaries shall not be considered holders of the shares allocated to them, and the rights arising from such allocation shall be non-transferable;
 - resolves that, in the event of the beneficiaries' death during this vesting period, the heirs of the deceased beneficiaries may request the allocation of free shares within six months of their death;
 - resolves that the Board of Directors may require beneficiaries to be present within the group comprising the Company and the companies or groups related to it within the meaning of Article L.225-197-2 of the French Commercial Code;
- resolves that the allocation of free shares shall be subject to one or more performance conditions to be determined by the Board of Directors when deciding on their allocation;
 - notes that, at the end of the aforementioned vesting period and subject to the fulfillment of any conditions or criteria that may be set by the Board of Directors, the allocation of free shares will be carried out using existing shares that the Company will have acquired for this purpose in accordance with the provisions of Articles L.22-10-62 and L.225-208 of the French Commercial Code;
 - resolves that, upon the expiry of this vesting period, the shares will be definitively granted to their beneficiaries and will become immediately transferable by the beneficiaries, subject to compliance with the lock-up periods referred to in Article L.22-10-59 II of the French Commercial Code;
 - recalls that the Board of Directors shall either decide that the free shares thus allocated to the executive corporate officers referred to in Article L.225-197-1, II, paragraph 4 of the French Commercial Code may not be transferred by such officers prior to the termination of their duties, or shall determine the number of such shares that they are required to hold in registered form until the termination of their duties;
 - sets the period of validity of this authorization at thirty-eight months, as of today's date. It renders null and void, with respect to the unused portion and the unexpired period, and replaces the authorization granted pursuant to the twenty-second resolution of the Combined General Meeting of April 12, 2023;
 - resolves that the Board of Directors shall have full authority, with the power to subdelegate in accordance with the law, to implement this authorization and, in general, to take all necessary actions, in particular to:
 - determine the identity of the beneficiaries, the number of shares allocated to each of them, and the terms and conditions for the allocation of such shares;
 - implement measures designed to protect the rights of beneficiaries by adjusting the number of free shares allocated based on any changes in the Company's share capital that may occur during the vesting period;
 - determine the dates and terms of the allocations;
 - generally, to take all necessary steps, enter into all agreements, prepare all documents and carry out all necessary formalities.

Twenty-first resolution - Delegation of authority granted to the Board of Directors, for a period of twenty-six months, to carry out capital increases, with cancellation of shareholders' preferential subscription rights, reserved for participants in the Group Savings Plan

The General Meeting, having reviewed the Board of Directors' report and the Statutory Auditors' special report, in accordance with the provisions of, on the one hand, Articles L.225-129-6, L.225-138 and L.225-138-1 of the French Commercial Code, and, on the other hand, Articles L.3332-18 *et seq.* of the French Labor Code:

- delegate to the Board of Directors, with the authority to subdelegate under the conditions provided for by law, its power to decide on one or more capital increases through the issuance of shares of the Company, in the proportions and at the times it deems appropriate, up to a maximum aggregate amount of €2 million, including the issuance premium;
- reserves the subscription of the shares to be issued to Group employees who are participants in the Group Savings Plan (whether such employees belong to the Group's French companies or foreign companies that are affiliated with the Company, within the meaning of Articles L.225-180 of the French Commercial Code and L.3344-1 of the French Labor Code), including the participants referred to in Article L.3332-2 of the French Labor Code;
- resolves to waive, in favor of the beneficiaries named in this resolution, the shareholders' preferential subscription rights to the shares issued pursuant to this resolution and to waive any rights to common shares;
- resolves that the subscription price for the new shares may not be lower than the average closing price of LISI shares on Euronext during the twenty trading sessions preceding the date of the Board of Directors' resolution setting the opening date for subscriptions, reduced by a 20% discount;

- sets the period of validity of this delegation at twenty-six months from this date;
- resolves that the Board of Directors shall have full authority, with the power to subdelegate under the conditions provided for by law, to implement this resolution, in particular to:
 - determine the terms and conditions of the capital increase(s) and set the dates, terms and conditions of the issuances carried out pursuant to this resolution,
 - set the opening and closing dates for subscriptions, the price, the date on which the issued securities become effective, the terms for paying up the shares, and grant grace periods for their payment,
 - charge, if it deems it appropriate, the costs, duties and fees incurred in connection with the issuances to the amount of the corresponding premiums and, where applicable, deduct from that amount the sums necessary to bring the statutory reserve to one-tenth of the new share capital following each issuance,
 - and, more generally, to take any action that may be useful or necessary and enter into any agreements or arrangements, in particular to ensure the successful completion of the proposed issuances, perform all acts and formalities necessary to formalize the completion of the capital increase(s), amend the bylaws accordingly, and carry out all formalities required for the admission to trading of the shares issued.

Twenty-second resolution - Powers for formalities

The General Meeting assigns all rights to the bearer of an original, a copy or extracts of the minutes of its deliberations for the purpose of accomplishing all formalities, as well as all legally required filings and publications.

2.3 Annex to the text of the draft resolutions

INFORMATION RELATING TO THE CANDIDACY OF MS. CLAIRE VIELLARD FOR THE POSITION OF DIRECTOR, SUBMITTED TO THE GENERAL MEETING ON APRIL 24, 2026

Usual first name and surname: Ms. Claire VIELLARD

Date of birth: June 10, 1994

Address: 2 Villa Monceau, 75017 Paris

Position performed

AIR FRANCE KLM – Head of International Relations (current)

Training

- Sciences Po Paris – Master in Public Affairs, *cum laude* (2016-2018)
- Columbia University (New York) / Sciences Po Paris – Double Bachelor's degree in Political Science, *cum laude*, Honors Society (2012-2016)

Professional references and positions held at other companies over the last five years:

Professional experience

AIR FRANCE KLM – since 2025 | Head of International Relations Management of bilateral relations with foreign states (negotiation of traffic rights) and coordination of the group's international advocacy.

Office of the Minister of Transport (Patrice Vergriete, then Clément Beaune) – September 2022 – December 2024 | Transport Advisor | Nearly two and a half years in two successive ministerial cabinets: management of the transport strategy for the Paris 2024 Olympic Games, management of European and international diplomatic affairs, implementation of sustainable mobility policies (bicycle plan, carpooling) and supervision of innovation and digitalization projects in transport (France 2030).

GROUPE ADP – September 2020 – September 2022 | Chief of Staff to the CEO, then Deputy Director of International Development | Two years at Groupe ADP: management of strategic projects (Covid-19 crisis management, group strategic plan), governance of the

Board of Directors and the Executive Committee, then international development (M&A, new energies, hydrogen joint venture with Air Liquide), management of a team of 30 employees.

Current terms of office

AIR FRANCE KLM – Head of International Relations

Key areas of expertise

- In-depth expertise of the air transport and transport sectors (Air France KLM, Groupe ADP), with strong knowledge of industrial subcontracting, governance and international development issues;
- Mastery of institutional relations and international diplomacy, particularly in terms of regulatory negotiations and traffic rights;
- Experience in corporate governance and the functioning of governing bodies (management of the Board of Directors and Groupe ADP committees in her capacity as Chief of Staff);
- Strategic vision on the challenges of sustainable mobility, innovation, and the energy transition (France 2030, hydrogen, green mobility);
- Extensive knowledge of public policy and the regulatory environment, gained while working in two successive ministerial cabinets;
- Ability to operate in complex industrial and institutional environments, both internationally and at the European level;
- Trilingual: French (mother tongue), English (C2 level), Spanish (C2 level).

Jobs or positions held in the Company of the LISI Group

None.

INFORMATION RELATING TO THE CANDIDACY OF MR. PIERRE-EMMANUEL KOHLER FOR THE POSITION OF DIRECTOR, SUBMITTED TO THE GENERAL MEETING ON APRIL 24, 2026

Usual first name and surname:

Mr. Pierre-Emmanuel KOHLER

Date of birth: July 18, 1982

Address: 38 rue Larmeroux, 92170 Vanves

Position performed

LISI GROUP – VP Information and Technology | Member of the Executive Committee (since 2021)

Training

- TBS Education – Grande École Program, Major in Corporate Finance (with honors), Minor in Strategic Management of Large Corporations
- Copenhagen Business School (CBS) – Specialization in Strategy and Finance (2006)
- École Polytechnique – Executive Education Certificate: Leading with Data and AI (2024)
- Internal training: ESG/CSRD awareness

Professional references and positions held at other companies over the last five years

Professional experience

LISI GROUP – since 2021 | VP Information and Technology – Member of the Executive Committee

Management of the Group IT function (250 employees, 7 countries, €41 million budget) and management of the digital transformation: definition of the IT strategy and the Industry 4.0/AI roadmap, complete restructuring of the cybersecurity system (zero incidents over three years, Tisax certifications), streamlining of ERP systems, and deployment of a project/agile methodology. Regular presentations to the Board of Directors and the Executive Committee.

LISI AEROSPACE – Blanc Aero Technologies – 2019 – 2021 | Site Director, Saint-Brieuc

Management of a site with 150 employees: strategic repositioning toward the aeronautics sector (revenue increased to over €20 million, +60%), health and safety culture (TF1 = 0 for 12 months), roll-out of the Group's CSR methodology, and negotiation of a collective voluntary redundancy agreement in a context of significant transformation.

Current terms of office

- CIKO – Chairman (since 2023) and director
- CID – Director
- LISI Group – Member of the Executive Committee

Key areas of expertise

- Corporate governance experience: director of CID and CIKO, member of the LISI Executive Committee, and regular presentations to the Board of Directors;
- Expertise in digital transformation and risk governance: cybersecurity, business continuity, data and artificial intelligence (Industry 4.0);
- Strategic vision and industrial performance: industrial site management, market repositioning, operational excellence;
- Strong commitment to health and safety and CSR/ESG: implementation of proven cultures and methodologies across the Group;
- Experience in social dialogue in contexts of significant transformation;
- In-depth knowledge of the LISI Group in its various dimensions (Aerospace, Automotive, Medical) gained over more than 18 years;
- IT executive networks: active member of CIGREF and the *Agora des DSI*;
- Languages: English (fluent), German (basic), Spanish (basic).

Jobs or positions held in the Company or the LISI Group

- **LISI GROUP** – VP Information and Technology, Member of the Executive Committee (since 2021)
- **LISI AEROSPACE – Blanc Aero Technologies** – Site Director, Saint-Brieuc (2019 - 2021)
- **LISI AUTOMOTIVE – Key Account Engineer** / Key Account Engineer, Delle (2014 – 2019)
- **Previous relevant experience within the Group:** Finance & Performance (management control), Strategy & Analysis, Multi-site projects

3 Statutory Auditors' reports

3.1 Statutory Auditors' special report on related-party agreements – Fiscal year ended December 31, 2025

In our capacity as Statutory Auditors of your Company, we will now present our report on regulated agreements.

It is our responsibility to inform you, based on the information provided to us, of the essential features and conditions applicable to the agreements and commitments of which we have been informed or which we may have discovered in the context of our assignment, and the evidence of their benefit for the Company, without having to express an opinion as to their usefulness or appropriateness, nor to investigate the existence of other such agreements. It is your responsibility to assess the benefit involved in entering into these agreements prior to

their approval, in accordance with the terms of Article R.225-31 of the French Commercial Code.

Furthermore, it is our responsibility, if applicable, to provide you with the information pursuant to Article R.225-31 of the French Commercial Code regarding the enforcement, in the fiscal year elapsed, of the agreements already approved by the General Meeting.

We have implemented the due diligence measures deemed necessary for this mission as outlined by France's national audit regulatory body, the *Compagnie Nationale des Commissaires aux Comptes*.

Agreements submitted for approval to the General Meeting

We hereby inform you that we have not been informed of any agreement authorized and entered into during the fiscal year ended to be submitted for the approval of the

General Meeting pursuant to the provisions of Article L.225-38 of the French Commercial Code.

Agreements already approved by the General Meeting

We inform you that we have not been made aware of any agreement already approved by the General Meeting

whose implementation may have continued during the fiscal year elapsed.

The Statutory Auditors

Schiltigheim, April 1, 2026
KPMG
Stéphane Devin
Partner

Paris-La Défense, April 1, 2026
ERNST & YOUNG et Autres
Romain Lancner
Partner



8

**OTHER
INFORMATIONS**

8

OTHER INFORMATIONS

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1 Information policy

1.1 Person responsible for the Universal Registration Document and Statutory Auditors

1.1.1 Name and function of the person responsible for the Universal Registration Document

Mr. Emmanuel VIELLARD
CEO

1.1.2 Statement by the person responsible for the Universal Registration Document

"I certify that the information contained in this Universal Registration Document is, to the best of my knowledge, consistent with the facts and does not contain any omissions likely to alter its meaning or interpretation.

I certify that, to the best of my knowledge, the annual financial statements and the consolidated financial statements were prepared in accordance with the applicable accounting standards and give a true and fair view of the assets and liabilities, the financial position and the profits or losses of the issuer and of all companies included in the consolidation, and that the Group's management report in Chapter 2 presents a true and fair

view of the company's evolution and results and of the financial position of the issuer and of all companies included in the consolidation, as well as a description of the main risks and uncertainties which they are exposed to, and that it was prepared in accordance with the applicable sustainability disclosure standards."

Grandvillars, April 1, 2026

Emmanuel VIELLARD

CEO

1.2 Person in charge of financial information

Mr. Emmanuel VIELLARD

LISI

6 Rue Juvénal Viellard - CS 70431 Grandvillars
90008 BELFORT Cedex

Phone: + 33 (0)3 84 57 00 77

Website: www.lisi-group.com

Email: emmanuel.viellard@lisi-group.com

1.3 Statutory Auditors and Sustainability Auditor

Statutory Auditors

KPMG S.A. represented by Stéphane DEVIN

Tour Eqho

2 avenue Gambetta

92066 Paris la Défense Cedex

Mandate granted on April 12, 2023 and expiring at the Ordinary General Meeting called to approve the financial statements for the fiscal year ending December 31, 2028.

Ernst & Young et Autres represented by Romain LANCNER

Tour First

1, Place des Saisons – TSA 74444

92037 PARIS LA DÉFENSE Cedex

Mandate granted on April 12, 2023 and expiring at the Ordinary General Meeting called to approve the financial statements for the fiscal year ending December 31, 2028.

Sustainability Auditor

RSE France, represented by Gérard SCHOUN

6 Rue du Général Audran

94400 Courbevoie

Mandate granted on April 26, 2024 and expiring at the Ordinary General Meeting called to approve the financial statements for the fiscal year ending December 31, 2026.

1.4 Documentation

- Universal Registration Document in French and English
- Integrated report in French and English
- Press releases
- Other quarterly or regulated information

All documents are made available to the shareholders. They may either be requested from the Company's head office or consulted *via* or downloaded from the website.

2 Information included by reference

Pursuant to Delegated Regulation (EU) 2019/980 of March 14, 2019, supplementing Regulation (EU) No. 2017/1129 of the European Parliament and of the Council, the following information is included by reference in the Universal Registration Document:

Universal Registration Document 2024

The 2024 Universal Registration Document was filed with the French Financial Markets Authority (AMF - *Autorité des Marchés Financiers*) (AMF registration D.25-0224) on April 3, 2025:

- The consolidated financial statements and the corresponding Statutory Auditors' report on the consolidated financial statements are included on pages 70 to 119 of the 2024 Universal Registration Document of LISI;
- Comments on the fiscal year are included on pages 59 to 69 of LISI's 2024 Universal Registration Document;
- The sections not included in these documents are either irrelevant to investors or are covered in another section of this document.

Universal Registration Document 2023

The 2023 Universal Registration Document was filed with the French Financial Markets Authority (AMF - *Autorité des Marchés Financiers*) (AMF registration D.24-0237) on April 4, 2024:

- The consolidated financial statements and the corresponding Statutory Auditors' report on the consolidated financial statements are included on pages 70 to 119 of LISI's 2023 Universal Registration Document;
- Comments on the fiscal year are included on pages 58 to 69 of LISI's 2023 Universal Registration Document;
- The sections not included in these documents are either not applicable to investors or are covered by another part of this document.

3 Cross-reference tables

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