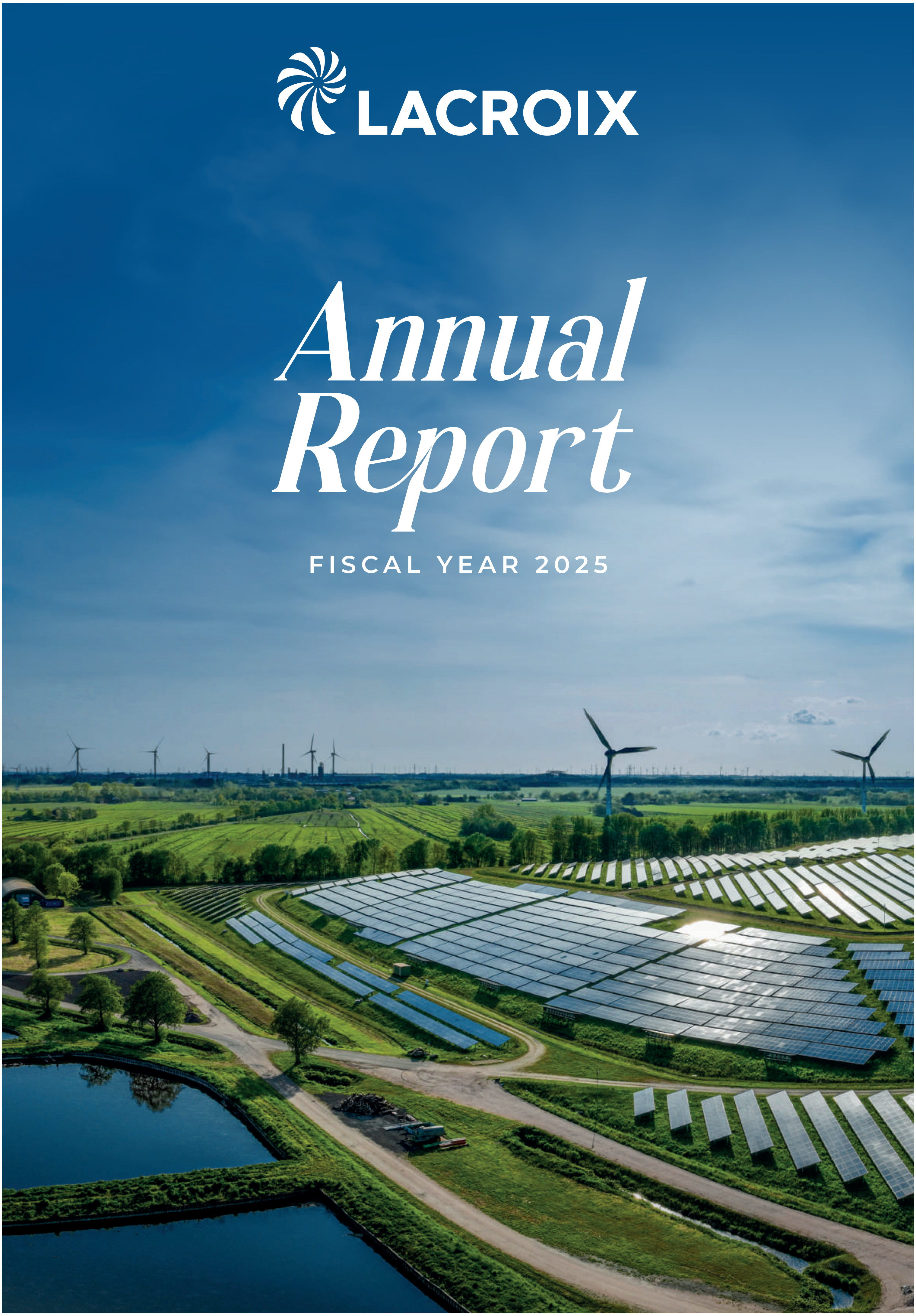
LACROIX

Annual Report

FISCAL YEAR 2025



LACROIX

Annual Report

FISCAL YEAR 2025

THE KEY ELEMENTS OF THE GROUP

Presentation of LACROIX

LACROIX is a French mid-cap technology and industrial group with an international footprint, specializing in the design and manufacture of electronic equipment, as well as the delivery of reliable and secure industrial IoT solutions.

A family-owned, publicly listed company, LACROIX generated €445 million in revenue in 2025. The Group builds on recognized expertise and structures its development around two core business activities: Electronics and Environment.

Through its Electronics activity, LACROIX supports its customers from design to the manufacturing of embedded electronics for their solutions. Leveraging a network of geographically complementary and competitive manufacturing sites, the Group serves a wide range of sectors, including automotive, industry, connected homes and buildings (HBAS), aerospace and defense, and healthcare.

As the industrial backbone of the Group, the Electronics activity ranks among the Top 50 electronic manufacturing services providers worldwide and the Top 10 in Europe.

Through its Environment activity, LACROIX supports public and private stakeholders in optimizing and securing the management of critical infrastructure networks by offering connected and secure solutions and services dedicated to water networks, heating, ventilation and air conditioning (HVAC) systems, energy networks (Smart Grids), and public lighting.

LACROIX pursues a strategy of sustainable long-term growth. The Group focuses its activities on the development of useful and eco-designed technologies aimed at addressing major societal challenges, as part of a resilience-driven approach with a positive impact.

€ 445 M
2025 SALES

€ 21,1 M
CURRENT OPERATING PROFITT

€ 94,1 M
SHAREHOLDERS' EQUITY

LACROIX: a mission driven company
Extract from the LACROIX manifesto

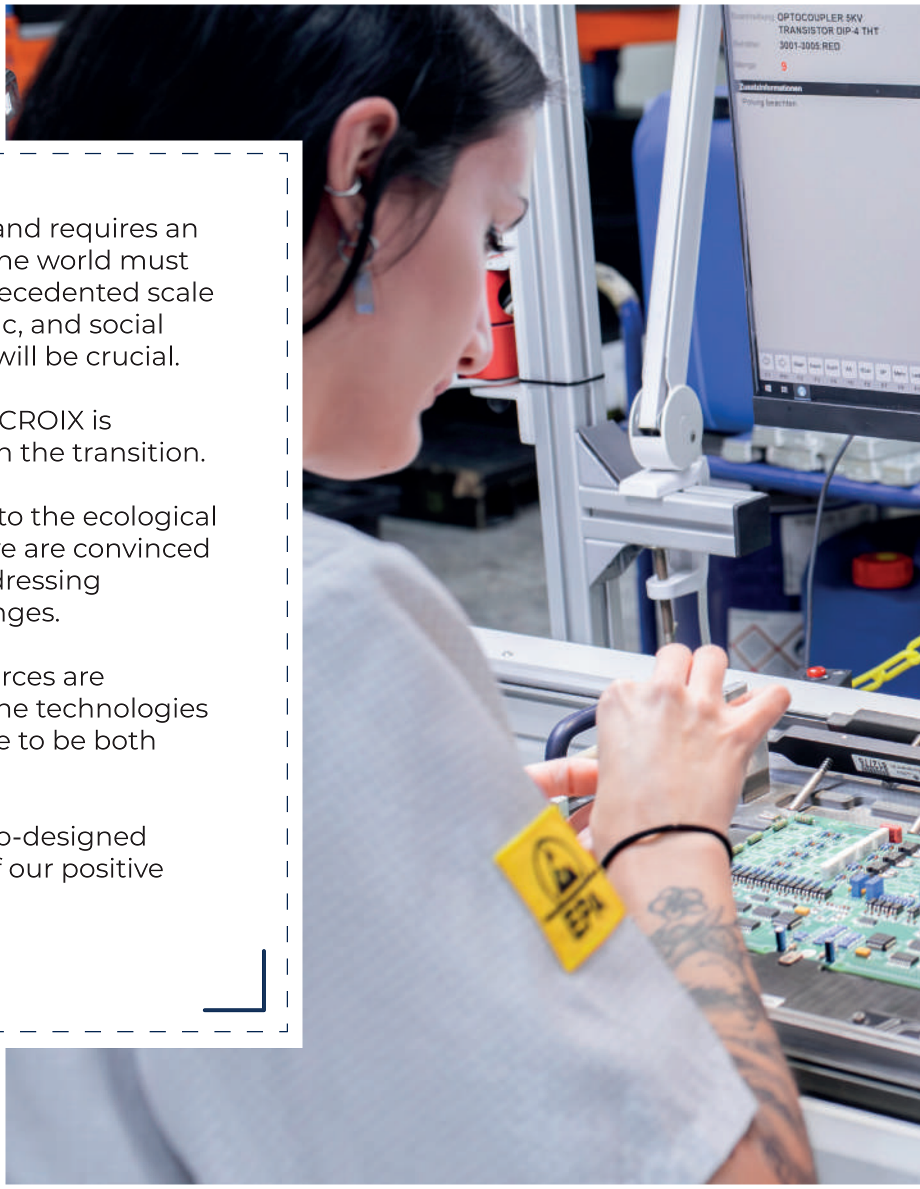
The ecological situation is serious and requires an immediate and strong response. The world must embark on a transition on an unprecedented scale in a complex geopolitical, economic, and social context, and the coming decades will be crucial.

This is a colossal challenge, and LACROIX is determined to play a leading role in the transition.

We don’t believe that the solution to the ecological crisis is purely technological, but we are convinced that technology is essential for addressing environmental and societal challenges.

In a world where energy and resources are increasingly scarce and precious, the technologies we choose and develop must prove to be both useful and resource efficient.

Our commitment to useful and eco-designed technology is a core component of our positive impact strategy.



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ACCOUNTING & FINANCIAL ITEMS (ANNUAL FINANCIAL STATEMENTS)

All amounts are expressed in thousands of euros.
Some totals in the tables below may show differences due to rounding.

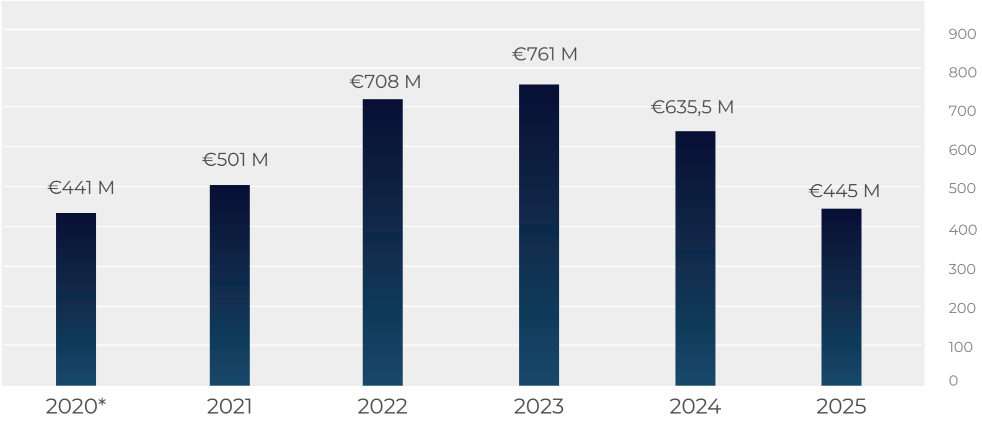

SIPLACE

PART 01

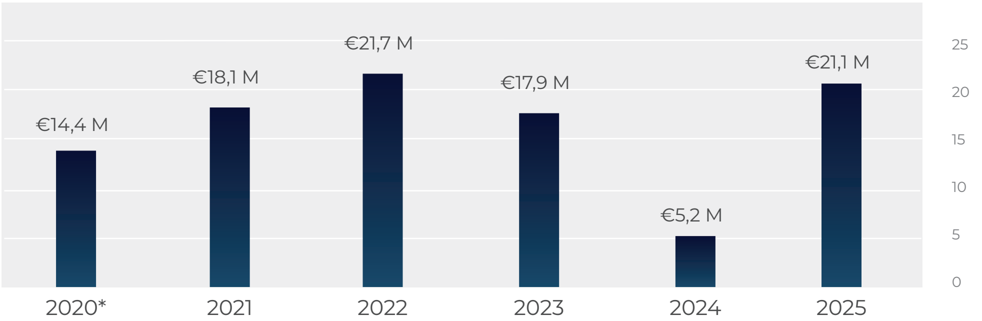
GENERAL MEETING

KEY FIGURES

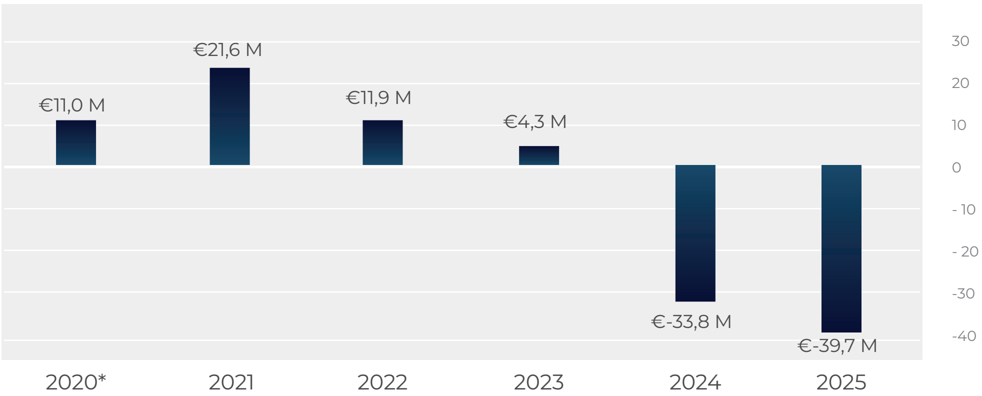
Revenue



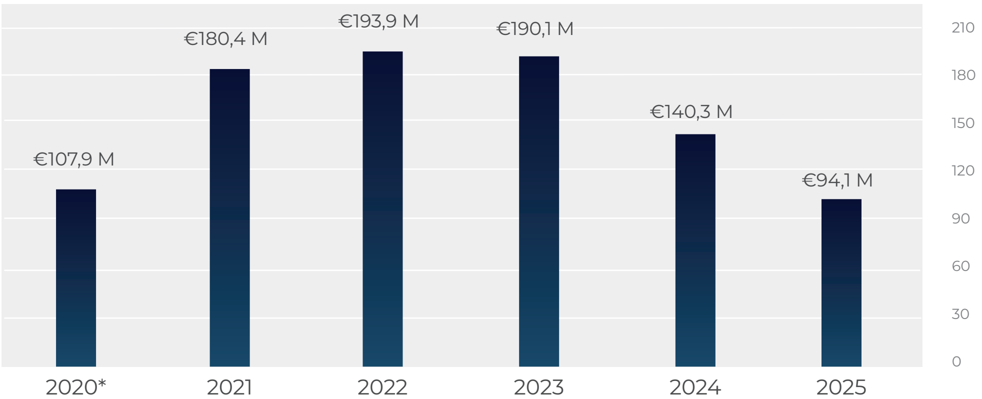
Current operating profit



Net income - Group share



Shareholders' equity



* Fiscal year 2020 pro forma for 12 months, except Net Income for 15 months

STATEMENT OF THE CORPORATE OFFICER RESPONSIBLE FOR THE ANNUAL FINANCIAL REPORT

set out in accordance with Articles L. 451-1-2 of the French Monetary and Financial Code and 222-3 of the General Regulations of the Financial Markets Authority

FINANCIAL STATEMENTS ENDED 31 December 2025

Vincent Bedouin,
ChairMAN & CEO of LACROIX Group (the “Company”)

CERTIFIES

To my knowledge, that the financial statements have been prepared in accordance with the applicable accounting standards and give a true and faithful representation of the assets, liabilities, financial position, and results of the Company and of all the companies included within the scope of consolidation, and that the management report stated on page 12 gives a true and faithful representation of the business trends, results and financial position of the Company and of all the companies included within the scope of consolidation, as well as a description of the main risks and uncertainties they face, and that it has been prepared in accordance with the applicable sustainability disclosure standards.

Vincent Bedouin

LACROIX Group

Public Limited Company with a Board of Directors
with share capital of €32,055,239.04

Registered Office: 17 rue Océane, 44800 Saint-Herblain, France
855 802 815 RCS Nantes (Trade and Companies Register)

MANAGEMENT REPORT OF THE BOARD OF DIRECTORS

YEAR ENDED 31 DECEMBER 2025

LACROIX Group

Société Anonyme (Public Limited Company)
with a Board of Directors,
with a share capital of €32,055,239.04

Registered office:
17 rue Océane - 44800 Saint-Herblain - France
855 802 815 RCS Nantes
(trade and companies registry number)
(the "Company")

1. LACROIX GROUP

LACROIX is a French industrial and technological mid cap company with an international footprint, specialized in the design and delivery of electronic equipment and reliable and secure Industrial IoT solutions.

As a listed family owned group, we combine the agility required to remain highly competitive in a particularly volatile environment with strong investment capacity and a long term commitment.

We leverage our technological and industrial expertise to work on a daily basis with our customers and support them in the development of their electronic equipment and Industrial IoT solutions for critical applications.

We rely on recognized expertise, structured around our two business activities: Electronics and Environment.

Through our Electronics activity, we support our customers from design through manufacturing of embedded electronics in their solutions. We rely on a network of competitive production sites, geographically complementary, and address the automotive, industrial, home and building automation systems (HBAS), aerospace and defense, and healthcare markets.

Through our Environment activity, we support public and private stakeholders in optimizing and securing the management of critical infrastructure networks, particularly in the fields of water and energy.

Convinced that technology must help foster simple, sustainable and safer environments, our positive impact strategy is structured around four strong commitments:

- To develop our positive impact activities and target 80% of positive impact products in the Company's revenue by 2030;
- To design eco efficient solutions for 100% of new LACROIX products as from 2025;
- To conduct our operations in a sustainable manner, with a reduction in greenhouse gas emissions from our activities, a decrease in waste generated, and a more responsible value chain;
- A commitment to our teams and our regions

Consolidated results

During the 2025 financial year, the main events were as follows:

- The decision to disengage from the Electronics activities in North America, with IFRS accounting treatment as discontinued operations and the operational execution of this disengagement;
- The completion of the disposal of the City Mobility activity as of February 28, 2025;
- The presentation of the new 2027 roadmap, structured around two activities and focused on long term growth, resilience and cash generation.

The development of the Company's activities was as follows:

- Revenue as of December 31, 2025 amounted to €445.5 million, compared with €635.5 million in the previous financial year.
  This change is primarily explained by changes in scope, with the disposal of the Road signs BU on April 30 (four months in N 1) and the treatment of the Electronics activity in North America as a "discontinued operation". Restated for these items, revenue declined by 6.5%;

- Current EBITDA amounted to €34.1 million, representing 7.6%, compared with €25.4 million as reported in 2024, and benefiting from the decisions taken regarding the disengagement from the Electronics activity in North America.

- Current operating income also increased, reaching €21.1 million, compared with €5.2 million in 2024;
- Operating income amounted to €17.0 million, notably impacted by litigation provisions of €2.4 million, as well as restructuring costs aimed at adjusting the size of our industrial footprint to activity levels;
- The decrease in net finance income (€3.3million) is mainly due to foreign-exchange effects (€2.2 million compared with -€1.8 million in 2024), together with a reduction in net debt costs (base and interest-rate effects).
- Net income from discontinued operations of -€56.0 million, including the loss for the period and the impairment of net assets now measured at liquidation value;
- Net income (Group share) of -€39.7 million, after taking into account non controlling interests;
- A Free Cash-Flow of +€36.6 million, supported by the continued improvement in Working Capital Requirement (WCR) driven by the implementation of a factoring programme;
- A reduction in net debt to €80.8 million, compared with €113.3 million as at December 31 of the previous financial year.

Major events by activity

Electronics activity

Connected technologies for smarter industries

Ranked among the Global Top 50 and the European Top 10 electronic manufacturing services providers, and the leading French owned player within the European Top 10, LACROIX's Electronics activity supports its customers in the design and manufacture of embedded electronics for their solutions, drawing on adanced skills in both R&D and production 4.0.

A trusted partner for electronic equipment and industrial IoT in the automotive, industrial, HBAS, aerospace & defense, and healthcare segments, the Electronics activity operates one design center and four production sites in Europe and North Africa, enabling it to serve its markets efficiently.

With nearly 2,341 employees across four countries, revenue of €320 million in 2025, including intra group sales, the Electronics activity accounts for approximately 70% of the Group's revenue.

In this context, the main events of the 2025 financial year were as follows:

- A decline in activity of 13.8% to €304.2 million, compared with €353.1 million one year earlier, with a gradual slowdown in this decline (-6.4% in the fourth quarter). Project delays in the Industrial segment and the completion of major programs in the Automotive segment weighed on activity. For its part, Aerospace & Defense, after three financial years of strong growth, recorded a cyclical downturn in 2025.
- Current EBITDA of +€3.1 million, compared with €14.8 million in the previous financial year (€1.3 million in 2024 including North America), largely impacted by the decline in activity but benefiting from the exit from the North American activity;
- Current operating income of -€6.8 million, compared with -€15.9 million in 2024;
- Positive Free Cash Flow for the period of +€0.7 million, reflecting the continued reduction in working capital requirements and controlled capital expenditure.

In a still uncertain environment (market dynamics, geopolitics), activity appears to have reached a low point and should return to modest growth. Current operating profitability is expected to improve, benefiting from the action plans implemented to restore performance.

The key figures for the Electronics activity are as follows (contributory basis):

in M€	N (12 months)	N-1 (12 months) proforma	N-1 (12 months) disclosed
Revenue	304,2	353,1	494,2
Current EBITDA	3,1	14,8	1,3
Current operating income	-6,8	5,3	-15,9
Net income	-15,4	-3,3	-48,6
Cash flow	-6,9	4,9	-15,3
Net investments	5,0	7,7	12,8

Environment activity

Connected technologies for smarter water & energy

LACROIX's Environment activity provides public and private customers with connected and secure industrial IoT equipment and solutions dedicated to critical infrastructure networks.

It operates in particular in the markets for water networks, HVAC installations, electrical grids, and public lighting networks.

With the objective of optimizing the management and remote monitoring of infrastructure networks, the activity offers a comprehensive range of connected solutions, ranging from monitoring equipment to software solutions for centralization and supervision, as well as all associated services.

Present in seven countries, LACROIX's Environment activity generated revenue of €141 million in 2025. It relies on nearly 453 employees and distributes its products in more than 45 countries through its international distributor network.

In this context, the main events of the 2025 financial year were as follows:

- Strong revenue growth of +14.4% compared with 2024;
- A positive contribution from all segments except Smart Lighting, due to the end of the road modernization contract in Flanders and a slowdown in France, a market whose momentum is expected to rebound in 2027 following the municipal elections;
- Current EBITDA of €32.8 million, compared with €24.1 million in 2024;
- Current operating income remaining at high levels, at €30.3 million, despite continued R&D investments (expensed) and human resources investments to support and strengthen future growth.
-

The outlook for the activity is well oriented, with continued positive momentum in the markets addressed. Profitability levels are expected to remain excellent.

The key figures for the Environment activity are as follows (contributory basis):

in M€	N (12 months)	N - 1 (12 months)
Revenue	141,2	123,4
Current EBITDA	32,8	24,1
Current operating income	30,3	21,7
Net income	19,3	14,7
Cash flow	20,8	16,1
Net investments	3,5	3,2

Research and development activities

R&D activities relate to all business activities and are recorded as operating expenses. For the financial year ended December 31, 2025, they generated a Research Tax Credit of €1.7 million.

For reference, the Group was selected as a France Relance plan award winner in 2021 for three collaborative projects relating to the 5G theme, which were carried out over the 2021–2024 period. These projects were completed in 2025.

In 2022, the Group took part in three collaborative and innovative projects under the France 2030 plan. These projects are being carried out over the 2024–2028 period and focus on the use of Artificial Intelligence to improve the management of public lighting and critical resources, such as water.

These projects give rise to the recognition of operating subsidies (partial financing of R&D work).

From 2026, the Group will continue its roadmap by launching new collaborative projects, in particular to explore the optimization of district heating networks and smart grids through Artificial Intelligence.

Financial position

The gross operating cash flow amounts to €30.5 million, compared with €31.5 million in the previous financial year. Cash flows from discontinued operations contributed negatively for €-19.2 million.

Over the period, the change in Working Capital Requirement contributed positively (+€28.0 million), supported by action plans implemented to return to more normative levels and by the implementation of non-recourse factoring arrangements amounting to €16.5 million at 31 December 2025.

Investments remains controlled and stands at €8.3 million (1.9% of revenue).

Cash flows from discontinued operations contributed positively for €+5.4 million (asset disposals).

As a result, Free Cash-Flow is positive at €+36.6 million, compared with €15.2 million in the previous year.

It should be noted that the following specific items impacted cash flow:

- New borrowings of €6.5 million, relating to CAPEX financing and pre-financing of the Research Tax Credit (CIR);
- Loan repayments amounting to €24.9 million;
- Repayment of IFRS 16 lease liabilities for €2.6 million.

At 31 December 2025, the Group's net debt (excluding lease liabilities and acquisition-related liabilities) amounted to €80.8 million, compared with €113.3 million at 31 December 2024.
Cash and cash equivalents totalled €37.5 million at year-end. The Net Debt-to-Equity ratio (Gearing), excluding lease and acquisition liabilities, therefore stands at 0.86, compared with 0.81 at 31 December 2024.

The net leverage ratio (net debt including IFRS 16 / EBITDA) amounts to 2.6.

Prospects

In 2026, LACROIX expects the positive momentum to continue in its Environment activity, which should keep benefiting from structurally supportive trends across all four addressed segments (Water, Heating networks, Smart Grids, and Smart Lighting). Repositioned, the Electronics activity is expected to return to moderate growth.

As a result, the Group remains on the trajectory announced in 2025:

- 2027 revenue between €475 million and €500 million ;
- EBITDA > 8% ;
- Net leverage (Net debt/EBITDA) < 2.5 in 2026 and < 2.0 in 2027.

LACROIX Group

Activities of the Company

As the parent company of the Group, it manages the Group's assets, mainly consisting of the shares of the parent entities of the two business activities and certain country subsidiaries, it provides controle and coordination to each of them: executive management and deputy executive management, finance, legal & compliance, human resources, R&D, IT, communication and CSR.

LACROIX Group also hosts a number of shared resources across activities, such as the teams forming the Payroll Shared Service Center, transversal project managers (IT, Finance, HR, etc.), and central R&D teams working on common platforms for our future offerings. Revenue, excluding dividends, is generated through management fees charged to the subsidiaries in consideration for the services described above.

As of 31 December 2025, revenue amounted to €13,336k, compared with €15,463k in the previous year, reflecting in particular the simplification of the central organisation and the decrease in recharges related to transversal projects.

Operating profit fell sharply to €-7,525k, compared with €-1,934k in 2024, largely impacted by depreciation, amortisation and provisions for an amount of €3,205k.

Financial income amounted to €-59,828k, compared with €-24,964k, in the previous financial year.

As a result, net income came to €-61,985k, compared with €-22,997k in the previous financial year.

Non tax-deductible expenses

Non tax-deductible expenses and charges at the end of year amounted to a total of €40,134.

This amount corresponds to the non deductible portion of lease expenses on cars used by the Company, amounting to €28,457, and to tax expenses relating to corporate vehicles tax for €11,677, which resulted in taxation amounting to €10,367.

Information on payment terms

In accordance with Articles L.441-14 and D.441-6 of the French Commercial Code, we hereby inform you that at the end of the financial year, the balance of trade receivables and payables by due date was as follows:

	Received invoices, not settled by the end of the financial year and due						Issued invoices, not settled by the end of the financial year and due					
	0 days	1 to 30 days	31 to 60 days	61 to 90 days	91 days or more	Total (1 day or more)	0 days	1 to 30 days	31 to 60 days	61 to 90 days	91 days or more	Total (1 day or more)
(A) Late payment periods												
Number of invoices concerned	**134**	72	15	4	59	**150**	**142**	24	10	9	120	**163**
Total amount, including tax, of invoices in question	**1 136 786,53 €**	930 901,91 €	25 566,80 €	1 443,33 €	61 110,20 €	**1 019 022,24 €**	**2 089 656,49 €**	503 471,18 €	280 878,74€	29 973,00 €	2 326 717,10€	**3 141 040,02€**
Percentage of total purchases amount for the year, including tax	**8,45%**	6,92%	0,19%	0,01%	0,45%	**7,57%**						
Percentage of revenue for the year, including tax							**13,29%**	3,20%	1,79%	0,19%	14,80%	**19,98%**
(B) Invoices excluded from (A) relating to written-off or unrecorded debts and receivables												
Number of invoices	0	0	0	0	0	0	0	0	0	0	0	0
Total amount of excluded invoices, including tax		-	-	-	-	-		-	-	-	-	-
(C) Reference payment terms used (contract or legal terms)												
Payment terms used for calculation of payment delays		The average delayed payment term for suppliers is 79.61 days						30 days end of month, by the 15th of the following month				

2. FACTORS LIKELY TO HAVE AN IMPACT IN THE EVENT OF A TAKEOVER

In compliance with Articles L. 233-13 and L. 22-10-11 of the French Commercial Code, we hereby inform you of the following:

Company share capital structure

As of December 31, 2025, Company share capital was €32,055,239.04, made up of 4,829,096 shares.

The structure of the share capital is as follows

	% of capital	% of voting rights*
Bedouin family Group	62,36 %	77,80 %
Treasury shares**	2,75 %	-
Public	34,89 %	22,20 %

(*) Exercisable voting rights.
(**) Of which shares held under the liquidity agreement.

Disclosure thresholds

In accordance with Articles L.233 7 and R.233 1 of the French Commercial Code, any natural or legal person, acting alone or in concert, who comes to hold, directly or indirectly, a number of shares representing more than one twentieth, one tenth, three twentieths, one fifth, one quarter, three tenths, one third, one half, two thirds, eighteen twentieths or nineteen twentieths of the share capital or voting rights must notify the Company thereof.

During the financial year ended December 31, 2025, there were no reports of legal thresholds being exceeded.

Significant registered shareholdings

With the exception of the shareholdings held by the BEDOUIN family group, there were no significant registered shareholdings at the end of the financial year.

Double voting rights

Article 10 of the Articles of Association grants double voting rights to all fully paid up shares that have been held in registered form for at least three years.

Control mechanisms

With the exception of the double voting rights granted, no special rights are attached to shares.

There are also no control mechanisms provided for under an employee share ownership scheme, nor any shareholders' agreements known to the Company that could result in restrictions on the transfer of shares.

Powers of the Board of Directors with respect to share buybacks

With regard to the powers of the Board of Directors in respect of the issuance and repurchase of shares, reference should be made to the section entitled "Summary table of delegations of authority and powers granted by the General Meeting to the Board of Directors with respect to share capital increases" in this management report.

Treasury shares

In 2005, the Company entrusted the implementation of a liquidity contract, in line with market practice, to the brokerage firm PORTZAMPARC.

As of December 31, 2025, the Company held 124,896 treasury shares and 7,845 shares under the liquidity contract, representing a total of 132,741 treasury shares representing 2.75% of capital.

Subsidiaries

	Share capital (3)	Other equity (3)	Share of capital held	Book value of securities held		Loans and advances granted and not repaid	Amount of guarantees and in-vestments given	Revenue before taxes for the last financial year	Income for the last financial year	Dividends received during the financial year
				Gross	Net					
1. Subsidiaries held at more than 50%										
LACROIX ENVIRONMENT	13 575	(30 244)	100%	28 574	28 574	15 510		9 836	6 324	9 774
LACROIX ELECTRONICS	15 000	(6 941)	100%	61 427	61 427	21 895		10 463	(7 975)	
LACROIX VI	5	(1)	100%	5	5					
LACROIX NORTH AMERICA INC (1)	92 900	(137 537)	100%	82 381		38 365			(107 538)	
LACROIX II	5		100%	5	5					
LACROIX SINGAPORE (2)	610	(410)	100%	406	406				5	
LACROIX ENVIRONMENT GMBH	25	8 313	100%	10 387	10 387	6 782			942	
2. Shares between 10 and 50%										
None										
3. Shares less than 10%										
Other shares										
TOTAL				**183 184**	**100 803**	**82 552**				**9 774**

(1) Results of the subsidiary in USD have been converted at the closing rate in €.
(2) Results of the subsidiary in SGD have been converted at the closing rate in €.
(3) In local currency.

Equity investments

In accordance with Article L.233 6 of the French Commercial Code, we hereby specify that no investments or acquisitions have been made in relation to companies having their registered office in France.

Companies controlled

During the financial year ended December 31, 2025, the Company controlled the following companies:

- LACROIX ELECTRONICS (France - 100 %)
- LACROIX ELECTRONICS BEAUPREAU (France – subsidiary of LACROIX ELECTRONICS - 75 %)
- LACROIX ELECTRONICS TUNIS (France - subsidiary of LACROIX ELECTRONICS BEAUPREAU - 99,9 %)
- LACROIX ELECTRONICS TUNISIE (Tunisia - subsidiary of LACROIX ELECTRONICS - 100 %)
- LACROIX ELECTRONICS GmbH (Germany - subsidiary of LACROIX ELECTRONICS - 100 %)
- LACROIX ELECTRONICS SP. ZO.O. (Poland - subsidiary of LACROIX ELECTRONICS - 100 %)
- LACROIX ELECTRONICS CESSON (France - subsidiary of LACROIX ELECTRONICS - 100 %)
- LACROIX ENVIRONMENT (France - 100 %)
- LACROIX SOFREL (France - subsidiary of LACROIX ENVIRONMENT - 98,4 %)
- LACROIX SOFREL ESPAÑA S.L.U. (Spain - subsidiary of LACROIX SOFREL - 98,4 %)
- LACROIX SOFREL S.R.L. (Italy - subsidiary of LACROIX SOFREL - 98,4 %)
- LACROIX SMART LIGHTING FRANCE (France - subsidiary of LACROIX ENVIRONMENT - 100 %)
- LACROIX SMART LIGHTING BELGIUM (Belgium - subsidiary of LACROIX SMART LIGHTING FRANCE - 100 %)
- LACROIX SINGAPORE PTE. LTD. (Singapore - 100 %)
- LACROIX NORTH AMERICA (United States - 100 %)
- LACROIX ELECTRONICS MI (United States - subsidiary of LACROIX North America - 88 %)
- LACROIX GERMANY GmbH (Germany - 100%)
- LACROIX SAE GmbH & Co KG (Germany – subsidiary of LACROIX GERMANY GmbH - 100%)
- LACROIX SAE Verwaltungs GmbH (Germany – subsidiary of LACROIX GERMANY GmbH - 100%)
- LACROIX VI (France – 100%)
- LACROIX II (France – 100%)

For the period from January 1, 2025 to February 28, 2025 (date of the disposal of the Mobility segment), the Company also controlled the following companies:

- LACROIX CITY Carros (France - subsidiary of LACROIX CITY - 100 %)
- LACROIX CITY MADRID SAU (Spain - subsidiary of Lacroix City Carros - 100 %)
- LACROIX CITY PLOUFRAGAN (France - subsidiary of LACROIX CITY - 100 %

The Company also controlled LACROIX CITY (France – 100%), which was absorbed by way of merger by LACROIX ENVIRONMENT, with effect as of 28 August 2025, and with accounting and tax retroactive effect as of 1 January 2025.

Inter-company loans

During the financial year ended December 31, 2025, the Company did not grant any loan within the meaning of Article L.511 6, 3 bis of the French Monetary and Financial Code.

Employee shareholding

In accordance with the provisions of paragraph 1 of Article L.225 102 of the French Commercial Code, we hereby indicate that the proportion of the share capital represented by shares held by employees through an employee investment fund (FCPE) amounted to 1.098%, as of December 31, 2025.

3. MAIN RISK FACTORS FACED BY THE COMPANY

Pursuant to the provisions of Articles L.22 10 35 and L.232 1 of the French Commercial Code, we hereby provide the following information:

Strategic and operational risks

The nature of the strategic risks to which the Company is exposed is not likely to seriously jeopardize the sustainability of the Group's activities.

However, due to its businesses, the Group is exposed to the following operational risks:

Risks related to raw materials and shortages of electronic components

Raw materials represent a significant portion of the Group's purchases and a material share of its revenue. Purchases account for 65% of revenue, and the share of raw materials within these purchases exceeds 85%. This is particularly the case for the Electronics activity, where purchases represent nearly 70% of revenue. The Group is exposed both to price fluctuations and to the availability of raw materials on the market. Any sustained increase in purchase prices and/or variability in the availability of inputs could call into question the economic balance of contracts and adversely affect the Group's business by increasing its costs and reducing its profitability.

The Group's contracts generally include price indexation mechanisms based on changes in input costs. This is predominantly the case for the Electronics activity, where certain component prices are even customer controlled, allowing the transfer of price increases as well as decreases. These mechanisms do not always make it possible to fully cover all costs, as there may sometimes be a time lag between increases in input prices and their pass through to selling prices, but they nevertheless significantly mitigate their impact.

To further limit these impacts, the Group may also enter into raw material hedging arrangements (tin, etc.) with suppliers or on the markets.

Information system risks

Group management is fully committed to reducing the impacts related to cyber threats and ensures that all employees are involved in this approach. Particular attention is paid to the protection of the Company's strategic data and to the resilience of the information system in the event of major attacks.

To achieve these objectives, the Group is engaged in a process of continuous improvement of its system security. This is reflected in particular by the gradual strengthening of data management, in line with the requirements of its customers and partners, by regular testing to assess the robustness of the information system under real life conditions, and by an enhanced capability to detect attempted attacks 24 hours a day, 7 days a week.

The objective is to ensure business continuity and to safeguard the Group's interests.

Risks related to the alignment between the Group's offerings and customer expectations, and the development of new products.

The Group's growth is partly linked to its ability to integrate new technologies into its products in order to offer its customers the best performance in line with their uses. More broadly, it is essential for the Company to anticipate its customers' needs and uses in order to be able to develop offerings and technologies suited to their requirements. In this context, the Group allocates a significant portion of its expenditure and its teams to its research and development activities in order to develop new products, new services and new technologies and, where necessary, to improve existing products, technologies and services. The quality and success of the Group's research and development are key factors in its commercial success.

In order to limit this risk in a context of accelerating R&D expenditure, LACROIX has: i) strengthened its innovation capabilities through close interaction with the Group's customers in order to monitor and anticipate changes in their needs; ii) created a key account management function in order to strengthen proximity with strategic customers; iii)strengthened its marketing teams, thereby enabling better market monitoring and, above all, improved definition and specification of customer needs; iv) strengthened its R&D teams to ensure better control of technologies and implementation timelines within the Group's new offerings (the right product at the right time); and v) implemented a process between the marketing and R&D teams to ensure consistency between market needs and development choices and priorities.

Industrial Risks

The significant level of industrial investment programmes enables the Group to operate recent and secure facilities, thus limiting the risk of major failures that could disrupt manufacturing activities. As a result, the main industrial risks are those that could affect or interrupt production at key sites (fire, technical failure, etc.) and impair product quality. Quality processes are in place to identify, correct, limit or even prevent malfunctions.

Legal, Tax and Social Risks

The Group conducts continuous legal, tax and social monitoring to ensure the compliance of its operations and to anticipate the impacts of new regulations. A review of key risks is carried out for each business line to ensure comprehensive identification of risks in the financial statements. Based on the information available, the Group considers it unlikely that ongoing proceedings could have a significant impact on the consolidated financial statements.

Financial Risks

We outline below the various levels of the Group's exposure to financial risks.

Foreign Exchange Risk

Outside the Electronics activity, the Group is only marginally exposed to foreign-exchange risk.
Within the Electronics activity, the Group is exposed primarily to currency risk arising from component purchases, which are frequently denominated in USD or JPY, as well as from certain personnel costs and/or service purchases invoiced in TND and PLN.

For purchases in USD and JPY, the Company has contracts with its main customers allowing sales prices to be adjusted based on EUR/USD and EUR/JPY exchange rate movements. As a result, FX risk is controlled for this portion. For the remaining exposure, the Company implements partial hedging of its forecast needs to secure a target rate set each budget year. Annual purchases in USD and JPY amount to approximately €50 million, 80% of which is contractually passed on to customers. For the remaining portion, hedging transactions are carried out to secure a "budget rate".

For expenses in TND and PLN (approximately €43 million), these mainly relate to wages and social charges for employees at the Tunisian and Polish sites, as well as certain local purchases. The Group's policy is to enter into forward hedges based on forecast needs, enabling the Group to secure a "budget rate" over a one-year horizon. Changes in labour costs are also taken into account in new commercial proposals.

As a general rule, the use of financial instruments is strictly limited to covering operational needs, with no speculative intent whatsoever.

Interest Rate Risk

A significant portion of the Group's debt bears variable interest rates.

The Group uses financial instruments with various maturities to mitigate this risk. As of end-December 2025. The portion of financing at variable rates hedged by CAP, SWAP and COLLAR is approximately 33% of the nominal value. The share of total debt that is fixed or hedged (i.e., fixed-rate debt, variable rate debt hedged with financial instruments) stands at 62%.

Liquidity Risk

The Group's gross debt amounts to €119,206k.
None of the financing arrangements in place is subject to financial covenants.

Available cash amounts to €37,497k.

With a strongly positive Free Cash-Flow, the Group considers its exposure to this risk to be low.

Counterparty Risk

Counterparty risk corresponds to the risk of financial loss for the Group in the event a customer fails to meet its contractual obligations.

The breakdown of customers by business sector is as follows:

Activities	Typology of main customers
Environment	Public bodies and major players in the management of water, heating, energy networks, and public lighting infrastructure.
Electronics	French and foreign companies operating internationally

Thus, the customer profile itself is a limiting factor for this risk.

In addition, each business activity within the Group has implemented its own system for monitoring and managing customer risk, sometimes relying on credit-insurance contracts that provide coverage against potentially risky customers.

POST CLOSING EVENTS

Since 31 December 2025, the closing date, no significant events have occurred.

STOCK MARKET INFORMATION

Share Price Performance in 2025

The LACROIX Group share is listed on Euronext Paris, compartment C.

During the 2025 financial year, 1,431,192 shares were traded, representing a total capital amount of €13,080,962.36, with an average share price of €9.13.

The closing share price on 31 December 2025 stood at €11.6.

Company purchases of treasury shares

Share Buyback Programme

We propose to renew the authorisation granted by the General Meeting of 16 May 2025 to the Board of Directors to carry out share buybacks on the stock market under the conditions and limits defined in Article L. 22-10-62 of the French Commercial Code.

The objectives of the share buyback programme are as follows:

- Ensure liquidity and price stability of the share through a liquidity contract compliant with market practice and applicable regulations.
- Acquire shares for the purpose of holding them and subsequently exchanging or using them as consideration in connection with external growth transactions, it being specified that shares acquired for this purpose may not exceed 5% of the Company's share capital and that the Company may not hold, directly or indirectly, more than 10% of its share capital.
- Hedge free-share plans or stock-option plans, and more broadly all employee and corporate officer share-ownership plans within the Group.
- Hedge securities granting access to Company shares in accordance with applicable regulations.

This buyback programme is also intended to allow the Company to act for any other purpose authorised now or in the future by law or regulation, including to implement any market practice recognised by the French Financial Markets Authority (AMF). In such a case, the Company would inform its shareholders by way of a press release.

The authorisation will be granted for a maximum period of 18 months from the General Meeting of 13 May 2026, under the following conditions:

- The maximum number of shares that may be repurchased may not exceed 482,909 shares, representing 10% of the share capital.
- The maximum purchase price per share is set at €60. In the event of corporate actions involving the share capital, such as a stock split, reverse split or free share allocation, this maximum amount will be adjusted proportionally (multiplier equal to the ratio between the number of shares before and after the transaction).
- The total amount allocated to this programme is set at €28,974,540.

Shares will be purchased either on the market or through block acquisitions, in accordance with applicable legal and regulatory provisions. Block acquisitions may represent the entire programme.

The number of shares held under this authorisation may not exceed 10% of the share capital, i.e. 482,909 shares, adjusted if necessary to take into account any capital increases during the term of the programme.

Assessment of previous share buy-back programmes

During the financial year ended 31 December 2025, the Company did not carry out any purchase or sale of treasury shares for the purpose of covering free-share plans or stock-option plans, or more generally any employee or corporate officer share-ownership plans within the Group.

In addition, under the liquidity contract held 100% by LACROIX Group:

- 27,443 shares were acquired at an average price of €9.48;
- 27,592 shares were sold at an average price of €9.36.

At the end of the financial year, the shares held under the buyback programme were allocated to the following objectives:

- Coverage of stock-option plans for employees and corporate officers of LACROIX Group: 44,536 shares
- subsequent allocation for trade or payment as part of an external growth operation: 80,334 shares,
- stabilisation of the price by a service provider: 7,871 shares,

This represents a total of 132,741 treasury shares, accounting for 2.75% of the capital, with a net book value of €1,972,911 and a market value of €1,539,796, based on the share price as of 31 December 2025.

REGULATED AGREEMENTS

New agreements

None

Previous agreements continued during the financial year

In accordance with legal provisions, the prior agreements that continued during the year were reviewed by the Board of Directors:

Services Agreement with VINILA INVESTISSEMENTS

Persons concerned: Vincent BEDOUIN (Chairman & Chief Executive Officer of LACROIX Group and Chairman of VINILA INVESTISSEMENTS), Nicolas BEDOUIN (Deputy Chief Executive Officer of LACROIX Group and member of the Supervisory Board of VINILA INVESTISSEMENTS).

Nature and purpose: A service agreement concluded on 4 January 2021 and ratified by the General Meeting of 6 May 2022, whereby VINILA INVESTISSEMENTS undertakes to make available to the Company premises located at 5 rue de la Pérouse, 75016 Paris

Amount: The amount of the annual flat compensation paid in return for the provision of service comes to €20,000 excl. VAT.

Management Agreement (and coordination) with VINILA INVESTISSEMENTS

Persons concerned: Vincent BEDOUIN (Chairman & Chief Executive Officer of LACROIX Group and Chairman of VINILA INVESTISSEMENTS), Nicolas BEDOUIN (Deputy Chief Executive Officer of LACROIX Group and member of the Supervisory Board of VINILA INVESTISSEMENTS).

Nature and purpose: Continuation of the management and coordination agreement authorised by the Supervisory Board on 29 December 2009.

Terms: The expense recognised for the financial year ended 31 December 2025 amounts to €140,000.

The list of agreements has been submitted to the Statutory Auditors for presentation in their special report to the General Meeting

REPORT ON CORPORATE GOVERNANCE

Agreements within the meaning of Article L. 225-37-4, 2° of the French Commercial Code

For the 2025 financial year, no agreement falling within the scope of Article L. 225-37-4, 2° of the French Commercial Code was entered into.

Information referred to in Article L. 22-10-35 of the French Commercial Code

The transfer pricing documentation is monitored and updated on a regular basis; it is subject to audit and review. As such, tax evasion does not constitute a risk for LACROIX.

No action aimed at promoting the relationship between the Nation and the armed forces was undertaken during the financial year.

No action aimed at promoting citizen engagement in local democracy was undertaken during the financial year.

MIDDLENEXT CODE

Given its size, and in order to base its governance on simple and consistent principles, the Company refers to the Middlenext Corporate Governance Code (hereafter the "Middlenext Code", which can be consulted at the following URL: https://www.middlenext.com/). With regard to the adoption of the principles set out in the Middlenext Code, the Board of Directors has taken due note of the "points to be watched" mentioned therein, has considered the issues arising from them and has confirmed that the Company is committed to respecting each of these points. This management report also sets out below the Company's situation in compliance with the recommendations of the Middlenext Code and, where applicable, the reasons why some of these recommendations could not be implemented as of the date of this management report.

Accordingly, in accordance with Article L.22-10-10 of the French Commercial Code, the Company sets out below the recommendations that have been excluded and the reasons for such exclusions:

- R1 – the members of the Board of Directors attend the General Meeting: Since minority shareholders hardly ever attend general meetings, the mandatory attendance of directors is not justified.

- R2 – entrusting services other than certifying financial statements to a firm other than the auditor's: as the value of such services remains low in relation to their volume of business, with reasonable service mounts, the independence of the auditors is not called into question.
- R5 – implementation of a three-year training plan for directors: the panel of directors is selected based on their education and prior experience, expertise which they continue to develop while performing their duties. The implementation of a training plan must provide real added value, and the analysis conducted did not lead to the need to introduce such a plan in 2026.
- R7 – the chairmanship of the specialised committees is entrusted to independent members, except in very special cases for which reasons are given: Vincent Bedouin, as Chairman and CEO of the Group, is best placed to chair the strategic committee.
- R9 and R17 – implementation of a succession plan for the chief executive officer and key individuals: identified as one of the areas of work for 2026, this subject must be analysed before any implementation.
- R11 – staggered renewals of terms of office for Board members: Staggered renewals of terms of office are no longer in place since the switch to the one-tier mode. A reflection on this point will be undertaken on the arrival of a new director.

Composition and operation of the administrative and management bodies

Composition and operation of the Board of Directors

The Board of Directors is the collegiate body that determines the Company's policies and ensures their implementation, defines the Company's strategy, appoints the corporate officers and, through its deliberations, regulates any questions concerning the proper running of the Company in accordance with the powers conferred by the law, the Articles of Association, and the Board of Directors' internal regulations.

The Board of Directors is composed of at least three (3) members and at most eighteen (18) members, to which the representatives of the named employees may be added.

The number of directors over the age of 70 cannot exceed one-third of the sitting members of the Board of Directors.

The term of office of directors is three (3) years.

As of 31 December 2025, the Board of Directors of LACROIX Group was composed of seven (7) members, including one executive member, Mr Vincent BEDOUIN, Chief Executive Officer of the Company, and six (6) non-executive members:

Name	Independence	Appointment	Term of office	Committees	Experience/expertise
Vincent BEDOUIN, Chairman	No	2018 renewed in 2021. Renewed in 2024	AGM 2027 ruling on the 2026 accounts	Chairman of the Strategic Committee, Member of the CSR Committee	
Pierre TIERS, Member	Yes	2018, renewed in 2021 and then in 2024.	AGM 2027 ruling on the 2026 accounts	Chairman of the Audit and Compliance Committee, Member of the Compensation Committee, Member of the Strategic Committee, Member of the Development Committee	Managing Director of PRO. POSITIONS, former Chairman of NOVAPULS, former Chief Executive Officer of IPO (private equity)
Hugues MEILI, Member	Yes	2018, renewed in 2021 and then in 2024.	AGM 2027 ruling on the 2026 accounts	Member of the Strategic Committee, Chairman of the Development Committee	Founder and former Chairman and Chief Executive Officer of Niji (consulting and technologies serving the digital transformation of companies) Chairman of Niji Digital SAS
Hubert ALEFSEN de BOISREDON d'ASSIER, Member	No	2018, renewed in 2021 and then in 2024.	AGM 2027 ruling on the 2026 accounts	Member of the Strategic Committee, Chairman of the Development Committee	Chairman and Chief Executive Officer of the Armor Group, a global specialist in ink chemistry and printing technologies.
Muriel BARNEOUD, Member	Yes	2018, renewed in 2021 and then in 2024.	AGM 2027 ruling on the 2026 accounts	Member of the Strategic Committee, Chairwoman of the CSR Committee, Member of the Development Committee	Director of Societal Engagement of the EMEIS Group.
Ariane MALBAT, Member	Yes	2018, renewed in 2021 and then in 2024.	AGM 2027 ruling on the 2026 accounts	Member of the Compensation Committee, Member of the Strategic Committee, Member of the Development Committee	Director of Human Resources
Christine LIORET Member	Yes	2024	AGM 2027 ruling on the 2026 accounts	Member of the Audit and Compliance Committee, Member of the Strategic Committee, Member of the Development Committee	30 years of experience in corporate finance, including more than 20 years as a Chief Financial Officer, across a wide range of sectors, with diverse holdings (listed groups, LBO backed groups, fast growing start ups) and strong international exposure.

Independence of the members of the Board of Directors

Taking into account the criteria recommended by the Middlenext Code for qualifying a director as independent, the review of each director's situation shows that Mr Hugues MEILI, Mrs Ariane MALBAT, Mrs Muriel BARNEOUD, Mr Pierre TIERS and Mrs Christine LIORET meet the conditions to be considered independent. The proportion of independent directors is therefore 71%.

Representativeness of Women on the Board of Directors

In accordance with Articles L. 225-18-1 and L. 22-10-3 of the French Commercial Code relating to the balanced representation of women and men on boards of directors and to professional equality, we hereby indicate that the male/female distribution within the Company's Board of Directors is 57% / 43% as of 31 December 2025.

Three women are currently appointed among the seven members composing the Board of Directors.

Mission of the Chairman of the Board of Directors

The Chairman of the Board of Directors organises and directs the work of the Board of Directors and reports on this to the General Meeting of the Company's shareholders.

The Chairman of the Board of Directors ensures the proper functioning of the Company's governing bodies and, in particular, of the committees of the Board of Directors.

Information for Directors

The directors received, within the appropriate timeframe for their review, all documents and information necessary for the performance of their duties.

The Chairman regularly communicated to the directors all relevant information concerning the Company.

Rules of procedure of the Board of Directors

The rules of procedure of the Board of Directors were adopted on 26 July 2018, then updated on 16 December 2019, 19 September 2022, 20 March 2023, 24 September 2024, and finally on 30 March 2026 in order to amend the operating rules of the committees.

These internal rules also define the operating principles of the Board of Directors in matters of ethics (shareholding requirements, confidentiality, conflict of interest, etc.).

Work of the Board of Directors

The Board of Directors meets as often as the interests of the Company require. Its work is organised through committees.

During the financial year ended 31 December 2025, the following thirteen (13) meetings were held:

- Five (5) meetings of the Board of Directors, with a participation rate of 94%, notably to review the annual and half-year financial statements, the operations of the Board, the committees and their work;
- Four (4) meetings of the Audit and Compliance Committee;
- Two (2) meetings of the Compensation Committee;
- One (1) meeting of the Development Committee;
- One (1) meeting of the CSR Committee.

Specialised Committees of the Board of Directors

The Board of Directors has established five permanent committees:

- An Audit and Compliance Committee,
- A Compensation Committee,
- A Strategic Committee,
- A Development Committee,
- A CSR Committee,

The mission of which is to provide in-depth analysis and reflection prior to the Board of Directors' deliberations and to contribute to the preparation of the Board's decisions.

Audit and Compliance Committee

The Audit and Compliance Committee, acting under the responsibility of the Board of Directors, has as its primary duties the review of the financial statements and the monitoring of matters relating to the preparation and control of accounting and financial information. It monitors the process of preparing financial information and, where applicable, makes recommendations to ensure its integrity. It also ensures the definition and monitoring of the Company's compliance programme.

As such, it is responsible for:

- Monitoring the process of preparing financial information;
- Supervising the process of preparing sustainability-related information;
- Monitoring the effectiveness of internal control and risk-management systems, and the effectiveness of the compliance programme;
- Issuing recommendations on the Statutory Auditors proposed to the General Meeting;
- Monitoring the performance of the Statutory Auditors in the exercise of their duties;

- Verifying the Statutory Auditors' compliance with independence requirements;
- Approving non-audit services (NAS);
- Reporting on its duties to the Board of Directors.

The Audit and Compliance Committee informs the Board of Directors without delay of any difficulty encountered. These reports are either included in the minutes of the relevant meetings of the Board of Directors, or attached as an appendix to these minutes.

The Audit and Compliance Committee is composed of two (2) members, namely Mr Pierre TIERS and Mrs Christine LIORET.

Compensation Committee

The Compensation Committee is responsible for making recommendations and proposals to the Board of Directors concerning, for those members of the Board who may benefit from them:

- The allocation of the annual compensation of directors;
- All other elements of compensation, including the conditions applicable at the end of their term of office;
- Any compensation of non-voting Board advisors (censeurs);
- Any changes or possible developments in pension and welfare schemes;
- Benefits in kind and other pecuniary rights; and, where applicable:
  - The granting of share subscription or purchase options; and
  - The award of free shares.

More generally, the Compensation Committee is also responsible for making recommendations to the Board of Directors regarding:

- The policy on compensation for executive
- managers and
- Incentive mechanisms, by any means, for the Company's employees and, more broadly, the employees of Group companies, including:
  - Employee savings plans;
  - Supplementary pension schemes;
  - Reserved issues of securities granting access to capital;
  - The granting of share subscription or purchase options; and
  - The award of free shares.

The Compensation Committee is specifically responsible for making recommendations to the Board of Directors concerning the performance criteria to be applied, if any, for the granting or exercising of any share subscription or purchase options, as well as for the potential award of free shares.

The Compensation Committee is composed of two (2) members, namely Mr Pierre TIERS and Mrs Ariane MALBAT.

Strategic Committee

The Strategic Committee analyses, examines and gives its opinion on:

- The major strategic orientations of the Company and the Group,
- The Group's development policy, and
- Major projects or industrial product development programmes envisaged to be undertaken by the Company or a Group company.

The Strategic Committee analyses and examines:

- Proposed strategic agreements and partnerships,
- External growth transactions and those affecting the Group's structure, and
- More generally, any significant project of any kind.

The Strategic Committee is composed of seven (7) members, namely Mr Vincent BEDOUIN, Mr Pierre TIERS, Mr Hugues MEILI, Mr Hubert de BOISREDON, Mrs Ariane MALBAT, Mrs Muriel BARNEOUD and Mrs Christine LIORET.

Development Committee

The Development Committee is responsible for reflecting on the Group's major strategic orientations and on the development policy to be implemented.

The Development Committee is composed of six (6) members, namely Mr Pierre TIERS, Mr Hugues MEILI, Mr Hubert de BOISREDON, Mrs Ariane MALBAT, Mrs Muriel BARNEOUD and Mrs Christine LIORET.

The Development Committee may also call upon external contributors in order to contribute to or coordinate meetings on particular topics.

CSR Committee

The CSR Committee has the following main responsibilities:

- Reviewing the Company's mandatory CSR publications (sustainability report),
- Defining and monitoring a CSR strategy or "roadmap", sometimes specifying particular themes such as sustainable development, climate, diversity, risks,
- Determining non-financial variable compensation criteria ("KPIs") for executives, and
- Anticipating and analysing major environmental, social and societal issues.

The CSR Committee is composed of two (2) permanent members, namely Mrs Muriel BARNEOUD and Mr Vincent BEDOUIN, and relies on external expertise with the participation of Mrs Elisabeth GROSDHOMME.

LIST OF TERMS OF OFFICE AND JOB ROLES DURING THE FINANCIAL YEAR ENDING 31 DECEMBER 2025

In accordance with the provisions of Article L. 225-37-4, 1° of the French Commercial Code, the following is a list of all the offices and positions held in any company by each of the Company's corporate officers.

Board of Directors

Name	Term of office	Company
Vincent BEDOUIN	Chairman and Chief Executive Officer	LACROIX Group
	Chairman	VINILA INVESTISSEMENTS
	Chairman	LACROIX ELECTRONICS (until September 30, 2025)
	Chairman	LACROIX ELECTRONICS CESSON (until September 30, 2025)
	Co Managing Director	LACROIX ELECTRONICS GmbH (until October 1, 2025)
	Chairman of the Board of Directors	LACROIX ELECTRONICS BEAUPREAU
	Chairman	LACROIX CITY (until august 28, 2025)
	Vice-Chairman	Strategic Council of the Electronics Industry
	Managing Director	LACROIX VI
	Managing Director	LACROIX II
	Managing Director	SCI LTI SUD EST
	Managing Director	SCI MAJE
	Chairman	CLARAMAX
Pierre TIERS	Chairman of the Board of Directors	LACROIX Group
	Member of the Board of Directors and Secretary General	60000 rebonds Grand-Ouest Association
	Managing Director	PRO.POSITIONS
	Member of the Strategic Committee	SAS REEVERSE SYSTEMS
	Honorary Judge and Chamber President	Nantes Commercial Court
Hugues MEILI	Chairman of the Board of Directors	LACROIX Group
	Chairman	NIJI DIGITAL SAS
	Chairman	BAMBARA I SAS
	Chairman	BORDILLA II SAS
	Chairman	Kurmi Software SAS
	Chairman of the Management Board	Bretagne Développement Innovation

Hubert de BOISREDON	Member of the Board of Directors	LACROIX Group
	Chairman	ALSENS
	Chairman	EOTEKUM
	Member of the Strategic Committee	KIPLI
	Managing Director	SCI ALRE
	Managing Director	ALSOL
	Managing Director	ALPER
	Managing Director	SCI BUROO
	Chairman and Chief Executive Officer	ARMOR
	Vice-Chairman	Les entrepreneurs pour la Cité Association
	Member of the Supervisory Board	HOLOSOLIS
	Member of the Collegiate Board	Collège des Bernardins
	Member of the Governance Committee	MEDEF National
	Gérant	SCEA DE LA PORTE
	Gérant	SNC LE CLAVEAU
Ariane MALBAT	Member of the Board of Directors	LACROIX Group
	Chairman	SASU MA DRH
	Chief Executive Officer	SAS COLLON & CO
	Chairman	SAS MALBAT & CO
	Chief Executive Officer	SAS HOLDING COLLON MALBAT
	Member of the Board of Directors	SOCIETE DES CONCOURS HIPPIQUES DE LA BAULE
Muriel BARNEOUD	Member of the Board of Directors	LACROIX Group
	Member of the Board of Directors	EASYVISTA
	Member of the Board of Directors	CIR ILE DE FRANCE
	Member of the Board of Directors	HEC
	Member of the Board of Directors	ESCP
	Member of the Board of Directors	ESSEC
	Member of the Board of Directors	Groupe IGENSIA Education
Christine LIORET	Member of the Board of Directors	LACROIX Group
	Member of the Board of Directors Chairwoman of the Audit Committee	LNA SANTE SA
	Chairman	SAS IM Partenaires
	Chairman	SAS Muuta Partners

Executive Management

Name	Term of office	Company
Vincent BEDOUIN	Chairman and Chief Executive Officer	LACROIX Group
	Chairman	VINILA INVESTISSEMENTS
	Chairman	LACROIX ELECTRONICS (until September 30, 2025)
	Chairman	LACROIX ELECTRONICS CESSON (until September 30, 2025)
	Co Managing Director	LACROIX ELECTRONICS GmbH (until October 1, 2025)
	Chairman of the Board of Directors	LACROIX ELECTRONICS BEAUPREAU
	Chairman	LACROIX CITY (until august 28, 2025)
	Vice-Chairman	Strategic Council of the Electronics Industry
	Managing Director	LACROIX VI
	Managing Director	LACROIX II
	Managing Director	SCI LTI SUD EST
	Managing Director	SCI MAJE
	Chairman	CLARAMAX
Nicolas BEDOUIN	Deputy Chief Executive Officer	LACROIX Group
	Member of the Supervisory Board	VINILA INVESTISSEMENTS
	Member of the Board of Directors	LACROIX ELECTRONICS BEAUPREAU
	Chairman	LACROIX NORTH AMERICA INC.
	Chairman	SAS HUMAN
	Managing Director	SCI MAJE
	Chairman	SAS les Cristaux

Compensation and benefits received by executive directors (ex-post vote)

In accordance with Article L.22 10 9 of the French Commercial Code, the total amount of compensation and benefits paid, during the financial year ended December 31, 2025, to the Company's corporate officers by the Company and by the companies included within the scope of consolidation, as defined by Article L.233 16 of the French Commercial Code, as well as the other related information, are set out below.

The Board of Directors will submit to the vote of the General Meeting convened to approve the financial statements for the financial year ended December 31, 2025 a draft resolution relating to such information.

In this respect, it is specified that the General Meeting of May 16, 2025 approved, by 97.16%, the information submitted to it for the 2024 financial year pursuant to Article L.22 10 9 of the French Commercial Code.

These payments and allocations were made in accordance with the compensation policy approved by the General Meeting of May 16, 2025.

In accordance with the recommendations of the Middlenext Code, the compensation of the corporate officers during the financial year was as follows:

Summary table of compensation paid to executive directors

	Period 2025		Period 2024	
Vincent BEDOUIN Chair and Chief Executive Officer	Allocated	Paid	Allocated	Paid
Fixed compensation	266 032 €	266 032 €	262 100 €	262 100 €
Variable annual compensation	86 800 €	0 €	0 €	36 392 €
Exceptional compensation	0 €	42 000 €	42 000 €	0 €
Compensation for membership of the Board of Directors	0 €	0 €	0 €	0 €
Benefits in kind	4 900 €	4 900 €	10 932 €	10 932 €
Stock-options	0 €	0 €	0 €	0 €
Allocation of bonus shares*	0 €	0 €	0 €	0 €
TOTAL	**357 732 €**	**312 932 €**	**315 032 €**	**309 424 €**

* Under the multi year compensation scheme for the period from 2022 to 2025, 2,500 shares are granted to Mr. Vincent BEDOUIN, with a total expense amounting to €97,050.

Fixed compensation

In 2025, the fixed compensation paid by the Company to Mr. Vincent BEDOUIN in respect of his mandate amounted to 243,600 euros, compared with fixed compensation of 240,000 euros paid in 2024.

In addition, VINILA Investissements, a company included in the consolidation scope as defined in the Article L. 233 16 of the French Commercial Code, paid compensation of 22,432 euros in 2025 to Mr. Vincent BEDOUIN for his duties within said company.

Annual variable compensation

In accordance with the compensation policy approved by the General Meeting of 16 May 2025, for the 2025 financial year, the variable compensation of Mr. Vincent BEDOUIN was calculated based on the following elements:

- 30% of this variable portion was calculated on the Current Operating Income (COI) of the Environment activity:
- With application of the formula Bonus = R * (V/B) * (R/B), where:
  - R represents the COI of the Environment activity;
  - B represents the budgeted COI target for the Environment activity;
  - V represents the variable portion granted.

No variable portion would be awarded if the COI achieved is less than 50% of the target set.

- 30% of this variable portion was calculated on the COI of the Electronics activity:
- With application of the formula Bonus = R * (V/B) * (R/B), where:
  - R represents the COI of the Electronics activity;
  - B represents the budgeted COI target for the Electronics activity;
  - V represents the variable portion granted.

No variable portion would be awarded if the COI achieved is less than 50% of the target set.

- 40% of this variable portion was calculated on the actions undertaken to restore the situation of LACROIX in North America, considering the reduction of losses and the control of the cash plan.

The variable compensation of Mr. Vincent BEDOUIN was calculated on a basis of 140,000 euros gross for the 2025 financial year.

Thus, taking into account the consolidated results as at 31 December 2025, the amount of the variable portion awarded to Mr. Vincent BEDOUIN for the 2025 financial year will be 86,800 euros gross.

The amount of this variable portion is determined considering that:

- The COI obtained for the Environment activity reaches 100% of the target set.
- The COI obtained for the Electronics activity does not allow the allocation of the variable portions linked to this objective.

Considering the result relating to the actions undertaken to restore the situation of LACROIX in North America, taking into account the reduction of losses and the control of the cash plan, 80% of the variable portion linked to this objective is awarded. The result relating to the Electronics activity in North America is notably due to the discontinuation of the Electronics activity in North America, the exit cost financed by the disposal of assets, and the adherence to the forecast cash plan.

Long term compensation in performance based free shares

Lastly, under the performance based free share allocation plan linked to the implementation of the Leadership 2025 plan, and considering the progress made on this plan, the amount of provisions recorded in previous financial years covers the achievement of the objectives set for the end of the 2025 period.

The 2025 financial year marks the end of the assessment period for the multi year bonus granted to Mr. Vincent BEDOUIN. This bonus provided for the allocation of 10,000 shares if the four strategic objectives defined under the Leadership 2025 plan were achieved.

At the end of this plan, and based on the assessment of the results obtained on the 4 objectives, 2,500 shares will be allocated to Mr. Vincent BEDOUIN.

The assessment of the CSR momentum is notably supported by the evolution of the results of the ECOVADIS and GAIA assessments over the period, by the implementation of the 4 pillars of the CSR strategy with concrete progress such as the Impact Score, the quantification of the benefits of our Environment solutions, the eco design approach, the low carbon strategy and the validation by SBTi of the Group's GHG emissions reduction targets, the favorable evolution of the ECOVADIS and GAIA results, as well as the launch of the Committed Sites initiative.

Weighting	Objective	Objective	% awarded	Variable portion (shares)	10,000
25%	Revenue growth in 2025	€800M	0%	Pro rata share	
25%	Profitability in % EBITDA	>9%	0%	Pro rata share	
25%	Gearing <0,80	<0,80	0%	Pro rata share	
25%	CSR momentum	qualitative	100%	Pro rata share	2,500
				Total allocation	**2,500**

The 2,500 shares thus allocated to Mr. Vincent BEDOUIN will be delivered during the 2026 financial year. They are provisioned for a total value of 97,050 euros.

Compensation for directorship duties

Mr. Vincent BEDOUIN does not receive any compensation in respect of his mandates as Director and Chairman of the Board of Directors during the financial year.

Fringe benefits

The amount of 4,900 euros in benefits in kind corresponds to the provision of a company car.

	Period 2025		Exercice 2024	
Nicolas BEDOUIN Deputy Chief Executive Officer	Allocated	Paid	Allocated	Paid
Fixed compensation	194 068 €	194 068 €	191 250 €	191 145 €
Variable annual compensation	62 000 €	0 €	0 €	25 195 €
Exceptional compensation	0 €	30 000 €	30 000 €	0 €
Benefits in kind	2 876 €	2 876 €	5 270 €	5 270 €
Stock options	0 €	0 €	0 €	0 €
Allocation of bonus shares*	0 €	0 €	0 €	0 €
TOTAL	**258 944 €**	**226 944 €**	**226 520 €**	**221 610 €**

* Under the multi-year compensation scheme for the period from 2022 to 2025, 1,875 shares are granted to Mr Nicolas BEDOUIN, representing a total expense of €72,788.

Fixed compensation

In 2025, the fixed compensation paid to Mr. Nicolas BEDOUIN amounted to 177,574 euros, compared with fixed compensation of 175,000 euros paid in 2024.

In addition, VINILA Investissements, a company included in the consolidation scope as defined in the Article L. 233 16 of the French Commercial Code, paid compensation of 16,494 euros in 2025 to Mr. Nicolas BEDOUIN for his duties within said company.

Annual variable compensation

In accordance with the compensation policy approved by the General Meeting of 16 May 2025, for the 2025 financial year, the variable compensation of Mr. Nicolas BEDOUIN was calculated based on the following elements:

- 30% of this variable portion was calculated on the Current Operating Income (COI) of the Environment activity:
- With application of the formula Bonus = R * (V/B) * (R/B), where:
  - R represents the COI of the Environment activity;
  - B represents the budgeted COI target for the Environment activity;
  - V represents the variable portion granted.

No variable portion shall be awarded if the COI achieved is less than 50% of the target set.

- 30% of this variable portion was calculated on the COI of the Electronics activity:
- With application of the formula Bonus = R * (V/B) * (R/B), where:
  - R represents the COI of the Electronics activity;
  - B represents the budgeted COI target for the Electronics activity;
  - V represents the variable portion granted.

No variable portion would be awarded if the COI achieved is less than 50% of the target set.

- 40% of this variable portion was calculated on the actions undertaken to restore the situation of LACROIX in North America, considering the reduction of losses and the control of the cash plan.

The variable compensation of Mr. Nicolas BEDOUIN was calculated on a basis of 100,000 euros gross for the 2025 financial year.

Thus, taking into account the consolidated results as at 31 December 2025, the amount of the variable portion awarded to Mr. Nicolas BEDOUIN for the 2025 financial year will be 62,000 euros gross.

The amount of this variable portion is determined considering that:

- The COI obtained for the Environment activity reaches 100% of the target set;
- The COI obtained for the Electronics activity does not allow the allocation of the variable portion linked to this objective.f.

Considering the result relating to the actions undertaken to restore the situation of LACROIX in North America, taking into account the reduction of losses and the control of the cash plan, 80% of the variable portion linked to this objective is awarded.

The result relating to the Electronics activity in North America is notably due to the discontinuation of the Electronics activity in North America, the exit cost financed by the disposal of assets, and adherence to the forecast cash plan.

Long term compensation in performance based free shares

Lastly, under the performance-based free share allocation plan linked to the implementation of the Leadership 2025 plan, and considering the progress made on this plan, the amount of provisions recorded in previous financial years covers the achievement of the objectives set for the end of the 2025 period.

The 2025 financial year marks the end of the assessment period for the multi-year bonus granted to Mr. Nicolas BEDOUIN. This bonus provided for the allocation of 7,500 shares if the four strategic objectives defined under the Leadership 2025 plan were achieved.

At the end of this plan, and based on the assessment of the results obtained on the four objectives, 1,875 shares will be allocated to Mr. Nicolas BEDOUIN.

The assessment of the CSR momentum is notably supported by the evolution of the results of the ECOVADIS and GAIA assessments over the period, by the implementation of the four pillars of the CSR strategy with concrete progress such as the Impact Score, the quantification of the benefits of our Environment solutions, the eco-design approach, the low-carbon strategy and the validation by SBTi of the Group's GHG emissions reduction targets, the favourable evolution of the ECOVADIS and GAIA results, as well as the launch of the Committed Sites initiative.

Weighting	Objective	Objective	% awarded	Variable portion (shares)	10,000
25%	Revenue growth in 2025	€800M	0%	Pro rata share	
25%	Profitability in % EBITDA	>9%	0%	Pro rata share	
25%	Gearing <0,80	<0,80	0%	Pro rata share	
25%	CSR momentum	qualitative	100%	Pro rata share	1,875
				Total allocation	**1,875**

The 1,875 shares thus allocated to Mr. Nicolas BEDOUIN will be delivered during the 2026 financial year. They are provisioned for a total value of 72,788 euros.

Fringe benefits

The amount of 2,876 euros in benefits in kind corresponds to the provision of a company car.

Subscription or purchase options granted during the financial year

No subscription or purchase options were granted to the corporate officers during the financial year.

Subscription or purchase options exercised during the financial year

No subscription or purchase options were exercised during the financial year by the corporate officers.

The members of the Board of Directors do not receive any additional compensation and are not beneficiaries of stock options.

Free shares allocated during the financial year to each corporate officer

No free shares were allocated to the corporate officers during the financial year.

Summary table of severance payments or benefits granted to corporate officers

Executive directors	Employment contracts	Supplementary pension plans	Non-competition indemnities	Severance pay
Vincent BEDOUIN Chairman and Chief Executive Officer Appointment: 07/26/2018 Expiry date: AGM 2027 convened to approve the 2026 financial statements	NO	YES	NO	NO
Nicolas BEDOUIN Deputy Chief Executive Officer Appointment: 07/26/2018 Expiry date: AGM 2027 convened to approve the 2026 financial statements	YES*	YES	NO	NO

*The main duties of Nicolas BEDOUIN consist in monitoring and coordinating the financial activities of each of the Group's entities. As such, daily, he performs functions that are distinct from those relating to his corporate office

Equity ratio (Article L22 10 9 I 6° and 7° of the French Commercial Code)

Chairman & CEO compensation ratio	2025	2024	2023	2022	2021
Change (%) in the Chairman & CEO's compensation	1,1%	-8,0%	-6,1%	52,1%	-43,7%
Change (%) in average employee compensation *	3,8%	6,2%	6,3%	12,9%	na
Ratio vs. average employee compensation *	3,68	3,58	3,41	3,16	3,09
Change in ratio (%) vs. previous year	2,8%	5,0%	7,9%	2,3%	-18,0%
Ratio vs. median employee compensation*	5,02	4,61	4,53	4,18	4,21
Change in ratio (%) vs. previous year	8,9%	1,8%	8,4%	-0,7%	-47,2%
Ratio vs. statutory minimum wage (SMIC)	14,47	14,59	16,40	18,62	12,62

Deputy Chief Executive Officer compensation ratio	2025	2024	2023	2022	2021
Change (%) in the Deputy CEO's compensation	2,4%	-6,0%	-2,1%	50,7%	-41,0%
Change (%) in average employee compensation *	3,8%	6,2%	6,3%	12,9%	na
Ratio vs. average employee compensation *	2,67	2,48	2,45	2,23	2,10
Change in ratio (%) vs. previous year	7,7%	1,2%	9,9%	6,2%	-13,2%
Ratio vs. median employee compensation*	3,64	3,19	3,26	2,96	2,87
Change in ratio (%) vs. previous year	14,1%	-2,1%	10,1%	3,1%	-43,6%
Ratio vs. statutory minimum wage (SMIC)	10,50	10,45	11,50	12,52	8,56

*Based on full time equivalent employees of the Company.

Compensation policy to members of the Board of Directors

The Board of Directors, on the recommendation of the Compensation Committee, set the total compensation allocated to Directors for their term of office for the financial year ended December 31, 2025, at €90,000, distributed as follows.

Muriel BARNEOUD	Amounts awarded in the 2025 financial year	Amounts paid in the 2025 financial year	Amounts awarded in the 2024 financial year	Amounts paid in the 2024 financial year
Compensation for membership of the Board of Directors	10 250 €	13 000 €	13 000 €	15 250 €
Other compensation				
TOTAL	**10 250 €**	**13 000 €**	**13 000 €**	**15 250 €**
Hubert DE BOISREDON	**Amounts awarded in the 2025 financial year**	**Amounts paid in the 2025 financial year**	**Amounts awarded in the 2024 financial year**	**Amounts paid in the 2024 financial year**
Compensation for membership of the Board of Directors	11 250 €	10 000 €	10 000 €	10 000 €
Other compensation				
TOTAL	**11 250 €**	**10 000 €**	**10 000 €**	**10 000 €**
Ariane MALBAT	**Amounts awarded in the 2025 financial year**	**Amounts paid in the 2025 financial year**	**Amounts awarded in the 2024 financial year**	**Amounts paid in the 2024 financial year**
Compensation for membership of the Board of Directors	11 750 €	11 500 €	11 500 €	12 000 €
Other compensation				
TOTAL	**11 750 €**	**11 500 €**	**11 500 €**	**12 000 €**
Hugues MEILI	**Amounts awarded in the 2025 financial year**	**Amounts paid in the 2025 financial year**	**Amounts awarded in the 2024 financial year**	**Amounts paid in the 2024 financial year**
Compensation for membership of the Board of Directors	13 750 €	17 500 €	17 500 €	12 000 €
Other compensation				
TOTAL	**13 750 €**	**17 500 €**	**17 500 €**	**12 000 €**
Pierre TIERS	**Amounts awarded in the 2025 financial year**	**Amounts paid in the 2025 financial year**	**Amounts awarded in the 2024 financial year**	**Amounts paid in the 2024 financial year**
Compensation for membership of the Board of Directors	20 250 €	17 500 €	17 500 €	17 000 €
Other compensation				
TOTAL	**20 250 €**	**17 500 €**	**17 500 €**	**17 000 €**
Christine LIORET	**Amounts awarded in the 2025 financial year**	**Amounts paid in the 2025 financial year**	**Amounts awarded in the 2024 financial year**	**Amounts paid in the 2024 financial year**
Compensation for membership of the Board of Directors	17 250 €	5 500 €	5 500 €	
Other compensation				
TOTAL	**17 250 €**	**5 500 €**	**5 500 €**	

Compensation Policy (ex ante vote)

Compensation is determined by the Board of Directors, based on the recommendation of the Compensation Committee.

Criteria for allocating the fixed annual amount granted by the General Meeting to Directors

In accordance with Article L. 225-45 of the French Commercial Code, the compensation arrangements for Directors are determined by the Board of Directors, on recommendation of the Compensation Committee, under the conditions set out in Article L. 22-10-8 of the French Commercial Code and within the limit of a fixed annual amount determined by the General Meeting.

In this context, the Board of Directors will propose at the General Meeting called to approve the financial statements for the financial year ended December 31, 2025, to maintain the ceiling of the fixed annual amount allocated to Directors at €90,000.

Compensation due to Directors for their term of office is allocated based on their contribution and attendance at the various committees.

Furthermore, in accordance with Article L. 225-46 of the French Commercial Code, the Board of Directors reserves the right to award exceptional compensation to non-executive members of the Board of Directors for specific assignments or mandates. Such exceptional compensation would also be subject to the related-party agreements procedure.

Compensation of Executive Officers

The total compensation of executive officers considers the overall interest of the Company, market practices, levels of responsibility, and the contribution to the development of the Group.

Compensation of Mr. Vincent BEDOUIN – Chairman & Chief Executive Officer

Fixed compensation

Mr. Vincent BEDOUIN receives an annual fixed compensation determined notably in line with market practices and the responsibilities exercised.

In addition, and considering the current context, Mr. Vincent BEDOUIN's annual fixed compensation is set for the 2026 financial year at €247,200 gross, paid as from January 1, 2026.

This amount is compensated by compensation paid by VINILA for €22,800, bringing his total gross annual compensation to €270,000.

Additional elements

- Mr. Vincent BEDOUIN benefits from a supplementary pension plan, with contributions paid by the Company;
- He benefits from the Company's collective health insurance scheme;
- He benefits from a company car made available to him as a fringe benefit.
- He benefits from an additional retirement scheme, the main characteristics of which are described below in accordance with Article D. 22-10-16 (I) of the French Commercial Code:
  - Name of the commitment: capitalized retirement plan;
  - Legal provisions defining the category of plan: Articles 82 and 83 of the French General Tax Code;
  - Eligibility and other conditions: the beneficiary category consists of senior executives classified as I17 and I18;
  - Method for determining the reference compensation used by the plan to calculate beneficiaries' rights: a percentage of the fixed compensation of senior executives.
  - Vesting schedule of rights : the plan is funded quarterly;
  - There is no ceiling;
  - Funding arrangements: contributions to the supplementary retirement plan are financed by the Company.

Annual variable compensation of Mr. Vincent BEDOUIN for the 2026 financial year

For the 2026 financial year, the Compensation Committee proposes that the variable portion of Mr. Vincent BEDOUIN's compensation be calculated based on €170,000 gross annually.

1. €20,000 will be allocated to the achievement of the Company's CSR objectives, including: improvement in the results of the Great Place to Work employee satisfaction survey, improvement in the ECOVADIS assessment results, progress on decarbonization roadmaps, advancement of the Impact Score or the Ecodesign approach.

2. €150,000 will be calculated on the economic performance of the Electronics and Environment activities.

   To ensure fair compensation aligned with the actual performance of the Environment and Electronics activities, the portion of Mr. Vincent BEDOUIN's variable compensation linked to economic performance will be calculated 50% based on the results of the Environment activity and 50% based on the results of the Electronics activity, each of which will be determined independently as follows:

   50% of the variable portion will be calculated based on the Current Operating Income (COI) of the Environment activity, applying the following formula: R × (50%V / P) × (R / P),
   Where:
   - P represents the Environment COI set in the 2026 budget;
   - R represents the Environment COI achieved at the end of the reference financial year;
   - V represents the portion of the variable compensation allocated to the economic-performance component.

   No variable compensation will be paid if the Environment COI achieved is below 50% of the target set. In any case, the variable compensation payable is capped at 1.5 times the reference variable amount thus calculated.

   50% of the variable portion will be calculated based on the Current Operating Income (COI) of the Electronics EMEA activity, applying the following formula: R × (50%V / P) × (R / P),
   Where :
   - P represents the Electronics COI set in the 2026 budget;
   - R represents the Electronics COI achieved at the end of the reference financial year;
   - V represents the portion of the variable compensation allocated to the economic-performance component.

   No variable compensation will be paid if the Electronics COI achieved is below 50% of the target set. In any case, the variable compensation payable is capped at 1.5 times the reference variable amount thus calculated.

Exceptional compensation of Mr. Vincent BEDOUIN for the 2025 financial year

The Board of Directors reserves the right, on the recommendation of the Compensation Committee, to grant exceptional compensation in the event of specific, duly justified circumstances (major operation for the Company).

For 2025, no exceptional compensation will be paid to Mr. Vincent BEDOUIN.

Compensation of Mr. Nicolas BEDOUIN – Deputy Chief Executive Officer

Fixed compensation

Mr. Nicolas BEDOUIN receives an annual fixed compensation determined notably in line with market practices and the responsibilities exercised.

Considering the current context, Mr. Nicolas BEDOUIN's annual fixed compensation for the 2026 financial year is set at €180,300 gross, paid as from January 1, 2026.

This amount is supplemented by compensation paid by VINILA for €16,700, bringing his total gross annual compensation to €197,000.

Additional elements :

- Mr. Nicolas BEDOUIN benefits from a supplementary funded pension plan, with contributions made by the Company;
- Mr. Nicolas BEDOUIN benefits from a company health insurance plan (this is the Company's collective health insurance scheme);
- Mr. Nicolas BEDOUIN benefits from a fringe benefit consisting of the provision of a company car;
- Mr. Nicolas BEDOUIN benefits from a supplementary retirement plan, the main characteristics of which are described below, in accordance with Article D.22 10 16, I of the French Commercial Code:
  - Title of the commitment concerned: funded retirement plan;
  - Legal provisions allowing the identification of the corresponding category of plan: Articles 82 and 83 of the French General Tax Code;
  - Conditions for entering the plan and other conditions to be eligible: the category of beneficiaries consists of senior executives classified as I17 and I18;
  - Method for determining the reference compensation set by the plan concerned and used to calculate beneficiaries' rights: it corresponds to a percentage of the fixed compensation of senior executives;
  - Vesting schedule of rights: the plan is funded on a quarterly basis;
  - There is no ceiling;
  - Method of funding of the rights: contributions to the supplementary retirement plan are financed by the Company.

Annual variable compensation of Mr. Nicolas BEDOUIN for the 2026 financial year

For the 2026 financial year, the Compensation Committee proposes that the variable portion of Mr. Nicolas BEDOUIN's compensation be calculated on the basis of €110,000 gross annually.

1. €12,500 will be allocated to the achievement of the Company's CSR objectives and, in particular, the improvement of the results of the Great Place To Work employee satisfaction survey, the improvement of the ECOVADIS assessment results, the progress of the decarbonization roadmaps, the advancement of the Impact Score or of the Ecodesign approach;

2. €97,500 will be calculated on the economic performance of the Electronics and Environment activities.

   To ensure fair compensation aligned with the actual performance of the Environment and Electronics activities, the portion of Mr. Nicolas BEDOUIN's variable compensation linked to economic performance will be calculated 50% based on the results of the Environment activity and 50% based on the results of the Electronics activity, each of which will be determined independently, as follows:

   50% of the variable portion will be calculated on the Current Operating Income (COI) of the Environment activity with application of the formula: R * (50%V/P) * (R/P),
   Where :
   - P represents the Environment COI included in the 2026 budget;
   - R represents the Environment COI achieved at the end of the reference financial year;
   - V represents the amount of the variable compensation allocated to the part related to economic performance.

   No variable portion will be awarded if the Environment COI achieved is lower than 50% of the target set. In any event, the variable portion to be paid is capped at 1.5 times the reference variable portion thus calculated.

   50% of the variable portion will be calculated on the Current Operating Income (COI) of the Electronics EMEA activity with application of the formula: R * (50%V/P) * (R/P),
   Where,
   - P represents the Electronics COI included in the 2026 budget;
   - R represents the Electronics COI achieved at the end of the reference financial year;
   - V represents the amount of the variable compensation allocated to the part

   No variable portion will be awarded if the Electronics COI achieved is lower than 50% of the target set. In any event, the variable portion to be paid is capped at 1.5 times the reference variable portion thus calculated.

Exceptional compensation of Mr. Nicolas BEDOUIN for the 2025 financial year

The Board of Directors reserves the right, on the proposal of the Compensation Committee, to grant exceptional compensation in the event of very particular circumstances that are duly justified (major operation for the Company).

In 2025, no exceptional compensation will be paid for the benefit of Mr. Nicolas BEDOUIN.

Draft resolutions on Say on Pay proposed to the Annual General Meeting:

Pursuant to Article L. 22-10-8 of the French Commercial Code, we hereby bring to your attention the draft resolutions approved by the Board of Directors that will be submitted to the General Meeting of May 13, 2026, for the purposes of approving the compensation elements awarded and awardable to the corporate officers of the Company.

SIXTH RESOLUTION

Setting of the overall annual compensation of the members of the Board of Directors

The General Meeting, voting under the quorum and majority conditions of ordinary general meetings, after having taken note of the Board of Directors' report on corporate governance, sets the overall annual amount of compensation to be allocated to the members of the Board of Directors at the sum of €90,000.

This decision, applicable to the current financial year, will be maintained until a new decision of the General Meeting.

As the Board of Directors is composed in accordance with the first paragraph of Article L.225-18-1 of the French Commercial Code, the second paragraph of Article L.225-45 of the same Code is not applicable.

SEVENTH RESOLUTION

Approval of the compensation policy for the members of the Board of Directors

The General Meeting, voting under the quorum and majority conditions of ordinary general meetings, after having taken note of the Board of Directors' report on corporate governance, approves, and pursuant to Article L. 22-10-8 II of the French Commercial Code, the compensation policy for Directors, as presented in the Company's 2025 annual financial report.

EIGHTH RESOLUTION

Approval of the compensation elements due or allocated for the 2025 financial year to Vincent BEDOUIN, Chairman & Chief Executive Officer

The General Meeting, voting under the quorum and majority conditions of ordinary general meetings, after having taken note of the Board of Directors' report on corporate governance,and pursuant to Article L. 22-10-34 II of the French Commercial Code, approves the set, variable, and exceptional items composing the total compensation and benefits of any kind paid or allocated for the financial year ending 31 December 2025 to Vincent Bedouin, as presented in the Company's 2025 annual financial report.

NINTH RESOLUTION

Approval of the compensation policy for 2026 for Vincent BEDOUIN, Chairman & Chief Executive Officer

The General Meeting, voting under the quorum and majority conditions of ordinary general meetings, after having taken note of the Board of Directors' report on corporate governance, and pursuant to Article L. 22-10-8 II of the French Commercial Code, approves the items of the compensation policy applying to Mr. Vincent BEDOUIN, as presented in the Company's 2025 annual financial report.

TENTH RESOLUTION

Approval of the compensation elements due or allocated for the 2025 financial year to Nicolas BEDOUIN, Deputy Chief Executive Officer

The General Meeting, voting under the quorum and majority conditions of ordinary general meetings, after having taken note of the Board of Directors' report on corporate governance, approves, and pursuant to Article L. 22-10-34 II of the French Commercial Code, approves the set, variable, and exceptional items composing the total compensation and benefits of any kind paid or allocated for the financial year ending 31 December 2025 to Nicolas Bedouin, as presented in the Company's 2025 annual financial report.

ELEVENTH RESOLUTION

Approval of the compensation policy for 2026 for Nicolas BEDOUIN, Deputy Chief Executive Officer

The General Meeting, voting under the quorum and majority conditions of ordinary general meetings, after having taken note of the Board of Directors' report on corporate governance, and pursuant to Article L. 22-10-8 II of the French Commercial Code, approves the items of the compensation policy applying to Nicolas Bedouin, as presented in the Company's 2025 annual financial report.

TWELFTH RESOLUTION

Approval of the information relating to the compensation of corporate officers referred to in Article L. 22-10-9 I of the French Commercial Code

The General Meeting, voting under the conditions of quorum and majority of Ordinary General Meetings, approves, pursuant to Article L. 22-10-34 I of the French Commercial Code, the information referred to in Article L. 22-10-9 I of said Code, as included in the report of the Board of Directors on corporate governance, as presented in the Company's 2025 annual financial report.

Summary table of the delegations of authority and powers granted by the General Meeting to the Board of Directors in matters of capital increases

Nature of the authorization	Date of the General Meeting	Duration of the delegation	Authorized amount	Use during the financial year
Purchase of shares of the Company	16/05/2025 (13th resolution)	18 months	10% of the share capital, i.e., 482,909 shares, for a maximum total amount of €28,974,540	NONE
Issuance of ordinary shares and/or securities giving access to share capital or giving entitlement to debt securities, with preservation of shareholders' preferential subscription rights (DPS)	16/05/2025 (14th resolution)	26 months	For shares: €19,920,000* For debt securities: €60,000,000**	NONE
Issuance of ordinary shares and/or securities giving access to the share capital or giving entitlement to debt securities, with cancellation of shareholders' preferential subscription rights by way of a public offering, except for offers referred to in Article L. 411 2 (1°) of the French Monetary and Financial Code	16/05/2025 (15th resolution)	26 months	For shares: €19,920,000* For debt securities: €60,000,000**	NONE
Issuance of ordinary shares and/or securities giving access to the share capital or giving entitlement to debt securities, with cancellation of shareholders' preferential subscription rights by way of an offering referred to in Article L. 411 2 (1°) of the French Monetary and Financial Code	16/05/2025 (16th resolution)	26 months	For shares: €19,920,000*, limited to 30% of the share capital per year For debt securities: €60,000,000**	NONE
Authorization to increase the amount of issuances in the event of oversubscription	16/05/2025 (17th resolution)	26 months	Within the limit of the ceiling of the delegation and within the limit of 15% of the initial issuance	NONE
Capital increase reserved for members of a company savings plan	16/05/2025 (18th resolution)	26 months	5% of the share capital as recorded on the date of issuance	NONE

*Common ceilings
** Common ceilings

Treatment of conflicts of interest

The obligations of the members of the Board of Directors regarding the management of conflicts of interest are set out in the Board's rules of procedure. An annual declaration is signed by each Director, confirming the absence of any conflict of interest situation during the past financial year. Each Director is required to report any potential or actual conflict of interest, whether direct or indirect, between themselves (or any individual or legal entity with whom they have a business relationship) and the Company.
The Board of Directors may also conduct any investigation in the event of reasonable doubt and may, if necessary, seek independent expert advice.

Main characteristics of internal control and risk management procedures

This report on the internal control and risk management procedures implemented within the Group is based on the guidance for applying the reference framework published by the AMF, applicable to "VMPs" (small and mid cap issuers on financial markets).

The achievement of the Group's internal control objectives is made possible by the environment created within the Group and by the specific organizational structure put in place, which gives rise to targeted internal audit and risk management activities. All these elements are presented below.

Objectives and stakeholders of internal control

Internal control, as implemented within the Group, contributes to the prevention and management of risks arising from the Company's activities, including risks related to errors and fraud. It ensures, in particular:

- Compliance with applicable laws and regulations;
- Reliability of financial information;
- Safeguarding and protection of assets;
- Prevention and management of risks, and the implementation of process optimization actions.

Like any control system, the internal control framework cannot provide an absolute guarantee that all risks of error or fraud are completely eliminated.

Achieving these objectives is only possible through the adoption and application of rules and procedures by all employees of the Company, under the supervision of each department manager. However, within the Group, internal control is centrally coordinated by the Audit & Internal Control department on one hand, and by the Legal & Compliance Department on the other.

The Audit and Compliance Committee is responsible for monitoring and challenging the effectiveness of the internal control and risk management system.

Internal control environment

A number of structuring reference frameworks for internal control exist within the Group.

The Values — boldness, commitment, team spirit, openness, and respect — serve as a reference point that unites teams internally. They guide behaviors, foster initiative taking, and encourage accountable and caring conduct.

In addition, the Ethics Charter sets out the ethical principles applicable within the Group regarding business conduct and individual behavior. It does not claim to answer every ethical question but presents the fundamental rules and guidelines that must govern all decisions. It frames the Anti Corruption Code of Conduct and the Competition Code of Conduct: these compliance programs contribute to employee training and awareness, and enable the implementation of mechanisms adapted to the prevention of violations, as well as their detection and handling where necessary.

The Opportunities & Threats Matrix based on the strategic plan, and its priorities are reviewed by the Executive Committee, makes it possible to identify the areas with the greatest impact and the most significant levers for sustaining the Group's long term growth. This matrix is part of the multi-year development plan defined by the Management.

Lastly, the Rules governing the relationship between the Group and each business activity define the levels of responsibility carried by the various stakeholders, as well as the issues for which they are accountable. These rules are supported by delegations of authority, allowing responsibility to be transferred to individuals with the specific skills, authority, and resources required.

Internal control organization

Internal control is everyone's responsibility. In particular, all process owners are responsible for ensuring the existence and application of procedures within their scope and for carrying out the associated regulatory monitoring. An organisation, as well as control, monitoring and management tools, nevertheless exists in order, on the one hand, to provide decision-making support to Management, and on the other hand, to ensure the relay of internal control at all levels of the Group. The main components are described below (see section "3.2 Accounting policies and methods" of Appendix 3 to the 2025 annual report with respect to accounting principles and methods):

- The Management Control Directors of each activity oversee the reporting delivered to the Executive Management. They provide, in particular, monthly monitoring of budget commitments by subsidiary, by activity and on a consolidated basis, and also include non-financial and forward-looking indicators enabling better management of subsidiaries.

- Similarly, centralized cash flow reporting at headquarters ensures weekly monitoring of cash flows and the debt position of the subsidiaries and on a consolidated basis.

- The accounting managers are responsible for the reliability of financial information and, in particular, for the proper application of the procedures applicable within the Group. The tax returns of the Group's French subsidiaries are prepared or reviewed by the central accounting team. These returns are also regularly reviewed by external advisors.

- The consolidation department is centralized at headquarters. It prepares the financial statements under IFRS and ensures the consistency of accounting treatments and their compliance with the rules and procedures applicable within the Group.

- The Legal & Compliance Department ensures overall regulatory compliance (corporate law, contract law, insurance, compliance, etc.), and supports the business units during major contractual negotiations or in the management of disputes. It advises Executive Management and is involved in internal restructuring operations and external growth initiatives. External expert advisors may be consulted when necessary. Compliance representatives are appointed and act as relays for the Legal & Compliance Department, working closely with operational teams to communicate rules and procedures and to remain accessible for employees' ethical questions.

- The Information Systems Department ensures, in particular, the integrity and backup of data, as well as the security and availability of the Group's information systems. In this respect, external intrusion tests and IT disaster recovery plan tests are regularly carried out under the supervision of the IS Department and the Information Systems Security Manager. All major Group subsidiaries are equipped with an ERP system.

Implementation of internal control

The Audit & Internal Control Department plans its duties on the basis of approved priorities in the Opportunities & Threats Matrix. It also relies on the recommendations of the statutory auditors regarding internal control and IT configurations.

In this context, its assignments are structured around:

- Ensuring compliance with laws and internal rules;
- Improving operational processes;
- Continuously strengthening internal control and combating fraud;
- Providing support to the Legal & Compliance Department.

Main actions in the 2025 financial year

The following assignments were carried out during the 2025 financial year:

- Continuous improvement of internal control and fraud prevention:
  - Continuation of the deployment of the automated control solution within the Group;
  - Continuation of awareness-raising initiatives on combating external fraud;
  - Verification of proper segregation of duties within the ERPs;
  - Ongoing strengthening of information systems security.

- Internal audits of subsidiaries:
  - 11 subsidiaries were audited on key procedures: the various cycles were reviewed to ensure the proper application of accounting rules and methods, thereby contributing to the reliability of financial information. Several compliance items were also included in these audits;
  - Follow-up of action plans resulting from identified areas for improvement is updated every six months and presented to the Audit and Compliance Committee.

- Operational audits:
  - Third level controls were carried out on the Group's anti corruption framework.

- Support provided to the Legal & Compliance Department:
  - A number of accounting controls were performed in connection with the anti-corruption risk mapping;
  - Assessment of risks related to export-control procedures

Work priorities for 2026

The work priorities defined for the 2026 financial year will notably cover:

- Continuous improvement of internal control and fraud prevention:
  - Continuation of the deployment of additional automated controls within the Group;
  - Continuation of awareness-raising initiatives on combating external fraud;
  - Verification of proper segregation of duties within the ERPs;
  - Ongoing strengthening of information systems security;
  - Monitoring the proper implementation of business continuity plans across major subsidiaries;
  - Work on improving the internal control framework;
  - Updating of the Opportunities & Threats Matrix.

- Internal audits of subsidiaries :
  - In connection with the streamlining of activities within the Group, the number of subsidiaries audited in 2026 will be adjusted to this new organization. Eight subsidiaries will be audited during the year;
  - The monitoring and presentation of the progress of action plans will be communicated to the Audit and Compliance Committee.

Elements likely to have an impact in the event of a takeover bid

Elements that may have an impact in the event of a takeover bid are disclosed in the Management Report.

Shareholders' participation in the General Meeting

In accordance with the Company's Articles of Association, any shareholder has the right to attend General Meetings, either in person or by proxy.

Practical arrangements and information are provided in the meeting notices and convening notices published and/or sent to shareholders prior to each General Meeting.

Diversity and Equity Policy within the Company

The Group strives to achieve gender balance and equity at every hierarchical level. The policy implemented and the results achieved are detailed in the Sustainability Report.

CORPORATE GOVERNANCE AND CONTROL OF THE COMPANY

We confirm that no term of office for a Director or Statutory Auditor has expired.

ALLOCATION OF THE RESULT

We suggest that you approve the allocation of the net loss for the financial year, amounting to €61,985,413.88, as follows:

In full to the "Other reserves" account, which would then amount to €21,965,211.35	€-61 985 413,88

As a result of this allocation, the Company's shareholders' equity amounts to €96,932,132.53.

In accordance with the provisions of Article 243 bis of the French General Tax Code, it is recalled that the dividends distributed for the past three financial years were as follows:

Period	Dividend per share* (in euros)	Total dividend	Total number of shares	Number of shares remunerated
2022	0,80	3 863 276,80	4 829 096	4 681 203
2023	0,70	3 380 367,20	4 829 096	4 681 002
2024	/	/	/	/

* Dividend eligible for a 40% tax allowance.

ANNUAL OVERALL COMPENSATION OF DIRECTORS

We suggest to set the maximum overall annual amount of compensation allocated to the Board of Directors at €90,000.

INFORMATION RELATING TO SECURITIES TRANSACTIONS

In accordance with Article L. 621-18-2 of the French Monetary and Financial Code and the General Regulation of the Financial Markets Authority. We note that the corporate officers have not notified us of any transactions in LACROIX Group securities.

RESULTS AND OTHER SIGNIFICANT ITEMS FOR THE LAST FIVE FINANCIAL YEARS: LACROIX SA

Nature of items	2021	2022	2023	2024	2025
CAPITAL AT YEAR END					
- Share capital	32 055 239	32 055 239	32 055 239	32 055 239	32 055 239
- Number of existing ordinary shares	4 829 096	4 829 096	4 829 096	4 829 096	4 829 096
- Number of preference shares (non-voting)					
- Maximum number of future shares to be created					
TRANSACTIONS AND REVENUE FROM THE FINANCIAL YEAR					
- Revenue net of taxes	10 274 844	13 172 772	13 290 640	15 463 461	13 336 286
- Pre-tax profit, employee profit-sharing, depreciation, allowances and provisions	4 679 451	11 396 919	13 743 578	12 459 874	7 285 089
- Income taxes	-3 969 767	-3 598 451	-4 055 800	-3 999 516	-5 340 045
- Employee profit-sharing payable for the year					
- Profit after tax, employee profit-sharing, depreciation, allowances and provisions	8 640 922	14 518 488	13 706 117	-22 996 021	-61 985 414
- Distributed profit	4 104 732	3 863 277	3 380 367		
EARNINGS PER SHARE					
- Profit after tax, employee profit-sharing, before depreciation, allowances and provisions	1,79	3,11	3,69	3,41	2,61
- Profit after tax, employee profit-sharing, depreciation, allowances and provisions	1,79	3,01	2,84	-4,76	-12,84
- Dividend per share	0,85	0,80	0,70	0,00	0,00
PERSONNEL					
- Average number of employees during the year	27	64	63	70	53
- Total payroll for the year	4 889 575	4 850 541	5 148 650	5 646 559	5 097 872
- Total amount paid for employee benefits in the year (social security, company welfare schemes, etc.)	2 272 238	2 172 581	2 341 873	2 502 894	2 235 375

Drawn up in Saint-Herblain,

on 31th March 2026

SUSTAINABILITY REPORT

CONTENTS

Editorial

After a pivotal year in 2024—marked by our first CSRD report, the implementation of our eco-design approach, and the construction of our low-carbon trajectory—2025 was the year in which our positive-impact strategy reached full maturity.

- The share of impact products in our revenue continues to grow, now reaching 74%. Whether in Electronics—with electric vehicles, heat pumps or medical beds—or in Environment, with the protection and optimisation of water, energy, heating and public lighting networks, our products and solutions contribute strongly, and increasingly so, to the ecological transition.

- All new products developed within our Environment activity are now eco-designed. They undergo a Life Cycle Assessment (LCA) at the beginning and end of their development process and are supported by an eco-design report documenting all actions undertaken.

- Our low-carbon trajectory was validated in June 2025 by the Science Based Targets Initiative, recognising the ambition and credibility of our climate targets, which are aligned with the Paris Agreement. By 2033, we must reduce the carbon intensity of the value added generated by the Group by 61% compared with 2023.

- All our strategic suppliers, representing 75% of our purchasing volume, underwent a CSR assessment for the first time in 2025.

- Our 130 key managers were trained on ecological issues, helping to build a shared understanding and strengthening our collective ability to take action.

- Across all Group sites, the maturity of our Site engagé programme—designed to mobilise teams around concrete and measurable local actions—was assessed.

Clear objectives, trained and committed teams, solid processes and tools... we are maintaining the course we set in 2023: advancing a useful and eco-designed technology.

In a world that is increasingly uncertain, this conviction acts as a true long-term compass.

Thus, the decision made in 2025 to divest our Electronics activity in North America—necessary from a business standpoint—also enables us to reinforce our presence in the market segments that contribute most to the ecological transition.

Similarly, in the current geopolitical context, we support the European defence industry: without security, there can be no sustainability. For this reason, we include electronic equipment for the defence sector in products with a positive societal impact.

2026 will be a decisive year: by placing impact at the heart of our activities and by making our teams the first ambassadors of useful and eco-designed technology, we will strengthen our resilience and create the conditions for profitable and sustainable growth.

Vincent Bedouin
President & Chief Executive Officerl

GENERAL INFORMATION

Basis of preparation

Scope

This sustainability report has been prepared on a consolidated basis, covering all LACROIX activities derived from the Group's financial statements. Adjustments to the reporting scope have been made and are detailed in the methodological note presented at the end of the sustainability report. These adjustments notably concern the exclusion of our Electronics activity in North America, sold in December 2025. For greater transparency, we present 2024 data — and in some cases 2023 data — both with and without our Electronics activity in North America.

In addition to its own activities, the upstream and downstream parts of LACROIX's value chain are taken into account in its double materiality assessment, as well as in its policies, actions, targets and indicators, whenever relevant.

LACROIX has chosen to publish certain information on non-material sustainability topics within this sustainability report, in order to highlight existing practices related to these topics.

Limitations

The estimates used by LACROIX were developed on the basis of the information available at the date of preparation of the sustainability report.

The decarbonisation targets defined by LACROIX and the assessment of their alignment with the objectives set out in the Paris Agreement are based on current scientific knowledge, as reflected in the SBTi methodological framework. These elements may be updated as scientific knowledge evolves, as may information regarding expected GHG emission reductions.

The information disclosed concerning the financial resources required to implement the transition plan for climate change mitigation is limited to the budgeted expenditures as of the date of this report. Additional expenditures may nevertheless be identified in future periods.

Some information disclosed has been established by LACROIX applying a reasonable best-effort approach. This is particularly the case for the breakdown of waste generated by end-of-life treatment method. This information was determined by LACROIX based on site-level data, applying the most representative end-of-life treatment method for each waste stream. Assumptions were defined centrally by LACROIX when no information on end-of-life treatment was available at site level. Sites located in Tunisia were also excluded from the calculation of the living wage indicator due to the absence of a recognised benchmark to determine a living wage at local level. LACROIX may extend the scope of this indicator to these sites when such a benchmark becomes available.

Furthermore, LACROIX applied the transitional measures provided under the Quick-Fix mechanism, allowing a temporary easing of certain disclosure obligations, notably regarding ESRS E4 (Biodiversity), S1 (Own workforce), S2 (Workers in the value chain) and S3 (Affected communities), as well as anticipated financial effects linked to sustainability-related risks.

The main uncertainties associated with reporting the information presented in the sustainability report are detailed in the methodological note, including the assumptions used regarding the calculation of greenhouse gas emissions across our value chain.

Omissions

In accordance with the provisions described in Appendix C of ESRS 1 "List of phased-in disclosure requirements", as amended by the "quick-fix" delegated act of 7 July 2025, certain information has been omitted from this sustainability statement.

LACROIX has not made use of the possibility, provided under ESRS 1 section 7.7, to omit certain information relating to intellectual property, know-how or innovation outcomes.

Unavailable data points are mentioned in the corresponding ESRS disclosures, and a complete list of missing quantitative data points is provided in the methodological note.

LACROIX's approach to determining material information for disclosure

To carry out our materiality assessment, we defined materiality thresholds to determine our material IROs (see section "Selection of material IROs"). Once identified, the material IROs were mapped to the ESRS data points using EFRAG's Implementation Guidance 3. We did not retain voluntary data points or those subject to transitional provisions (with a few exceptions).
The double materiality assessment was updated in 2025 to take into account the removal of our Electronics activity in North America from the reporting scope, leading to the removal of the IRO relating to working conditions and equal treatment for employees of our former partner TECMA in Mexico.

Taxonomy

The methodological choices specific to taxonomy reporting are detailed in the relevant section (see environmental information).

Governance

Role of the governing and management bodies in sustainability matters

The Group's positive impact strategy, policies, actions and targets, as well as the sustainability-related information published, are proposed by the VP Impact and Sustainability, submitted for review to the Executive Committee and to the CSR Committee of the Board of Directors, and approved by LACROIX's General Management.

Through their professional backgrounds, the VP Impact and Sustainability and the members of the Board CSR Committee have an in-depth understanding of sustainability issues, including the impacts, risks and opportunities (IROs) associated with the electronics sector.

During 2024, the VP Impact and Sustainability, the members of the Executive Committee and the members of the Board CSR Committee contributed to the selection of LACROIX's material IROs, which the Executive Committee took into account in the development of the 2027 strategic plan. Progress achieved in implementing policies and actions, as well as in meeting sustainability targets, is presented at least once a year to the Executive Committee and to the Board CSR Committee, which are also responsible for overseeing material IROs and assessing the relevance of their update at least every three years. Risks related to sustainability matters are included in the Group's overall risk analysis.

Integration of sustainability matters into variable compensation of management bodies

The implementation of LACROIX's positive-impact strategy and the achievement of its sustainability targets depend heavily on the commitment and personal involvement of its leaders. To reflect the importance of these matters in our compensation policy, sustainability-related targets have been included in the variable compensation criteria of the Group's key executives since 2023.

In 2023, only the Chairman & CEO and the Deputy CEO were concerned.

In 2024, the eight members of the Executive Committee had sustainability targets included in their variable compensation.

In 2025, the integration of sustainability targets into variable compensation was extended to certain Site Directors and Vice Presidents of the Electronics and Environment activities. In total, 21 of LACROIX's key executives have sustainability-related targets included in their variable compensation. These targets are individual and depend on the role and responsibilities of each person concerned.

Among the sustainability targets included in the compensation of the Group's executives are:

- Improvement of the Impact Score, which measures the share of products contributing to the ecological transition in revenue;
- Achievement of the target of 100% eco-designed new LACROIX Environment products;
- Reduction of the Group's carbon footprint;
  Increase in the number of sites certified Great Place To Work.

The nature of the sustainability targets and their weighting in the variable compensation of the relevant individuals are reviewed annually by the Executive VP in charge of Human Resources and by the VP Impact and Sustainability, and approved by LACROIX's General Management.

Due diligence process

As LACROIX is not subject to French Law No. 2017-399 of 27 March 2017 on the duty of vigilance of parent companies and ordering companies, we have not implemented a due diligence process as described under disclosure requirement GOV 4 of European Sustainability Reporting Standard (ESRS) 2.

However, the social and environmental impacts upstream in our value chain are material issues for LACROIX and are taken into account through policies, actions and targets that are detailed in the relevant ESRS sections.

Risk management and internal controls over sustainability information

Risks related to the quality of sustainability information published by LACROIX are assessed by the Sustainability and Human Resources teams as part of the definition of internal control procedures.

The main risks identified relate to potential errors in the collection of quantitative environmental and social data by a large number of contributors across all Group sites.

To limit such errors, several actions have been implemented:

- Drafting of reporting protocols that precisely define the data expected and the rules for calculating them;
- Training and support provided to contributors throughout the data collection campaign;
- Consistency checks performed by the Sustainability and Human Resources teams on all quantitative environmental and social data.

Strategy

Overview of our activities

LACROIX supports its customers in developing more sustainable living ecosystems through useful, robust and secure electronic equipment and connected technologies.

A family-owned mid-cap company listed on the stock exchange, with revenue of €445 million in 2025, LACROIX combines innovation agility, industrialisation capability, cutting-edge technological expertise and long-term vision to address environmental and societal challenges through its two activities: Electronics and Environment.

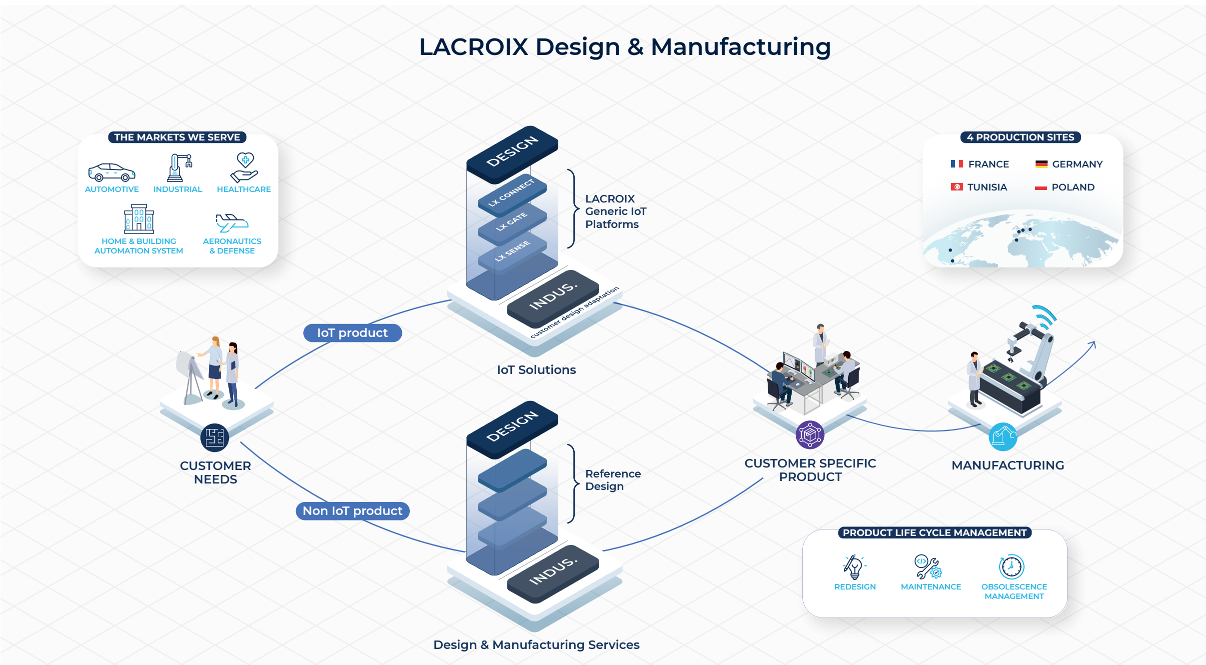
2,341
EMPLOYEES
(2,548 EMPLOYEES IN 2024 ON A LIKE-FOR-LIKE BASIS)

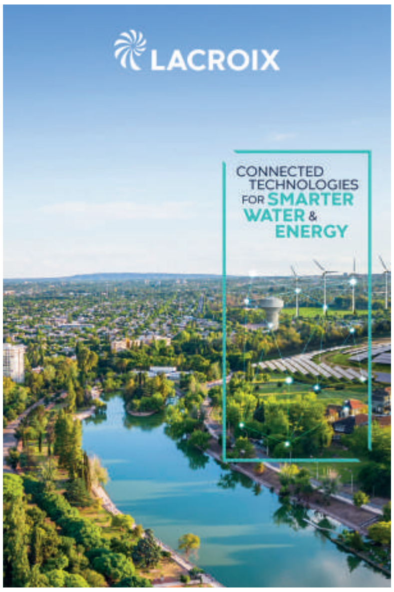
€304 M
REVENUE 2025
(€353 M IN 2024 ON A LIKE-FOR-LIKE BASIS)

Ranked among the global Top 50 and the European Top 10 electronic manufacturing service providers, and the No. 1 French-owned player in the Top 10, LACROIX's Electronics activity supports its customers in the design and manufacturing of the embedded electronics in their solutions, thanks to advanced expertise combining R&D and 4.0 production.

A trusted partner for electronic equipment and industrial connected objects in the automotive, industrial, HBAS, aerospace & defence and healthcare segments, the Electronics activity operates one design centre and four production plants in Europe and North Africa, enabling it to serve its markets.

With 2,350 employees across four countries, its revenue for 2025 amounts to €320 million, including intra-group sales.





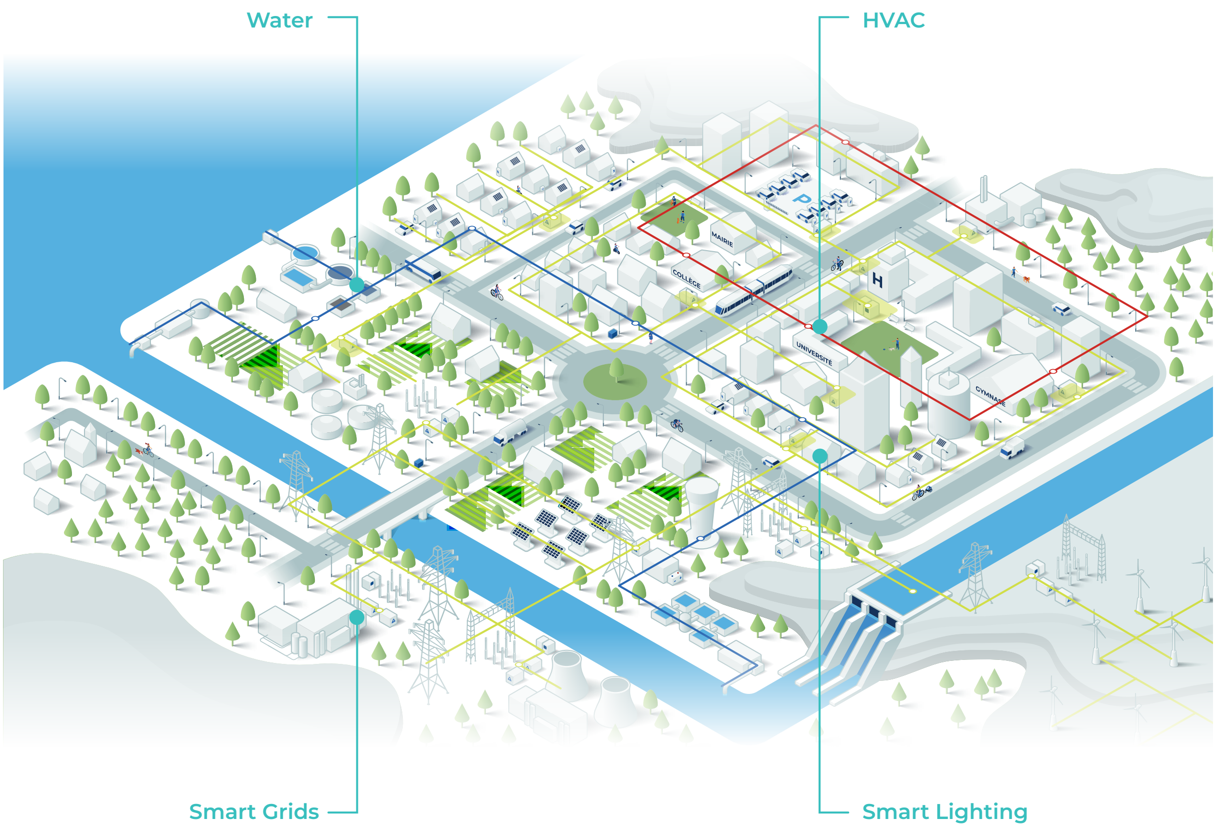
453
EMPLOYEES
(439 EMPLOYEES IN 2024)

€141M
REVENUE 2025
(€123 M IN 2024)

LACROIX's Environment activity provides public and private customers with electronic equipment and secure industrial IoT solutions dedicated to critical infrastructure networks. It operates in particular in the markets for water networks, heating, ventilation and air-conditioning (HVAC) installations, electrical grids and street lighting.

With the aim of optimising the management and remote operation of infrastructure networks, the activity offers a full range of connected solutions, from monitoring equipment to centralised management and supervision software solutions, as well as all associated services.

Present in 7 countries, LACROIX's Environment activity generated revenue of €141 million in 2025. It relies on 450 employees and distributes its products in more than 45 countries through its international network of partner distributors.



Notre modèle d'affaires

RESOURCES AND ASSETS

Financial capital
€140 million in equity
€9 million in investment

Intellectual capital
1 design office
~ 180 R&D engineers

Industrial capital
8 production sites
~ 65,000 m² of facilities

Human capital
2,847 employees in 8 countries, more than 40 nationalities

OUR MISSION:

To enable our customers to build and run smarter life ecosystems thanks to technologies that are relevant, robust, and secure.

Electronics Activity

Providing comprehensive services, from design to manufacture of electronic equipment

- Automotive
- Aerospace & defence
- Industrial
- Health
- HBAS (Connected homes & buildings)

Environment activity

Supplying equipment and solutions to optimise and secure water & energy infrastructure

- Water & Sanitation
- HVAC (Heating, ventilation & air conditioning)
- Smart Grids
- Smart Lighting

CREATING SHARED VALUE WITH OUR STAKEHOLDERS

€445 M
Chiffre d'affaires

€285 M
Partners & Suppliers

€3 M
States and local authorities

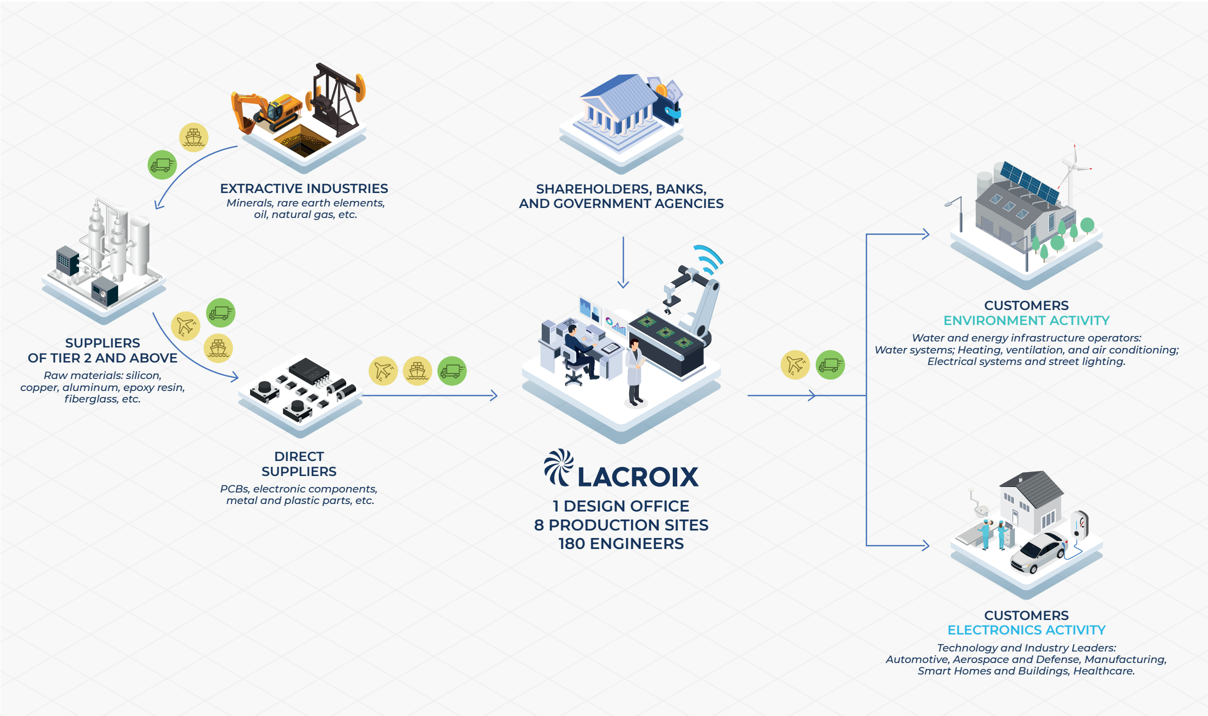
€117 M
Employees

€4 M
Banks

€17M
Amortizations and provisions

€19 M
Income before exceptional items

Value chain



Positive impact strategy

In December 2023, LACROIX published its positive impact strategy and 2030 impact objectives.

Our vision

> We don't believe that the solution to the ecological crisis is purely technological, but we are convinced that technology is essential for tackling environmental and societal challenges.
>
> In a world where energy and resources are increasingly scarce and precious, the technologies we choose and develop must prove to be both useful and resource-efficient.
>
> Our commitment to useful, ecodesigned technology is a core component of our positive impact strategy.
>
> *Extract from the LACROIX manifesto*

Our 4 commitments

To make our commitment to useful and ecodesigned technology a core part of our strategy and operations, we have established four key commitments and eleven priorities. These are aligned with the most significant environmental and social issues related to our activities.

GROW POSITIVE-IMPACT BUSINESS

Focus on positive impact solutions

-

Create sustainable business models

DESIGN ECO-EFFICIENT SOLUTIONS

Eco-design our products

-

Develop plain digital solutions

RUN SUSTAINABLE OPERATIONS

Reduce our greenhouse gas emissions

-

Limit other environmental impacts

-

Improve practices in our supply chain

COMMIT TO OUR PEOPLE AND ACT LOCALLY

Care & share

-

Empower our people

-

Promote diversity and equity

-

Act local

Our objectives for 2030

	Impact indicators	2024	Objectives
GROW POSITIVE-IMPACT BUSINESS	Share of impact products in revenue	74%	80% in 2030
DESIGN ECO-EFFICIENT SOLUTIONS	Share of new LACROIX eco-designed products	100%	100% in 2025
RUN SUSTAINABLE OPERATIONS	GHG emissions scopes 1&2	-21%	-55% in 2033 vs 2023
	GHG emissions scope 3	-27%	-61% in 2033 vs 2023
	Waste generated per €K of revenue	2,3 kg	2kg en 2030
	Share of purchasing volume covered by a CSR assessment	75%	75% in 2030
COMMIT TO OUR PEOPLE AND ACT LOCALLY	LACROIX sites Great Place to Work certified	47%	100% in 2030
	Women in management	33%	40% in 2030

Relations with stakeholders

Dialogue with stakeholders

LACROIX maintains a regular dialogue with its main stakeholders, with the aim of better understanding their priorities and meeting their expectations.

The table below sets out the details of this dialogue:

Value chain level	Stakeholders	Dialogue procedures
Upstream	Trade accounts payables	• Regular bilateral exchanges • Annual evaluation of each supplier's CSR performance • Supplier Conventions organized every year by our different activities/BUs
Own activities	Employees and trade unions	• Annual Great Place To Work survey of all Group sites • Regular dialogue at each of our sites with employee representative bodies, whose configuration varies according to local legislation (for more details, see the Organization of social dialogue section of ESRS S1).
Upstream, Own Activities and Downstream	Public authorities	• Partnerships at Group and local level on specific issues
Own activities	Representatives of the electronics industry	• Involvement in national and local bodies
Own activities	Academic, innovation and research sector	• Partnerships with certain players: schools, universities, training centres, technical centres, etc.
Own activities	Regional and local communities	• Dialogue organized at each site, depending on the local context
Own activities	Shareholders / Investors	• Financial Communication • Annual General Meeting
Own activities	Banks / Insurance	• Contractual relations
Own activities	Associations / NGOs	• Occasional exchanges on specific subjects
Downstream	Customers	• Regular bilateral exchanges • Participation in supplier conventions organized by them

Consideration of stakeholder interests and viewpoints

Beyond the regular dialogue we maintain with our stakeholders, we also consult them at key stages of our sustainability approach to take their interests and viewpoints into account.

Our main stakeholders were therefore consulted during the development of our positive-impact strategy in 2022/2023, and later during the performance of our double materiality assessment as part of the implementation of the CSRD in 2024.

The results of these consultations were taken into account in the decisions made by LACROIX. They were presented in both cases to the LACROIX Executive Committee and, in the case of the double materiality assessment, also to the Board's CSR Committee and Audit Committee.

DOUBLE MATERIALITY ASSESSMENT

The double materiality analysis of sustainability matters, which enabled us to determine the material IROs — i.e. those most significant in relation to our activities — forms the foundation of our sustainability report.

Zoom – Double materiality

- Impact materiality refers to the company's negative or positive impacts on the environment and society.
- Financial materiality refers to the risks and opportunities that the environment and society represent for the company.

Methodology

To meet ESRS requirements, we took into account the following guidance:

- Materiality Assessment Implementation Guidance, EFRAG, May 2024
- Déployer les ESRS : Un outil de pilotage au service de la transition", ANC, December 2023

Our materiality assessment was carried out in 2024 and updated in 2025 to reflect the removal of our Electronics activity in North America from the reporting scope (leading to the elimination of the IRO relating to working conditions and equal treatment for employees of our former partner TECMA in Mexico).

In the absence of significant events, we plan to update it every three years.

Scope

IROs related to the environment and society were identified and assessed for all our own activities and the countries in which we operate. However, our Electronics activity in North America, which was in the process of being sold in 2025, was excluded from the scope considered.

In addition, we identified and assessed IROs both upstream and downstream in our value chain. Regarding upstream, and particularly for the assessment of IROs related to "Workers in the value chain" (ESRS S2), we focused primarily on our tier-1 suppliers.

A more detailed description of the scope considered for the environmental, social and governance information disclosed in this report is presented in the methodological note.

Identification of potential IROs

To identify CSR issues and IROs potentially material for LACROIX, we used multiple sources:

- Regulatory: ESRS 1 Application Requirement 16 Internal sources: LACROIX's positive-impact strategy; analysis of risks and opportunities for LACROIX in a low-carbon world (carried out as part of the ACT Pas-à-pas methodology)...
- External sources: GRI thematic standards, SASB sector-specific standards, benchmarking of practices of major players in our sector...
- Interviews with certain external stakeholders: customers, shareholders and investors, public authorities...

It should be noted that when identifying risks and opportunities potentially material for LACROIX, the Group's dependencies on natural, human and social resources were taken into account through consultations with the Group's key functions and a review of the existing literature.

Following this analysis, we identified 49 potentially material IROs:

- 18 negative impacts
- 5 positive impacts
- 17 risks
- 9 opportunities

Stakeholders consulted

For the assessment of IROs, we considered the views and expectations of internal and external stakeholders:

- Internal stakeholders: interviews were conducted with members of the Executive Committee, members of the Board CSR Committee, and the VP Impact and Sustainability.
- External stakeholders: we assessed the materiality of IROs based on interviews conducted with certain stakeholders (customers, shareholders and investors, public authorities...) during our previous materiality assessment in 2022, and on numerous sources from the literature (notably concerning the views of civil society and our suppliers).

Assessment criteria

The potential IROs were assessed using the following criteria, in accordance with disclosure requirements 3.4 and 3.5 of ESRS 1:

- Negative impacts: the severity of the impact (which depends on its magnitude, scope and irremediable character) and its likelihood of occurrence (for potential impacts);
- Positive impacts: the significance of the impact (which depends on its magnitude and scope), and its likelihood of occurrence (for potential impacts);
- Risks and opportunities: the magnitude of the potential financial effect and its likelihood of occurrence.

For potential / future IROs, we considered the following time horizons:

- Short term: < 1 year
- Medium term: 1 – 5 years
- Long term: > 5 years

It should be noted that, in accordance with ESRS 1 requirements, in the case of a potential negative impact on human rights, the severity of the impact takes precedence over its likelihood, which is therefore not considered in the materiality score of the IRO concerned.

Selection of material IROs

We then calculated a weighted average of all the scores assigned to each potential IRO, giving different weights to the various stakeholders depending on whether the assessment related to impact materiality or financial materiality.

	Impact materiality	Financial materiality
Internal stakeholders	50%	70%
External stakeholders	50%	30%

For financial materiality, we chose to give greater weight to internal stakeholders, who have deeper knowledge of the company, its trajectory and the factors that could affect its overall performance. For impact materiality, we assigned equal weight to internal and external stakeholders.

Each potential IRO therefore received a materiality score out of 5. The materiality threshold was set at 2.5, with scores ranging from 1.5 to 4.5.

Of the 49 potential IROs assessed, 35 were ultimately deemed material, representing 71%.

It should be noted that the IROs were assessed on a gross basis, in accordance with the requirements of Appendix B – QC8 of ESRS 1, meaning they were evaluated without considering existing controls or mitigation measures.

Material impacts, risks and opportunities

The following tables present the IROs that were deemed material for LACROIX following the double materiality assessment. All ESRS contain at least one material IRO, with the exception of ESRS S4 – Consumers and end-users.

For each material IRO, we indicate its sub-theme, its nature (positive impact, negative impact, risk, opportunity) and the stage of our value chain it relates to (upstream, own operations and/or downstream). Impacts refer to current impacts, unless otherwise specified as potential impacts. A more detailed description of each IRO is provided at the beginning of each thematic ESRS.

The policies, actions and targets we have implemented to address these material IROs are presented in the “Environment”, “Social” and “Governance” sections of this report.

Based on our analysis, we consider that the current effects of material risks and opportunities on LACROIX’s financial performance are limited and that, over the next financial year, these risks and opportunities are not expected to result in significant adjustments to the carrying amount of assets and liabilities in the Group’s financial statements.
It should also be noted that all identified material IROs are covered by ESRS disclosure requirements, and that no material IRO specific to LACROIX (i.e. not covered by ESRS requirements) has been identified.

ESRS E1 – Climate change			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Adapting to climate change			
Risk (long term)	Own activities	Poor adaptation of our sites to climate change	High average temperatures, heatwaves, floods or extreme weather events at some of our sites. Risk of production disruption, labour shortages, etc.
Risk (long term)	Upstream of value chain	Poor adaptation of our suppliers to climate change	High average temperatures, heatwaves, floods or extreme weather events at supplier sites. Risk of production disruption, supply disruptions or price increases for LACROIX.
Opportunity (long term)	Downstream of value chain	Commercial development of LACROIX Environment solutions for adapting to climate change	Greater focus on innovative solutions for adapting to the climate, in particular the production and distribution of decentralized energy.

ESRS E1 – Climate change			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Climate change mitigation			
Negative impact	Upstream of the value chain + Own activities + Downstream of the value chain	GHG emissions linked to our activities	Approximately 2.8 Mt CO2e in 2024 (scopes 1, 2 and 3), mainly linked to the use of the electronic boards we manufacture, but also to the extraction of raw materials and the manufacture of electronic components and printed circuits.
Positive impact	Downstream of value chain	GHG emissions avoided by LACROIX Environment solutions	Solutions offered by our Environment activity (in energy, water and street lighting) enable our customers to avoid greenhouse gas emissions.
Risk (short-term)	Own activities	Higher taxes / quotas on GHG emissions	For example, via the European carbon market or the Border Carbon Adjustment Mechanism (BCAM).
Opportunity (short-term)	Downstream of value chain	Commercial development of LACROIX Environment solutions to avoid greenhouse gas emissions	Increasing attention being paid by clients to climate change mitigation solutions, particularly public lighting solutions.
Opportunity (long term)	Own activities	Easier access to finance for companies with a good climate rating	Growing supply of green loans and subsidized bonds...

Energy			
Negative impact	Own activities	Energy consumption	29 gWh in 2024, mainly related to electricity consumption at our Electronics plants in Poland, Mexico and Tunisia
Negative impact	Upstream of value chain	Energy consumption of our suppliers	Mainly for the extraction of raw materials and the manufacture of electronic components and printed circuits
Positive impact	Downstream of value chain	Energy savings thanks to LACROIX Environment solutions	LACROIX Environment offers solutions for optimizing smart grids, public lighting, heating installations and drinking water distribution, enabling our customers to make energy savings.
Risk (long term)	Own activities	Rising energy prices	Risk associated with price instability and long-term price rises
Risk (long term)	Upstream of value chain	Rising energy prices from our suppliers	Risk of an increase in the cost of our supplies
Opportunity (short-term)	Downstream of value chain	Commercial development of LACROIX Environment's energy-saving solutions	Increasing attention being paid by contractors to energy-saving solutions, particularly in street lighting, heating and drinking water distribution.

ESRS E2 – Pollution			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Pollution of air, water and soil			
Negative impact	Upstream of value chain	Air, water and soil pollution in the upstream electronics sector	Emissions of fine particles, aquatic ecotoxicity, acidification, mainly from the extraction of raw materials and the manufacturing stages in our supply chain.

ESRS E3 – Water and marine resources			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Water			
Negative impact	Upstream of value chain	Water consumption by our suppliers	Large quantities of water are used to extract raw materials and manufacture PCBs and components...
Positive impact	Downstream of value chain	Water savings thanks to LACROIX Environment solutions	LACROIX Environment offers drinking water distribution and treatment solutions that save water
Risk (long term)	Upstream of value chain	More difficult access to water for mining groups and manufacturers of electronic components	Increased production difficulties for our suppliers could lead to supply disruptions and price rises.
Opportunity (medium term)	Downstream of value chain	Commercial development of LACROIX Environment's water-saving solutions	Increasing focus on innovative water-saving solutions, particularly in drinking water distribution and treatment networks

ESRS E4 – Biodiversity and ecosystems			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Direct drivers of biodiversity loss; Impacts on the status of species; Impacts on the extent and status of ecosystems; Impacts and dependencies on ecosystem services			
Negative impact	Upstream of value chain	Pressure on biodiversity in the upstream electronics sector	Particularly in the extractive sector, which supplies the fossil fuels and mineral resources needed for our activities

ESRS E5 – Circular economy			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Incoming resource flows, including resource utilization			
Negative impact	Own activities	Minerals, metals and fossil fuels used in our activities	Around 11,500 t of materials (PCBs, electronic components, metal, plastic and cardboard) were used to manufacture our products in 2024.
Risk (long term)	Upstream of value chain	Increasing scarcity of strategic materials and low-carbon transition resources	A fall in production and/or export restrictions on the rare earths, metals and electronic components we use could lead to supply difficulties and higher prices.
Outflows of resources linked to products and services			
Risk (long term)	Upstream of value chain	Regulatory constraints on repair, collection, reuse, etc.	These constraints could require us to make structural changes to the economic model of our Environment activity.
Opportunity (long term)	Downstream of value chain	Boom in circular economy solutions	Opportunity for additional, recurring business for our Environment activity, particularly through the increasing servitization of our offerings
Waste			
Negative impact	Own activities	Waste production	Around 1,800 tonnes of waste in 2024 (mainly cardboard and plastic packaging)
Negative impact	Upstream of value chain	Waste production by our suppliers	The extractive and manufacturing industries in our supply chain produce large quantities of waste (rubble, industrial waste, etc.).
Negative impact	Downstream of value chain	Environmental impact of end-of-life electronic products	The accumulation and processing of electronic waste consumes energy and generates pollution.

ESRS S1 – Company employees			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Working conditions			
Negative impact	Own activities	Working conditions for our employees	Employment of around 4,300 people worldwide, including some 4,100 employees at our production sites. Relevant sub-subtopics : Health and safety, Adequate wages, Social dialogue, Freedom of association, Collective bargaining
Risk (short-term)	Own activities	Inadequate working conditions and unhappiness at work	Risk of damage to the company's image, difficulties in recruiting and retaining employees... Relevant sub-subtopics : Health and safety, Adequate wages, Social dialogue, Freedom of association, Collective bargaining
Equal treatment and equal opportunities for all			
Negative impact	Own activities	Equity and diversity issues among our employees, worldwide.	Diversity and inclusion: Negative impact in the short and medium term linked to the lack of equal treatment and opportunities for all within the organization.
Negative impact	Own activities	Training and skills development for our employees	Talents and skills: Negative impact on employees in the medium and long term if there is a lack of training and support when they take up their jobs.
Risk (short-term)	Own activities	Insufficient consideration of equity and diversity	Risk of damage to employer brand and difficulties in recruiting and retaining employees...

ESRS S2 – Workers in the value chain			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Working conditions; Other employment rights			
Negative impact	Upstream of value chain	Working conditions and fundamental employee rights at our suppliers' sites	Complex value chain, with many levels of subcontracting, mainly industrial and located in Asia Relevant sub-sub-themes: Health and safety and employment rights

ESRS S3 – Affected communities			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Economic, social and cultural rights of communities; Civil and political rights of communities; Rights of indigenous peoples			
Negative impact	Upstream of value chain	Violation of the rights of affected communities	Particularly in the extractive sector (mining, etc.)

ESRS G1 – Conduite des affaires			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Corporate culture; Whistleblower protection; Supplier relationship management, including payment practices; Bribery and kickbacks			
Negative impact	Own activities	The challenges of doing business as an international group with thousands of suppliers	€445 million in revenue, approximately 2,000 suppliers, hundreds of customers, and operations in nearly 15 countries. Sub-sub-topics: Corporate culture, whistleblower protection, and corruption Any act of corruption or the absence of a healthy corporate culture within LACROIX could undermine the trust of its stakeholders. Failure to properly consider a whistleblower could erode employee trust. Sub-sub-topic: Relations with suppliers Potential negative impact on some of our suppliers if the relationship is asymmetrical, particularly in cases of dependency or insufficient consideration of CSR issues.

ENVIRONMENTAL INFORMATION

EU Taxonomy

The EU Green Taxonomy is a classification system for economic activities designed to identify those that are environmentally sustainable. The European Taxonomy was launched by the European Commission in 2018 to steer private investment towards the most sustainable activities, notably with the aim of achieving climate neutrality by 2050, in line with the European Green Deal objective.

In accordance with Regulation (EU) 2020/852 of 18 June 2020, the EU Climate Delegated Act 2021/2139 of 4 June 2021 and its amendments of 27 June 2023, as well as Regulation (EU) 2023/2486 of 27 June 2023 — which determine the conditions under which economic activities may be considered as substantially contributing to the EU's environmental objectives — LACROIX is required to disclose, for the 2025 financial year, the share of its revenue, capital expenditure and certain operating expenditure arising from economic activities considered eligible and aligned with respect to the six EU objectives. In addition, LACROIX applies the new Delegated Regulation (EU) 2026/73 of 4 July 2025.

Methodological notes

- We consider that the products of our Electronics activity are eligible for the EU Taxonomy under activity CE 1.2 "Manufacturing of electrical and electronic equipment", identified in Delegated Regulation (EU) 2023/2486 of the European Commission as substantially contributing to the transition to a circular economy. We do not take a position on the eligibility of the hundreds of end-products in which the electronic boards we manufacture are integrated.
- The Electronics activity in North America, which was in the process of being sold in 2025, is not included in the information presented in this section.

Summary – Eligibility and alignment with the EU Taxonomy for LACROIX's revenue, CapEx and OpEx

The table below shows the share of revenue, CapEx and OpEx generated by products or services associated with economic activities eligible and/or aligned with the EU Taxonomy for 2025:

Financial year (N)	2025				Breakdown by environmental objectives of Taxonomy aligned activities									
KPI	Total	Proportion of Taxonomy eligible activities	Taxonomy aligned activities	Proportion of Taxonomy aligned activities	Climate Change Adaptation	Water	Circular Economy	Pollution	Biodiversity	Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered as non-material	Taxonomy aligned activities in previous financial year (N-1)	Proportion of Taxonomy aligned activities in previous financial year (N-1)
	M€	%	€	%	%	%	%	%	%	%	%	%	€	%
Turnover	445	90,3%	0	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	9,1%	0	0,0%
CAPEX	9,6	72,7%	0	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0	0,0%
OPEX	9,6	0%	0	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0	0,0%

2025 revenue – Eligibility and alignment of LACROIX activities with the EU Taxonomy

As a reminder, LACROIX designs and manufactures:

- Within its Electronics activity: electronic equipment, mainly electronic boards, for customers operating in the automotive, aerospace, home & building automation (HBAS) and industrial sectors.
- Within its Environment activity: industrial IoT solutions addressing environmental and societal challenges related to water, energy, heating, ventilation and air-conditioning (HVAC), and street lighting.

In 2025, we are able to report on the eligibility of our activities under the EU Taxonomy, but not on their alignment.

Indeed, following an in-depth analysis of the technical screening criteria applicable to the Taxonomy activities for which our activities are eligible, we conclude that we are not yet in a position to determine the compliance of these activities with a significant number of criteria. This is due to the difficulty of accessing the necessary information downstream in the value chain, particularly for activity CE 1.2 “Manufacturing of electrical and electronic equipment”. Many of the criteria relate to the design and/or use of the end-products into which our electronic boards are integrated, aspects over which we have no control. Furthermore, for simplification purposes, we applied the 10% threshold for certain economic activities.

For this reason, we have decided to report a zero alignment rate for the 2025 fiscal year.

In 2026, we will continue this analysis and will attempt to identify a solution to collect the information required, without guaranteeing feasibility. For example, we will continue to actively monitor regulatory developments and engage with peer companies facing similar challenges in reporting under the EU Green Taxonomy.
The table below presents the share of revenue generated by products or services associated with economic activities eligible and/or aligned with the EU Taxonomy for 2025:

				Environmental objective of taxonomy aligned activities								
Economic activities	Code	Taxonomy eligible KPI	Taxonomy aligned KPI	CCM	CCA	WTR	CE	PPC	BIO	Enabling activity	Transitionnal activity	Proportion of Taxonomy aligned in taxonomy eligible
Environement activity												
SOFREL												
Water: waste water collection	WTR 2.2	10,2%	0	0%	0%	0%	0%	0%	0%	-	-	0%
Water: clean water production and distribution	WTR1.1	4,8%	0	0%	0%	0%	0%	0%	0%	-	-	0%
SAE-IT SYSTEMS												
Smart grids and electricity distribution	CCM3.20	6,9%	0	0%	0%	0%	0%	0%	0%	-	-	0%
Electronics activity												
EMEA												
Design and manufacture of electronic equipments	CE1.2	68,3%	0	0%	0%	0%	0%	0%	0%	-	-	0%
Sum of alignment per objective				0%	0%	0%	0%	0%	0%			
Total KPI		90,3%	0	0%	0%	0%	0%	0%	0%	-	-	0%

CAPEX 2025 – ELIGIBILITY AND ALIGNMENT WITH THE EUROPEAN TAXONOMY FOR LACROIX ACTIVITIES

In application of the requirements of the European Taxonomy, we analysed the eligibility of the investments made by LACROIX in 2025. In the same way as for the alignment analysis of the turnover for the economic activity CE1.2 "Manufacture of electrical and electronic equipment", we are not yet in a position to determine the compliance of CapEx alignment due to the difficulty in accessing the necessary downstream value-chain information. We plan to implement the necessary actions so that the CapEx alignment analysis will be ready for presentation for the 2026 fiscal year.

We considered that within the Environment activity, the CapEx incurred in 2024 served all the various product categories and were mainly linked to economic activity CE 1.2. For the sake of consistency with the approach used for turnover, the share of eligible CapEx therefore corresponds to the share of eligible turnover for each activity.
Finally, the CapEx plan is currently being redesigned as part of the development of the strategic plan and will be reviewed within the framework of the 2026 Taxonomy.

The table below presents the share of CapEx derived from products or services associated with economic activities eligible for and/or aligned with the European Taxonomy for the year 2025:

				Environmental objective of taxonomy aligned activities								
Economic activities	Code	Taxonomy eligible KPI	Taxonomy aligned KPI	CCM	CCA	WTR	CE	PPC	BIO	Ena-bling acti-vity	Transi-tionnal acti-vity	Propor-tion of Taxonomy aligned in taxonomy eligible
Environement activity												
SOFREL												
Design and manufacture of electronic equipments	CE1.2	33,2%	0	0%	0%	0%	0%	0%	0%	-	-	0%
Electronics activity												
EMEA												
Design and manufacture of electronic equipments	CE1.2	34,2%	0	0%	0%	0%	0%	0%	0%	-	-	0%
Renovation of existing buildings	CCM 7.2	0,6%	0	0%	0%	0%	0%	0%	0%	-	-	0%
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	4,6%	0	0%	0%	0%	0%	0%	0%	-	-	0%
Sum of alignment per objective				0%	0%	0%	0%	0%	0%			
Total KPI		72,7%	0	0%	0%	0%	0%	0%	0%	-	-	0%

OpEx 2025 – Eligibility and Alignment with the European Taxonomy for LACROIX Activities

The ratio between taxonomy-related OpEx (which correspond to direct non-capitalised costs relating to short-term leases, R&D, maintenance and repair) and the Group's consolidated OpEx is 2.38% for the 2025 fiscal year.

Taxonomy-related OpEx are therefore non-significant compared with the total OpEx of LACROIX (the sum of consumed purchases, external expenses and personnel expenses), which amount to €403 million in 2025.

Consequently, the exemption relating to the non-publication of the eligibility and alignment of taxonomy-related OpEx applies for the 2025 fiscal year.

ESRS E1 – Climate Change

Identification and assessment of impacts, risks and opportunities related to climate change

The activities of LACROIX and its value chain contribute to climate change, but they may also be affected by its consequences.

Below are the impacts, risks and opportunities related to climate change that have been assessed as material with regard to our activities concerning climate change (adaptation and mitigation) and energy:

ESRS E1 – Climate change			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Adapting to climate change			
Risk (long term)	Own activities	Poor adaptation of our sites to climate change	Climate change creates physical risks for the sites of our suppliers: high average temperatures, heatwaves, flooding, drought, extreme weather events. Their consequences may disrupt production and affect the sites, employees and profitability of our suppliers, creating a risk of supply chain disruptions or price increases for the various LACROIX BUs in the short, medium or long term. In response, we have implemented a diversified sourcing strategy, which allows us to state that this risk does not call into question the resilience of the company.
Risk (long term)	Upstream of value chain	Poor adaptation of our suppliers to climate change	The risks mentioned above also apply to our sites and our employees. The potential consequences of these risks (disruption of production, power shortages, possible site closures, lack of labour, etc.) may negatively affect our operations, our employees and our profitability in the short, medium or long term. In response, we have carried out risk analyses for each of our sites (see details in the section "Identified physical risks and adaptation to climate change" below) and have implemented an appropriate action plan for the sites most concerned. This risk does not call into question the resilience of the company, as the most significant risks are confined to certain clearly identified sites for which actions are in place or underway to mitigate their effects.
Opportunity (long term)	Downstream of value chain	Commercial development of LACROIX Environment solutions for adapting to climate change	Certain solutions from our Smart Water, Smart Energy, Smart HVAC, and Smart Lighting business units contribute to climate change adaptation, for example by enabling the early detection of anomalies in energy and water distribution networks, by promoting the development of smart grids, or by reducing leaks in drinking water distribution networks. The growing demand for effective climate change adaptation solutions presents an opportunity for the business units within our Environment activity.

Climate change mitigation			
Negative impact	Upstream of the value chain + Own activities + Downstream of the value chain	GHG emissions linked to our activities	LACROIX's GHG emissions (around 1.7 Mt CO2e in 2025 for scopes 1, 2 and 3) have an impact on climate change. They are mainly due to the use by our customers of the electronic equipment manufactured by our Electronics activity and, to a lesser extent, to the manufacturing by our suppliers of the elements required to produce this equipment (electronic components, printed circuit boards, metal, plastic, etc.). These emissions are already occurring and will continue to occur in the short, medium and long term. Climate change has harmful environmental consequences both for nature and ecosystems, and for human populations (rising temperatures, droughts, climate-related disasters, etc.), and its consequences will increasingly affect LACROIX's ability to conduct its operations. In response to this situation, LACROIX has defined a decarbonisation trajectory, as well as the policies presented below. This impact does not call into question the resilience of the company in the short or medium term, as our own operations are not carbon-intensive.
Positive impact	Downstream of value chain	GHG emissions avoided by LACROIX Environment solutions	The solutions of our Smart Water, Smart Energy, Smart HVAC and Smart Lighting BUs help avoid GHG emissions, as they enable our customers to save energy, for example by reducing the light intensity of public lighting at certain hours of the night, or by avoiding the production of drinking water thanks to leak detection in pipelines. The tool we have developed to quantify the environmental benefits of our solutions, based on ADEME's "Empreinte Projet" methodology, enables us to precisely measure the net positive impact of our solutions, in particular the greenhouse gas emissions avoided. We have quantified the avoided emissions for several use cases (public lighting, drinking-water distribution, collective heating) and ultimately aim to assess the emissions avoided over one year thanks to our solutions for all the BUs of our Environment activity.
Risk (short-term)	Own activities	Higher taxes / quotas on GHG emissions	The harmful consequences of climate change on the environment and society are likely to encourage States and international bodies to strengthen tax and/or quota mechanisms relating to GHG emissions, such as the carbon market or the Carbon Border Adjustment Mechanism (CBAM) promoted by the European Union. These developments could increase LACROIX's procurement costs and affect its profitability in the medium and long term. In response, we continue to monitor regulatory developments and have adopted a strategy of diversification and, where possible for certain raw materials, relocation of our supply sources.
Opportunity (long term)	Own activities	Easier access to finance for companies with a good climate rating	The consequences of climate change on the environment and society, as well as the strengthening and standardisation of extra-financial reporting through regulations such as the CSRD and the European Taxonomy, are likely to encourage financial stakeholders to multiply more advantageous financing offers for companies most committed to contributing to climate-change mitigation, for example through green loans or loans with preferential interest rates... This development could represent an opportunity for LACROIX, whose maturity on climate issues is above the average in its sector, notably with its commitment to SBTi, the development of its low-carbon trajectory in 2024 within the ACT framework, and the reporting of its carbon performance to CDP.

Opportunity (short-term)	Downstream of value chain	Commercial development of LACROIX Environment solutions to avoid greenhouse gas emissions	This risk does not call into question the resilience of the company, as all market players will be subject to it and because we have implemented measures to protect ourselves against it. The consequences of climate change on the environment and society, as well as the strengthening and standardisation of extra-financial reporting through regulations such as the CSRD and the European Taxonomy, are likely to encourage financial actors to multiply more advantageous financing offers for companies most committed to contributing to climate-change mitigation, for example through green loans or loans with preferential interest rates. This development could represent an opportunity for LACROIX, whose maturity on climate issues is above average for its sector, notably with its commitment to SBTi, the construction of its low-carbon trajectory in 2024 within the ACT framework, and the reporting of its carbon performance to CDP.
Energy			
Negative impact	Own activities	Energy consumption	Our suppliers, throughout our value chain, consume significant amounts of energy, mainly fossil-fuel electricity, particularly for the extraction of raw materials and the manufacturing of electronic components, printed circuit boards, metal and plastic required to produce the electronic equipment of our Electronics activity. The consumption of fossil energy has an impact on climate change, the consequences of which are detailed above in the description of the negative impact related to our greenhouse gas emissions. In response, LACROIX encourages its suppliers to reduce their energy consumption and to use renewable energy for their operations. This impact does not call into question the resilience of the company in the short or medium term.
Negative impact	Upstream of value chain	Energy consumption of our suppliers	LACROIX's energy consumption (around 24 GWh in 2025), mainly linked to the electricity consumption of our Electronics plants in Poland and Tunisia, has an impact on the use of fossil energies and on climate change. In order to limit its energy consumption and prioritise renewable energies, LACROIX has defined energy-reduction targets for all its industrial sites and is planning the increasing supply of its plants with renewable electricity through guarantees of origin. This impact does not call into question the resilience of the company in the short or medium term, as the anticipated investments required to reduce dependence on fossil energies are small compared with the Group's revenue.
Positive impact	Downstream of value chain	Energy savings thanks to LACROIX Environment solutions	As mentioned above, we have developed a tool to quantify the energy savings enabled by the solutions of our Smart Water, Smart Energy, Smart HVAC and Smart Lighting BUs. We have quantified the energy saved for several use cases (public lighting, drinking-water distribution, collective heating) and ultimately aim to assess the emissions avoided over one year by all the BUs of our Environment activity.
Risk (long term)	Own activities	Rising energy prices	The increase in energy prices, mentioned above, could also impact our suppliers throughout our value chain. This increase could raise the prices of the products we purchase from them, and consequently our production costs, with negative effects on our profitability and our ability to offer competitive solutions to our customers. In response to this risk, LACROIX has implemented a diversified sourcing strategy, which allows us to state that this risk does not call into question the resilience of the company.

Risk (long term)	Own activities	Rising energy prices	The increase in energy prices, characterised by instability and a long-term upward trend, represents a significant long-term risk for LACROIX. This situation could affect our production costs, with negative consequences for our profitability and our ability to offer competitive solutions to our customers. In response to this risk, LACROIX has implemented a group purchasing strategy and initiatives aimed at securing the price of purchased energy. This risk does not call into question the resilience of the company, since all market players will be subject to it and because we have implemented several actions to mitigate it.
Opportunity (short-term)	Downstream of value chain	Commercial development of LACROIX Environment's energy-saving solutions	As indicated above, the growing focus on energy-efficiency solutions represents a significant commercial opportunity in the short, medium and long term for the Smart Water, Smart Energy, Smart HVAC and Smart Lighting BUs of our Environment activity.

Identified Physical Risks and Adaptation to Climate Change

Climate change poses physical risks to companies, which is why adaptation to climate change is essential to mitigate these risks and ensure the continuity and long-term sustainability of businesses. In 2024, LACROIX carried out an assessment of climate-related physical risks for all production sites of its Electronics and Environment activities.

Methodology

The assessment was carried out using the method of the European Union's "Climate Change Adaptation Mission" and the OCARA method, developed by the consulting firm Carbone 4, both of which are based on the IPCC's 6th Assessment Report, the TCFD, the EU Taxonomy and ISO 14090:2019.

We took into account projected trends, probabilities of occurrence and the magnitude of potential future climate risks under different emission scenarios (SSP2-4.5, SSP3-7.0 and SSP5-8.5) and at different time horizons (2030, 2050 and 2100), using climate projection models such as the World Bank Climate Change Knowledge Portal.

Physical risks were assessed according to the exposure and vulnerability of our sites to climate-related physical hazards, as well as the likelihood of their occurrence over different time horizons. Upstream and downstream stakeholders are not included in this analysis.

The scope of this assessment covers the 8 production sites of LACROIX's Electronics and Environment activities (the two sites of our Electronics activity in North America were removed from the analysis in 2025).
The climate-related risks likely to affect our activities, depending on the geographical location and nature of our sites, are taken from Commission Delegated Regulation (EU) 2021/2139.

Out of a total of 28 risks, we retained 15 applicable to our sites. Each risk was assessed on a scale from 1 to 5, from very low to very high.

The climate-related physical hazards were assessed at the following horizons, in accordance with the recommendations of the methodologies used:

- Short term: 2030
- Medium term: 2050
- Long term: 2100

Results

Most of the significant climate-related vulnerabilities and physical risks are concentrated at our Zriba site in Tunisia. Due to its geographical location, this site is more exposed to heatwaves, rising average temperatures and high variability in precipitation, which are expected to intensify under all emission scenarios by the end of the century.

Of the 8 sites analysed:

- 3 present no high (level 4) or very high (level 5) risks
- 3 present a single high or very high risk, linked to the degradation of water quality
- 1 presents two high or very high risks (Vern-sur-Seiche), linked to the degradation of water quality and flooding
- 1 presents seven high or very high risks (Zriba), mainly linked to heatwaves, chronic extreme heat, variability in precipitation, and risks of water shortages and torrential rainfall

For the sites presenting high or very high risks, we are in the process of defining a roadmap aimed at adapting our facilities. For this reason, we have not yet set indicators or specific targets related to climate adaptation. We will determine in 2026 whether it is appropriate to do so.

Climate Change Mitigation Transition Plan

Development of the climate transition plan

In March 2023, LACROIX committed to the Science Based Targets initiative (SBTi) to set greenhouse gas (GHG) emissions reduction targets aligned with the Paris Agreement. To define these targets and build a low-carbon trajectory and an operational and budgeted roadmap, we launched an ACT Pas-à-Pas mission in November 2023, a scheme created and subsidised by ADEME. Throughout 2024, we conducted workshops with representatives from the various functions of our Electronics and Environment activities (sales, R&D, purchasing, production, marketing, etc.).

After diagnosing the situation and our current maturity regarding our GHG emissions and our carbon trajectory, and considering a 2 °C warming scenario by 2050, aligned with the "Business as usual" (SSP2-4.5) scenario of the Intergovernmental Panel on Climate Change (IPCC)—equivalent to around +2.8 °C by 2100—we identified the strengths, weaknesses, risks and opportunities presented by LACROIX's business model with respect to climate (this analysis, including the scenarios considered and the resulting critical assumptions, has not yet been reflected in the financial statements). We then defined the vision of our Electronics and Environment activities in a low-carbon world (aligned with the objective of the Paris Agreement to keep the increase in global average temperature well below 2 °C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5 °C). Finally, we built our strategic plan with short-, medium- and long-term decarbonisation targets, and a roadmap with concrete and measurable actions to achieve these targets.

LACROIX's climate transition plan—consisting of its greenhouse gas reduction targets (scopes 1, 2 and 3), its low-carbon trajectory and the associated roadmap, for which actions have been budgeted—was approved by the LACROIX Executive Committee in January 2025. It is integrated into the Leadership 2027 strategic plan and into the LACROIX budget.

The GHG emissions reduction targets (one for scopes 1 & 2 and one for scope 3), detailed in the Indicators and Objectives section of this ESRS, were submitted to SBTi in March 2025 and validated in June 2025.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

ACT ASSESSING LOW CARBON TRANSITION ®

Decarbonisation Levers and Key Actions

To achieve our GHG emissions reduction targets, several levers have been identified:

Scopes 1 &2

- Energy consumption at our sites: Reduce the consumption of our sites and decarbonise the energy used
- Company vehicle fleet: Gradually electrify our company vehicle fleet

Scope 3

- Energy consumption of electronic boards: Reduce the energy consumption of the boards manufactured by our Electronics activity by optimising their architecture and using, where possible, more energy-efficient components. Carbon footprint linked to the manufacturing of electronic boards: Optimise board weight and use, where possible, printed circuit boards and electronic components whose manufacturing generates fewer GHG emissions.
- Commercial strategy in Electronics: Assess the carbon emissivity of commercial opportunities and favour, where possible, the least emissive products. Eco-design of products in our Environment activity: Reduce the carbon footprint of products by decreasing their weight, prioritising low-carbon materials, and reducing their energy consumption. Freight: Reduce and decarbonise upstream and downstream freight by reducing distances, optimising loads, and choosing less emissive transport modes.
- Travel: Reduce and decarbonise business travel and commuting by limiting travel and promoting lower-carbon transport modes.

We have estimated the implementation of these actions at a total of €2 million in operating expenses (OPEX) between 2026 and 2033 (noting that there were no expenses related to these actions in 2025). This amount is limited to the expenses budgeted as of the date of this report. Additional expenses may nevertheless be identified in future financial years depending on the evolution of our GHG emissions. This amount includes the planned actions for both our Electronics and Environment activities. For each of these two activities, it is included in the operating expenses of the year.

As of the end of 2025, the implementation of our transition plan has begun, and we plan to report in more detail on the progress of the various actions in our 2026 sustainability report.

Our ability to implement our action plan for scopes 1 and 2 (electrification of the vehicle fleet and purchase of renewable energy) will depend on the availability and allocation of these resources.

“Locked-in Emissions” or “Stranded Emissions”

Certain LACROIX assets generate GHG emissions that could constitute an obstacle to the Group’s decarbonisation trajectory. To address this, depending on the impact of these assets, we have undertaken or planned corrective actions:

- The energy consumption of the products manufactured by LACROIX generates significant quantities of GHGs throughout their lifecycle. To reduce the emissions of our future products, our R&D teams are working to eco-design them (for more details, see ESRS E5).
- The structure of our buildings: some sites lack insulation and are relatively energy-intensive. Insulation work is underway or budgeted at certain sites to improve their energy performance.
- Heating systems: for example, our Willich site still has an operational industrial gas boiler; LACROIX will only invest in a newer, less emissive system when the existing equipment is no longer operational. Company vehicle fleet: LACROIX’s vehicle fleet is under long-term lease. The thermal vehicles currently under contract will be progressively replaced by electric vehicles as they come up for renewal.

Policies

The major issues related to climate and energy are included in several Group policies: Environmental Policy, Responsible Purchasing Policy, Eco-design Policy, Travel Policy...

Environmental Policy

Our Environmental Policy reaffirms our commitment to:

- Reduce our GHG emissions
- Reduce our energy consumption
- Develop renewable energies
- Work with our suppliers to reduce GHG emissions

It also states that our GHG emissions (scopes 1, 2 and 3) are measured every year and that our sites must define reduction targets for their GHG emissions and their energy consumption, and implement actions to achieve them (adopt more energy-efficient practices, improve their energy efficiency, and increase their sourcing of low-carbon energy).

This policy applies to all Group sites and is supervised by the VP Impact & Sustainability.

Responsible Purchasing Policy

In 2025, LACROIX purchased approximately 7,220 tonnes of raw materials (PCBs, electronic components, metal, plastic, cardboard, etc.), as well as energy, buildings, vehicles and IT equipment. Excluding the use of sold products, purchases account for more than 80% of the Group's overall carbon footprint. In order to reduce as much as possible the energy and carbon footprint of our purchases, our responsible purchasing policy includes the following issues and levers for action:

Key issues	Levers for action
Decarbonization & environmental footprint of our suppliers	- Evaluating and monitoring the performance of our suppliers - Strengthening contractual clauses
Optimizing logistics	-Relocation of certain suppliers -Optimizing distances travelled and loading

For further details, see the ESRS S2 section.

This policy applies to all of the Group's activities and is supervised by the VP Impact & Sustainability.

Eco-design Policy

The energy consumption of our products represented nearly 90% of LACROIX's total carbon footprint in 2025. Achieving, through eco-design, the manufacture of more energy-efficient products is therefore the Group's main lever for reducing GHG emissions.

Our Eco-design Policy, published in 2023, highlights the following issues and levers for action:

Key issues	Levers for action
Process	- Smarter manufacturing processes - Optimized logistics flows (upstream and downstream)
Sobriety of use	- Less energy consumption - Less data consumption
Cloud	Responsible data centres

For more details, see section ESRS E5

This policy applies to the Environment business unit and is overseen by the Executive Vice President of R&D.

Travel Policy

Our Group Travel Policy, supervised by the EVP HR, specifies that employees must ensure that their travel is limited to what is strictly necessary and that low-carbon means of transport (train, public transport, electric vehicles, etc.) are used as much as possible:

- the use of the train is mandatory for journeys not exceeding 5 hours
- if a vehicle rental is required, booking an electric vehicle is mandatory for distances under 300 km
- if a ride-hailing/taxi service is required, the use of electric vehicles will be prioritised

The Travel Policy also recalls that video-conferencing systems provide a quality of remote interaction that should make it possible to avoid many trips.

Actions

The section below details each of the decarbonisation levers identified during the development of our climate transition plan.

Action plan to reduce GHG emissions – scopes 1 and 2

Reducing the energy consumption of our sites and decarbonising the energy used

Thanks to the Eco-Flux diagnostics (ADEME scheme) carried out on our main EMEA sites in 2024, we were able to identify the main sources of energy savings with the support of an expert consulting firm. Following these diagnostics, we built a climate and environmental roadmap for each site, with quantified objectives and an action plan.

Among the main actions identified to reduce our energy consumption are: building insulation, building management systems, detection of leaks on compressors, reduction of energy consumption during non-production periods, deployment of LED lighting, optimisation of room temperatures, etc. Many actions are already in place or planned at our sites.

With regard to the use of renewable energy at our most emissive sites, several solutions are under consideration and will be adapted according to site characteristics, location and uses: installation of photovoltaic panels and/or purchase of renewable electricity through guarantees of origin (GOs) or Power Purchase Agreements (PPAs).

In 2023, LACROIX joined the Estuaire Energie cooperative with a view to supplying its French sites in the coming years through over-the-counter renewable energy purchase agreements (PPAs). Investigations are also underway for the Group's largest sites abroad, in Poland and Tunisia.

The potential reduction in GHG emissions for scopes 1 and 2 by the 2033 horizon has been estimated at:

- -10% through the implementation of actions to reduce our energy consumption
- -49% through the use of renewable energy at our sites

Environmental Management System

LACROIX's production sites have a management system, which for most of them is aligned with the ISO 14001 standard. This international reference standard governs the identification, control and reduction of environmental impacts, while ensuring a continuous improvement approach.

Below are the Group's sites holding ISO 14001 certification as of 31 December 2025:

Sites	ISO 14001
Electronics	
Kwidzyn (Pologne)	Yes
Zriba (Tunisie)	Yes
Beaupréau-en-Mauges (France)	Yes
El Mghira (Tunisie)	No
Willich (Allemagne)	Yes
Environment	
Vern-Sur-Seiche (France)	Yes
Les Chères (France)	Yes
Liège (Belgique)	Yes
Cologne (Allemagne)	No

The Cologne site is expected to obtain ISO 14001 certification in 2026.

The El Mghira site is a satellite facility under the jurisdiction of the Beaupréau-en-Mauges site, with 59 employees as of December 31, 2025. At this time, there are no plans to obtain ISO 14001 certification for this site.

Electrification of our company vehicle fleet

For our sites and teams in EMEA, we have decided to accelerate the electrification of our fleet of approximately 150 vehicles and the deployment of charging stations, with the objective that 100% of our fleet will be electric by 2030.

It should be noted that, with more than 100 vehicles in France, LACROIX is subject to the LOM law and will therefore follow the recommended timetable for the renewal of its fleet.

The potential reduction in GHG emissions for scopes 1 and 2 associated with the electrification of our vehicle fleet has been estimated at -14% by the 2033 horizon.

Action plan to reduce Scope 3 GHG emissions

The potential reductions in our greenhouse gas emissions presented below were calculated taking into account LACROIX's revenue growth assumptions aligned with the Group's strategic plan, developed with the relevant business teams (Marketing and Sales, R&D, Purchasing, Production, etc.) and validated by the Executive Committee.

Electronics scope

Reducing the energy consumption of electronic boards

- By optimising the architecture of the electronic boards manufactured by the Electronics activity
- By increasing the share of boards for which we are responsible for the design
- By encouraging our suppliers to innovate and sourcing, where possible, more energy-efficient electronic components

These actions could reduce emissions related to the use of sold products by 44% by the 2033 horizon.

Adapting our commercial strategy to favour low-emission products

- By taking product emissivity into account from the prospecting phase
- By favouring, where possible, products that are useful for the ecological transition and that are less emissive compared with products responsible for significant emissions throughout their entire life cycle

These actions could reduce emissions related to the use of sold products by 17% by the 2033 horizon.

Reducing GHG emissions related to the manufacturing of electronic boards

- By reducing board weight when we are responsible for board design, for example through thinner printed circuit boards
- By increasing the share of boards for which we are responsible for the design
- By using lower-carbon materials: bio-sourced PCBs, new component technologies, etc. Major innovations in low-carbon materials are expected to become available at industrial scale in the coming years

These actions could reduce emissions related to production purchases by 29% by the 2033 horizon.

Environment scope

Eco-designing the products of our Environment activity

- By reducing their energy consumption, optimising their architecture at the design stage and using, where possible, electronic components that consume less energy
- By using components and materials whose manufacturing has generated fewer GHG emissions: electronic boards, as well as metal and plastic

These actions could reduce emissions related to the use of sold products and to production purchases by 30% by the 2033 horizon.

Group scope

Reducing emissions related to upstream and downstream freight

- By reducing distances: relocation of certain suppliers where possible
- By promoting modal shift: reducing the use of air transport as much as possible
- By favouring low-carbon powertrains: electric heavy goods vehicles, biofuels, etc.
- By optimising loads: consolidation of orders, use of reusable shuttle crates, etc

These actions could reduce emissions related to upstream and downstream freight by 21% by the 2033 horizon.

Reducing and decarbonising business travel and commuting

- By limiting business travel to what is strictly necessary
- By promoting low-carbon transport modes (train, public transport, electric vehicles) for business travel as well as commuting

These actions could reduce emissions related to business travel and commuting by 22% by the 2033 horizon.

LACROIX solutions enabling the avoidance of greenhouse gas emissions

Our products are designed to secure and optimise critical infrastructures. In a context of increasing numbers of technological solutions claiming to be "impact-driven", it is essential for LACROIX to precisely measure the net impact of its products, i.e. the difference between the benefits they deliver and their environmental footprint.

To achieve this, LACROIX has developed an in-depth quantification methodology based on ADEME's Empreinte Projet method. This methodology, developed in 2021, makes it possible to quantify the environmental benefits of a project as well as its footprint in order to determine whether its net impact is positive or negative. By comparing the implementation of our Environment solutions with a reference scenario, we are able to calculate downstream environmental benefits, including avoided GHG emissions and water and energy savings over the entire product life cycle.

Energy savings & avoided GHG emissions from the central heating system of ENSAD in Montpellier

The École Nationale Supérieure d'Art Dramatique (ENSAD) in Montpellier, managed by the municipality, is located in the heart of the city, in a 17th-century building, welcoming around thirty users in residence each year.

In 2024, the City of Montpellier chose to install LACROIX SOFREL remote management controllers to remotely control heating management throughout the entire building, replacing the previously installed non-communicating regulators.

Compared with the reference scenario considered, the LACROIX SOFREL controllers enabled the implementation of real-time monitoring and a heating schedule adapted to the presence of users.

Over the 15-year lifetime of the project, they are expected to reduce energy consumption by 31% and GHG emissions by 32%*.

To find out more about the quantified environmental benefits and the methodology used for this use case, you can visit our website: https://www.lacroix-environment.com

Cross-cutting actions

Supplier Code of Conduct

LACROIX has implemented a code of conduct encouraging its suppliers to quantify their greenhouse gas emissions across scopes 1, 2 and 3 using a recognised methodology (GHG Protocol or equivalent) and to adopt emissions-reduction targets compatible with the Paris Agreement. Suppliers are encouraged to take measures to achieve these targets and to encourage their own suppliers to adopt a similar approach.
They are also encouraged to reduce their energy consumption, improve the energy efficiency of their facilities and develop their sourcing of decarbonised energy. Energy-related data must be monitored and documented.

Employee training

In 2025, we launched a training programme for all Group managers on the challenges of climate change and the ecological transition.

Over the year, 58 people completed the “2-tonne” workshop, and 117 completed our internal online training module dedicated to the ecological transition.

Indicators and targets

Targets related to climate-change mitigation and adaptation

In March 2023, LACROIX committed to the Science-Based Targets initiative (SBTi) to set short-term science-based greenhouse gas emissions reduction targets.

These targets were developed as part of the ACT Pas-à-Pas approach launched at the end of 2023, submitted to SBTi in March 2025, and validated in June 2025.

LACROIX GHG emissions reduction targets

Scopes 1 & 2: absolute reduction of 55% by 2033, compared with 2023.

This target was defined to be compatible with the objective of limiting the increase in temperature to 1.5°C above pre-industrial levels, as defined by the Paris Agreement.

Scope 3: reduction in economic intensity (CO_2e / value added) of 61% by 2033, compared with 2023.
This target was defined to be compatible with the objective of keeping the increase in global average temperature well below 2°C above pre-industrial levels, as defined by the Paris Agreement.

The decarbonisation targets defined by LACROIX and the assessment of their compatibility with the objectives set out in the Paris Agreement are established on the basis of current scientific knowledge, as reflected in the SBTi methodological framework. These elements may be updated as this knowledge evolves.

Details on the scope and construction of these targets are presented in the methodological note.

The values presented in the table and charts below have been updated to take into account the exclusion from the scope of our Electronics activity in North America, which was divested in 2025.

This change in scope has no impact on LACROIX’s GHG emissions reduction targets.

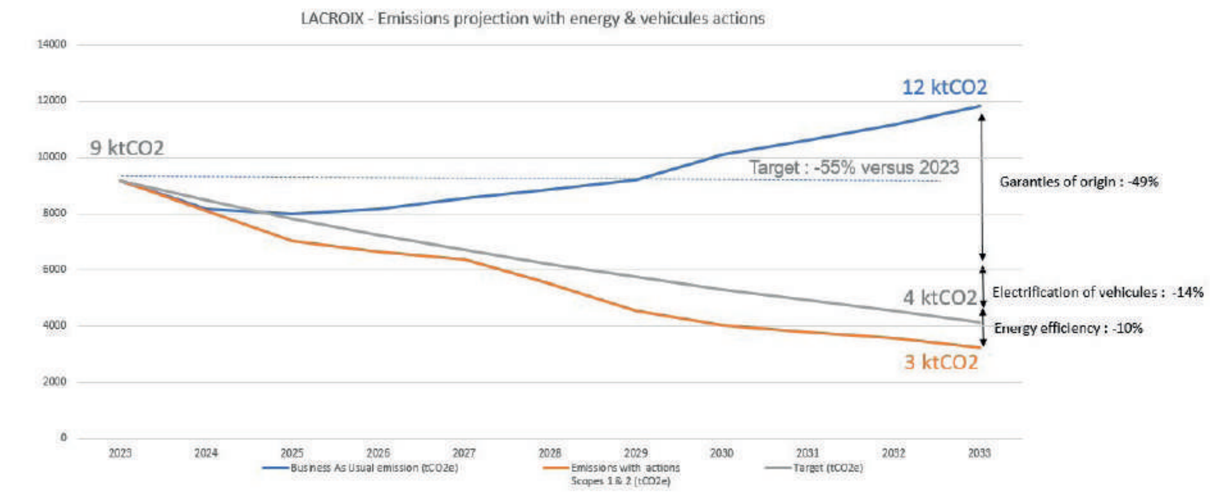
2-tonne workshop

2tonnes is an educational and collaborative workshop aimed at raising awareness and encouraging action to combat climate change. It invites participants to co-build a decarbonisation pathway for France by alternately carrying out individual and collective actions.

	2023 (base year) in tco2	2033 target	Target equivalent in tCO2e	
Scope 1	942	-55% in absolute value	- 5 035	0,7%
Scope 2 market based	8 213			
Total scopes 1&2	9 154			
Scope 3	2 412 308	-61% in economic intensity (tCO2e/€k of added value)	-681 438	99,3%
Total	**2 421 462**		**-686 473**	100%

Note: the scopes 1 and 2 target is market-based and not location-based.

Greenhouse gas emissions reduction pathway – Scopes 1 & 2 (market-based)

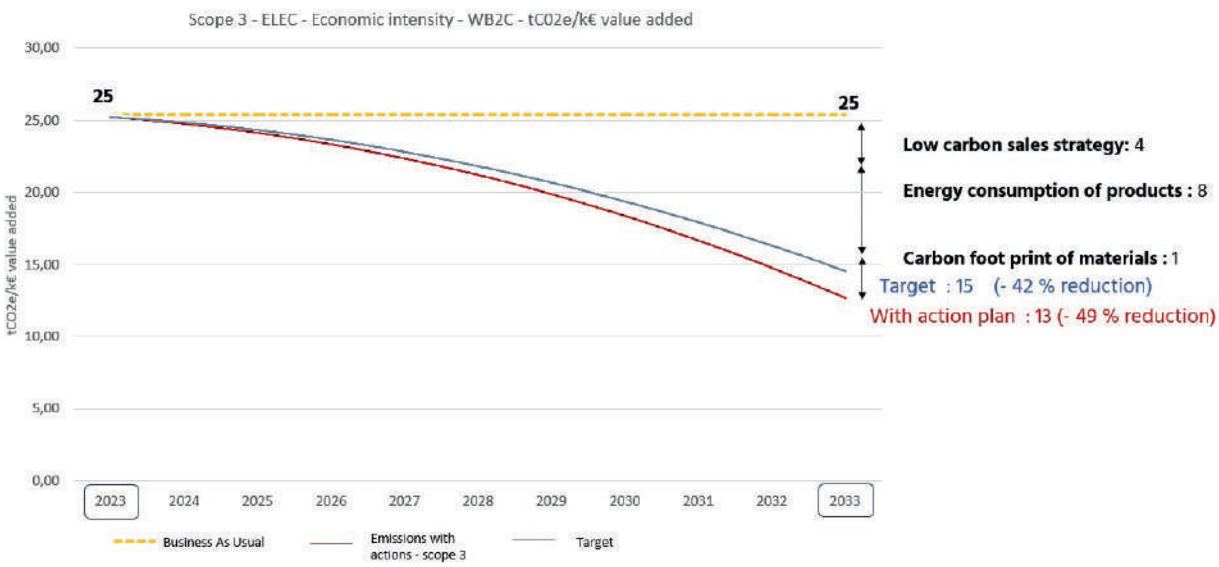


Greenhouse gas emissions reduction pathways – Scope 3

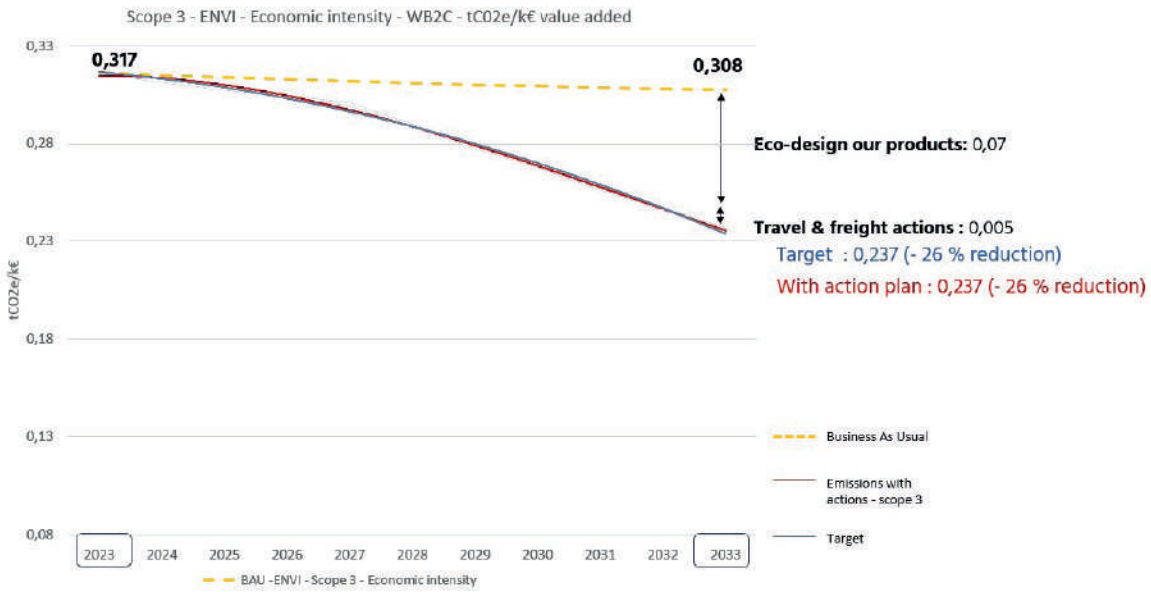
The target of a -61% reduction in Scope 3 GHG emissions in economic intensity (tCO_2e/€k of value added) has been broken down by activity:

- Electronics: target of a -42% reduction in GHG emissions by 2033 compared with 2023 (in tCO_2e/€k of value added)
- Environment: target of a -26% reduction in GHG emissions by 2033 compared with 2023 (in tCO_2e/€k of value added))

Electronics activity



Environment activity



LACROIX greenhouse gas emissions

Scope 1, 2 and 3 emissions

Since 2021, LACROIX has carried out a comprehensive carbon footprint assessment (scopes 1, 2 and 3) covering all of its activities every year (with the exception of 2022), using the GHG Protocol methodology. Further methodological details regarding the preparation of our carbon footprint are presented in the methodological note.

The full carbon footprint of the LACROIX Group in 2025 amounted to 1.7 million tonnes of CO_2 equivalent (CO_2e):

	2025	Change from 2024 to 2025 (excluding NAFTA)	Change from 2023 to 2025 (excluding NAFTA)
Scope 1	1.0 KtCO2e	-4%	6%
Scope 2 market based	6.3 KtCO2e	-8%	-24%
Scope 2 location based	6.6 KtCO2e	-9%	-23%
Scope 3 upstream	120 KtCO2e	-54%	-68%
Scope 3 downstream	1 607 KtCO2e	-10%	-21%
Total scope 3	**1 728 KtCO2e**	**-16%**	**-28%**

On a constant-scope basis, we observe a significant decrease in the carbon footprint of the LACROIX Group, due to the sharp decline in activity.

With regard to Scope 3, the main emission sources are as follows:

- Use of sold products: 1,601 kt CO_2e, representing 92% of the Group's footprint
- Purchases (production and non-production): 109 kt CO_2e, representing 6% of the Group's footprint

The table below details GHG emissions by GHG Protocol category:

Base Year		2024 with NAFTA	2024 without NAFTA	2025
Scope 1 GHG emissions				
Gross Scope 1 GHG emissions (tCO2eq)		1 669	1 039	997
Scope 1 GHG emissions from regulated emissions trading schemes (%)		NA	NA	NA
Scope 2 GHG emissions				
Gross Scope 2 GHG emissions based on location (tCO2eq)		9 782	7 249	6 628
Total scope 3 GHG emissions based on market (tCO2eq)		9 371	6 837	6 280
Significant scope 3 GHG emissions				
Total scope 3 GHG emissions based on location (tCO2eq)		2 764 939	2 057 485	1 727 684
Total scope 3 GHG emissions based on market		2 764 850	2 057 396	1 727 605
1	Goods and services purchased	363 846	243 452	109 492
2	Capital goods	2 147	1 889	1 236
3	Location-based fuel and energy Market-based fuel and energy Activities (not included in Scope 1 or Scope 2)	3 061 2 972	2 273 2 184	2 179 2 101
4	Upstream transport and distribution	17 135	9 242	2 899
5	Waste produced during operations	1 827	1 245	1 190
6	Business travel	786	658	532
7	Employee commuting	5 497	3 904	2 701
8	Upstream leased assets	NA	NA	NA
9	Downstream transport	2 856	1 812	936
10	Processing of products sold	NA	NA	NA
11	Use of products sold	2 356 732	1 785 075	1 600 656
12	End-of-life treatment of products sold	11 052	7 935	5 862
13	Downstream leased assets	NA	NA	NA
14	Franchises	NA	NA	NA
15	Investments	NA	NA	NA
Total GHG emissions				
Total GHG emissions (location-based) (tCO2eq)		2 776 391	2 065 773	1 735 308
Total GHG emissions (market-based) (tCO2eq)		2 775 890	2 065 272	1 734 883

NA: not applicable: LACROIX's activities are not concerned by these emission categories.
No information on the percentage of Scope 3 GHG emissions calculated using primary data is available for this year, as we do not precisely know the breakdown between primary and secondary data. This information will be published in the coming years.
The LACROIX GHG inventory was prepared using an operational control approach.
Biogenic emissions were not calculated as they are not significant for LACROIX.

Carbon intensity relative to revenue

Energy intensity per net product per turnover	2025	2024 with NAFTA	2024 without NAFTA
Total GHG emissions (location-based) in relation to sales (tCO2eq/€k)	3.90	4.18	4.37
Total GHG emissions (market-based) in relation to sales (tCO2eq/€k)	3.90	4.18	4.37

Below is the information used to calculate GHG emissions intensity in relation to net income:

	2025	2024 with NAFTA	2024 without NAFTA
Total net income (cf p. 173)	445.5 M€	494.4 M€	635.5 M€

Energy consumption and mix

Energy consumption and mix	2025	2024 sans NAFTA	2024 avec NAFTA
(1) Fuel consumption from coal and coal products (MWh)	0	0	0
(2) Consumption of crude oil and petroleum products (MWh)	3 624	2 980	2 994
(3) Natural gas consumption (MWh)	1 106	787	1804
(4) Consumption of fuels from other fossil sources (MWh)	0	0	0
(5) Consumption of electricity, heat, steam and cooling purchased or ac-quired from fossil sources (MWh)	12 787	13 282	18 325
(6) Total fossil fuel energy consumption (MWh) (calculated as the sum of lines 1 to 5)	17 517	17 049	23 123
Share of fossil fuels in total energy consumption (%)	**72%**	**68%**	**73%**
(7) Nuclear consumption (MWh)	3 493	3 965	4 435
Share of nuclear consumption in total energy consumption (%)	**14 %**	**16%**	**14%**
(8) Fuel consumption from renewable sources, including biomass (also including industrial and municipal waste of biological origin, biogas, re-newable hydrogen, etc.) (MWh)	0	0	0
(9) Consumption of electricity, heat, steam and cooling purchased or ac-quired from renewable sources (MWh)	2 902	4 073	4 073
(10) Self-generated non-combustible renewable energy consumption (MWh)	310	0	0
(11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	**3 212**	**4 073**	**4 073**
Share of renewable sources in total energy consumption (%)	**13 %**	**16%**	**13%**
Total energy consumption (MWh) (calculated as the sum of lines 6, 7 and 11)	**24 221**	**25 087**	**31 631**
Total consumption of self-generated non-renewable energy (MWh)	0	0	0
Renewable energy generation	310	1 180	1 180
Non-renewable energy production	0	0	0

*Values calculated according to European Residual Mix | AIB
** Data include fuel oil consumption at our sites and vehicle fuel consumption.

In 2025, the Group's total energy consumption at its sites decreased slightly on a like-for-like basis.

Electricity consumption by type of contractual instrument 2025

	2025	2024 with NAFTA	2024 without NAFTA
Total electricity consumption	**19 491**	**21 320**	**26 833**
Electricity consumption covered by Guarantees of Origin (MWh)	1 310	1 293	1 293
Electricity consumption covered by GOs (% of total electricity consumption)	6,72%	6,06%	4,82%
Total electricity consumption covered by contractual instruments (MWh)	1 310	1 293	1 293
Share of total electricity consumption covered by contractual instruments (%)	6,72%	6,06%	4,82%
Electricity resold (MWh)	0	1 180	1 180

Energy intensity in relation to sales

	2025	2024 with NAFTA	2024 without NAFTA
Total energy consumption vs. sales (MWh/€k)	0.049	0.051	0.050

100% of LACROIX's operations—and therefore its revenue—fall within the "Manufacturing" sector (Section C), which has a high climate impact.

Other indicators

- LACROIX does not deploy carbon capture and storage solutions for its emissions and does not finance projects through carbon credits
- LACROIX does not apply an internal carbon pricing system
- LACROIX has no specific indicators or targets related to climate change adaptation (see the section on Identified Physical Risks and Climate Change Adaptation for more details).

ESRS E2 – Pollution

Identification and assessment of impacts, risks, and opportunities related to pollution

As assembly sites, LACROIX's factories do not directly contribute to air, water, or soil pollution.

However, LACROIX's operations, particularly in the Electronics business, require a number of raw materials and production inputs such as electronic components, printed circuit boards, metals, and plastics, the extraction and manufacturing of which can generate various forms of pollution within our supply chain. Given that LACROIX contributes to the demand for these raw materials, we have identified the following negative impacts related to our upstream value chain:

ESRS E2 – Pollution			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Air, water, and soil pollution			
Negative impact	Upstream of value chain	Air, water and soil pollution in the upstream electronics sector	The extractive sector is responsible for several types of pollution due to the use of chemicals (such as mercury, cyanide), acid mine drainage, and the emission of dust. Similarly, the electronics sector also generates various forms of pollution, including fine particulate emissions into the air, aquatic ecotoxicity and acidification, as well as soil contamination with heavy metals. These forms of pollution have consequences on the health of workers in these sectors, affect the livelihoods of communities impacted by these activities, and more broadly, threaten the health and habitats of populations living in countries where such activities take place. All of our suppliers operating in the extractive and electronics sectors potentially have a negative impact on the environment and society due to the pollution generated by their activities. Severe pollution-related incidents involving some of our suppliers could also have regulatory and/or reputational consequences, which could in turn impact LACROIX's supply chain. In response to this risk, LACROIX requires its suppliers to sign a Code of Conduct that includes specific requirements related to the monitoring and control of pollution arising from their operations. We also carry out environmental practice assessments of our strategic suppliers. Furthermore, LACROIX has developed a supply chain diversification strategy. This impact does not challenge the Group's resilience, as we have implemented the necessary due diligence measures to mitigate potential consequences.

Policies

Amont – Responsible Procurement Policy

Our Responsible Procurement Policy aims to define the vision, objectives, and resources that will enable us to achieve the third priority of the third commitment in our positive impact strategy: "Improve practices in our supply chain." We hope to improve our suppliers' environmental performance and reduce the ecological footprint of our procurement, including the impacts and risks associated with pollution. With regard to pollution, which is included in our suppliers' environmental performance, our policy highlights the following key issues and levers for action:

Key issues	Levers for action
Decarbonization & environmental footprint of our suppliers	- Evaluating and monitoring the performance of our suppliers - Reinforcement of contractual clauses

Our Own Operations – Environmental Policy

Although pollution is not a material issue for our own operations, our Environmental Policy addresses environmental and pollution risks at our sites, which are required to implement appropriate management systems to identify, manage, and reduce environmental and pollution risks associated with their activities, including those related to air emissions, discharges of effluents into water or soil, waste disposal, and the use of hazardous substances. In addition, we implement and manage an environmental management system based on the ISO 14001 standard at most of our production sites to minimize environmental impacts and risks. In accordance with our ISO 14001 certification, LACROIX sites enforce strict guidelines to prevent any risk of pollution: secure product storage, controlled management of hazardous waste, signage for sensitive areas, and the provision of pollution response kits.

In the event of an incident, each site has emergency plans, appropriate response equipment, and trained personnel. Regular drills are conducted to verify the effectiveness of these measures and ensure continuous improvement.

Our policy also addresses the handling and disposal of hazardous materials. Chemicals, waste, and other materials that pose a risk to people or the environment are identified, labeled, and managed to ensure their safe handling, transport, storage, use, recycling or reuse, and disposal. Sites must track and document all data related to hazardous waste.

LACROIX complies with the bans and restrictions on substances and materials that are particularly harmful to the environment, as imposed by various regulations and by our customers. The processes implemented at our sites enable us to monitor regulatory developments on the ground and ensure that our products do not contain any materials whose use is restricted or prohibited.

Actions

Upstream – Supplier Code of Conduct

In 2024, LACROIX updated its Supplier Code of Conduct in order to better define its commitments and requirements with regard to environmental, social and governance issues. Like our Responsible Purchasing Policy, it aims to integrate the principles of sustainable development into all of our business activities and to promote them in our relationships with our partners, and constitutes a common reference framework for our Purchasing teams and our suppliers.

With regard to pollution, LACROIX suppliers are encouraged to implement appropriate management systems to identify, manage and reduce environmental risks and pollution risks associated with their activities, including those related to atmospheric emissions, effluent discharges into water or soil, waste disposal and the use of hazardous substances. Suppliers are encouraged to identify, label and manage all chemicals, waste and hazardous materials, as well as to monitor and document all hazardous-waste-related data.

In addition, our suppliers undertake to comply with prohibitions/restrictions concerning substances and materials that are particularly harmful to the environment imposed by the various regulations as well as by LACROIX. Suppliers' internal processes must enable them to ensure on-the-ground regulatory monitoring, to guarantee that their products do not contain materials whose use is restricted or prohibited, and to immediately inform LACROIX in the event of imposed or voluntary changes affecting the composition or manufacturing of delivered products that could involve such materials or substances.

LACROIX's strategic suppliers are required to sign the Code of Conduct. Signature of the Code of Conduct is supervised by our Purchasing teams and taken into account in the assessment of our suppliers' CSR performance.

Upstream – Substances of concern

Although substances of concern do not constitute a material issue for LACROIX, we comply with all relevant regulations, including the European Directive on the Restriction of the Use of Certain Hazardous Substances (RoHS), the European Regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), as well as California Proposition 65. We collect data on substances of concern from our suppliers, including Full Material Declaration (FMD) survey reports and IPC-1752A forms. These registers are regularly updated and reviewed to ensure compliance with regulations.;

Electronic waste includes a wide range of materials, some of which may be hazardous and cause significant environmental and health issues. LACROIX monitors its various waste streams, including its waste electrical and electronic equipment (WEEE), in order to ensure proper disposal and avoid such impacts on health and the environment. For further information on LACROIX's waste-management process, see the ESRS E5 section.

Indicators and targets

We do not have key performance indicators or specific targets relating to pollution management by our suppliers and do not plan to adopt any, as given the structure of our supply chain and the number of suppliers, we would not have the capacity to collect the necessary data.
However, pollution is one of the topics covered by our Code of Conduct and our supplier assessment questionnaire, for which we have set the following targets:

- 95% of our purchasing volume covered by our Code of Conduct by 2025;
- 75% of our purchasing volume covered by a CSR assessment by 2025.

For the year 2025:

Signature of the Code of Conduct: as of 31 December 2025, 78% of our purchasing volume is covered by our Code of Conduct. We will continue our efforts in 2026 in order to reach our target of 95%.

Assessment of our suppliers' CSR performance: thanks to the mobilisation of the Purchasing teams, we reached a rate of 75.5%, thereby achieving our target.

For further information, please refer to the ESRS S2 chapter.

ESRS E3 – Water and Marine Resources

Identification and assessment of impacts, risks and opportunities related to water

LACROIX operates as an EMS (Electronics Manufacturing Services) provider, with assembly sites that do not consume water during production processes. As a result, our direct water consumption is low, amounting to 20,118 m^3 in 2025, equivalent to the average annual consumption of 384 European citizens). As confirmed by the water-risk assessment we carried out (see the dedicated section below), no negative impact or material risk relating to water and marine resources has been identified in connection with our own operations.

Upstream, LACROIX purchases electronic components and raw materials that consume significant quantities of water during their extraction, processing and manufacturing. In the coming years, these activities will face increasing challenges with respect to water quality and water availability, particularly in water-stressed areas. Downstream, LACROIX Environment manufactures solutions that optimise water-distribution networks and enable water savings. The positive impacts and opportunities associated with our Environment solutions are a key component of our commercial strategy.

Below are the impacts, risks and opportunities related to water that we identified as part of our materiality analysis.

ESRS E3 – Water and marine resources			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Water			
Negative impact	Upstream of value chain	Water consumption by our suppliers	The extractive and electronics sectors, particular-ly mining and semiconductor manufacturers, consume very large quantities of water. Depending on the country, this pressure on wa-ter resources can affect the functioning of aquatic environments, water quality, levels and flows, as well as biodiversity. Water shortages can also lead to shortages and conflicts of use, which can have a negative impact on the busi-nesses and/or communities concerned. All our suppliers operating in the extractive and electronics sectors potentially have a negative impact on water resources, due to the water consumption inherent in their activities. In response to this situation, LACROIX asks its suppliers, through its code of conduct, to reduce their water consumption and is carrying out an assessment of the environmental practices of its strategic suppliers. This impact does not call into question the Group's resilience, as it has been clearly identified by the players in our value chain, who have taken steps to reduce it.
Positive impact	Down-stream of value chain	Water savings thanks to LACROIX Environment solutions	As set out in ESRS E1, we have developed a tool to quantify the environmental benefits, and in particular the water savings, provided by the solutions of the BUs in our Environment activity. We have quantified the water saved by our Smart Water BU solutions in a drinking water distribution use case, which shows that the water savings achieved are very significant.
Risk (long term)	Upstream of value chain	More difficult access to water for mining groups and manufacturers of electronic components	In the medium to long term, conflicts over the use of water could weaken the production capacity of some of our suppliers and increase the cost of their products. In response, LACROIX has developed a strategy of diversifying its supplies, enabling it to assert that this risk does not call into question the Group's resilience.
Opportunity (medium term)	Down-stream of value chain	Commercial develop-ment of LACROIX Envi-ronment's water-saving solutions	The growing focus on innovative water-saving solutions, particularly in drinking water distribution and treatment networks, represents a major business opportunity for our Smart Water BU.

Water risk assessment

To confirm our assumptions that water does not constitute a material issue for our own operations, we assessed water-related risks, impacts and dependencies at our production sites, at basin level and at operational level, using the World Wide Fund for Nature (WWF) "Water Risk Filter" tool. This comprehensive tool covers physical, regulatory and reputational risks related to river basins, such as water availability, flooding, drought, water quality and the status of ecosystem services. The process consisted of:

- Mapping our sites to determine whether they are located in areas subject to high water stress
- Analysing watershed-related risks at our sites based on their sector of activity and geographical location
- Assessing the operational water risks of our main production sites, taking into account their water sources, water use, water discharges and water-resource management
- Consulting internal experts at our main production sites located in areas subject to high water stress
- Assessing watershed-related risks at our sites in the short and medium term (2030 and 2050) under low, moderate and high emission scenarios (SSP1-2.6, SSP2-4.5 and SSP5-8.5)

20 118 m³
Direct water consumption in 2025

19 914 m³
were consumed

+ 141 m³
were recycled and reused

+ 63 m³
were stored

In 2025, five sites were located in areas subject to high water stress. However, as these sites do not consume large quantities of water and water-related operational risks are low, they have not adopted additional water-related policies or targets. These sites manage their water resources effectively based on local and national requirements and recommendations, and take additional precautions where necessary.

Overall, the results of this analysis once again confirm the non-materiality of water-related issues for LACROIX's own operations and show that all of our sites present low levels of water-related risks.

Policies

Upstream - Responsible Purchasing Policy

Through our Responsible Purchasing Policy, we hope to improve the environmental performance of our suppliers and reduce the ecological footprint of our purchases, including the amount of water consumed during suppliers manufacturing processes. Concerning the environmental performance of our suppliers, the policy addresses the following key issue and levers for actions:

Key issues	Levers for action
Decarbonization & environmental footprint of our suppliers	- Evaluating and monitoring the performance of our suppliers - Reinforcement of contractual clauses

Own operations – Environmental policy

Although water does not constitute a material issue for our own operations, our Environmental Policy requires LACROIX sites to characterise and monitor their water supply, water use and water discharges, to explore opportunities for water savings, and to control contamination pathways. All wastewater must be characterised, monitored, controlled and treated in accordance with local and international laws and regulations.

In addition, water-management practices are governed by the requirements of the sites' environmental management systems, most of which are ISO 14001-certified.

Actions and resources

Upstream – Supplier's Code of Conduct

LACROIX works closely with its suppliers to promote sustainable practices and encourage positive changes throughout its supply chain. Aware of our responsibility to reduce upstream water-related impacts, we encourage our suppliers to characterise and monitor their water consumption, explore opportunities for water savings, and control contamination pathways.

Suppliers are also encouraged to characterise, monitor, control and treat their wastewater in accordance with applicable laws and regulations. These expectations are explicitly set out in LACROIX's Supplier Code of Conduct, which all strategic suppliers are required to sign. Signature of the Code of Conduct is supervised by our Purchasing teams and taken into account in the assessment of our suppliers' CSR performance.

Own operations – Environmental roadmap

In 2025, seven LACROIX industrial sites developed their own environmental roadmap, which includes the water topic. The development of these roadmaps is based on the "Eco-Flux" diagnostics carried out in 2023–2024.

All LACROIX sites have organisational and management systems in place enabling them to monitor and manage their water consumption, water withdrawals and water discharges. No site uses water during production; water is therefore only consumed for cleaning, sanitation and drinking purposes.

All sites are encouraged to implement appropriate water-conservation measures, such as installing flow restrictors on taps, in order to reduce water consumption while maintaining user comfort. In addition, to address frequent water outages in Tunisia, the site has installed water tanks to supply sanitary facilities.

Downstream – Water savings

LACROIX is a key player in the water market and has extensive expertise in the design of equipment and centralisation solutions for the management of water networks. In partnership with leading water-sector operators, our Smart Water solutions preserve the resource in municipal and industrial water networks. LACROIX offers solutions to control and monitor all infrastructures across the water supply chain, including drinking-water production and distribution infrastructures as well as wastewater-treatment infrastructures.

Metrics and Targets

We do not have any key performance indicators or specific targets regarding our suppliers' water usage. We do not plan to set such targets in the coming years because, given the structure of our supply chain and the number of suppliers, we would not have the capacity to collect the necessary data.

Cependant, l'eau est l'un des sujets couverts par notre Code de conduite et notre questionnaire d'évaluation des fournisseurs, pour lesquels nous avons fixé les objectifs présentés dans la section ESRS E2.

Rainwater Harvesting at Symbiose

In 2025, Symbiose, our
High Environmental Quality facility,
collected 141 cubic meters of rainwater,
which was used in the site's restrooms.

Quantification of Water Savings in the Rennes Drinking Water Distribution Network

Since 2015, the local public utility Eau du Bassin Rennais has been tasked by Rennes Métropole with supplying drinking water to residents of 21 municipalities within the metropolitan area, as well as operating, monitoring, and maintaining the 1,800 km
network.

In recent years, it has deployed LACROIX SOFREL remote management solutions to detect water leaks more quickly across its zoned network.

To isolate the benefits associated with the installation of LACROIX remote management solutions, we selected a lightly zoned, non-remotely managed network as our baseline scenario.

The analysis conducted quantified the water savings achieved through the early detection of leaks in the pipes, amounting to 13.1 million m^3 of water over their 15-year lifecycle.*

**To learn more about the quantified environmental benefits and the methodology used for this use case, please visit our website:*
https://www.lacroix-environment.com

ESRS E4 – Biodiversity and ecosystems

Identification and assessment of impacts, risks and opportunities related to biodiversity

LACROIX sites are assembly sites; our activities do not pollute air, water or soil, do not degrade land and do not deplete water resources.
In order to confirm the non-materiality of biodiversity-related issues for our own operations, we assessed potential biodiversity and ecosystem impacts, dependencies and risks for all of our operational sites using the World Wide Fund for Nature (WWF) "Biodiversity Risk Filter" tool. The process consisted of:

- Reviewing direct impacts on biodiversity and associated dependencies related to the electronic manufacturing sector
  Mapping LACROIX sites to determine their proximity to biodive++rsity-sensitive areas (protected areas, conserved areas and key biodiversity areas)
- Analysing physical and reputational biodiversity-related risks for LACROIX based on the sector of activity and the geographical location of our sites

The mapping carried out shows that three LACROIX sites are located in close proximity (less than 20 km) to key biodiversity areas, but that the activities of these sites have no negative impact on these areas, including on their habitats and the natural species present.
The assessment concluded that there are no direct impacts or biodiversity- and ecosystem-related risks at any of the LACROIX sites.

However, LACROIX purchases electronic components and raw materials whose extraction, processing and manufacturing have negative impacts on biodiversity. Given that LACROIX contributes to the demand for these natural resources, we have identified the following negative impact in connection with our upstream value chain:

ESRS E4 – Biodiversity and ecosystems			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Direct drivers of biodiversity loss; Impacts on the status of species; Impacts on the extent and status of ecosystems; Impacts and dependencies on ecosystem services			
Negative impact	Upstream of value chain	Pressure on biodiversity in the upstream electronics sector	The extractive sector and the electronics sector are the source of several types of pressure on biodiversity: deforestation, soil degradation, habitat fragmentation, ecosystem disruption, water, air and soil pollution, etc. These pressures have consequences for the quantity and diversity of species and the richness of ecosystems in the areas and countries where these activities are located. All our suppliers operating in the extractive and electronics sectors have a potentially negative impact on the environment and society as a result of the pressure on biodiversity generated by their activities. The regulatory and/or reputational consequences of serious biodiversity-related incidents at some of our suppliers could have an impact on LACROIX's sourcing. In response to this situation, LACROIX asks its suppliers to sign a code of conduct that includes requirements for monitoring and controlling pollution linked to their activities, and carries out an evaluation of the environmental practices of its strategic suppliers. LACROIX has also developed a strategy of diversifying its supplies. This impact does not call into question the Group's resilience, as we have taken the necessary steps to protect ourselves from its possible consequences.

Policies

Upstream value chain - Responsible Purchasing Policy

Through our Responsible Purchasing Policy, we hope to improve the environmental performance of our suppliers and reduce the ecological footprint of our purchases, which are directly linked to impacts on biodiversity and ecosystems. Concerning the environmental performance of our suppliers, the policy addresses the following key issue and levers for actions:

Key issues	Levers for action
Decarbonization & environmental footprint of our suppliers	- Evaluating and monitoring the performance of our suppliers - Reinforcement of contractual clauses

Own operations - Environmental Policy

Although biodiversity is not a material subject for our own operations, our environmental policy covers all of the main environmental issues, which all have direct impacts on biodiversity and ecosystems. Through the effective management of chemicals and hazardous substances, waste, and water as well as the responsible sourcing of raw materials, LACROIX is committed to reducing the environmental and biodiversity-related risks and impacts associated with its operations.

Actions and resources

Upstream – Supplier's Code of Conduct

Negative impacts on biodiversity upstream in the value chain of the Electronics activity are mainly related to poor management of hazardous substances and materials, high water consumption, depletion of natural resources, poor waste management, and pollution of air, water and soil. LACROIX encourages its suppliers to implement and manage an environmental management system based on the ISO 14001 standard at all of their manufacturing sites, in order to minimise environmental impacts and risks. LACROIX suppliers are encouraged to implement appropriate management systems to identify, manage and reduce environmental risks and pollution risks associated with their activities, including those related to atmospheric emissions, effluent discharges into water or soil, waste disposal and the use of hazardous substances.

With regard to hazardous substances and materials, suppliers must comply with prohibitions/restrictions concerning substances and materials that are particularly harmful to the environment imposed by various regulations as well as by LACROIX. The Supplier Code of Conduct also specifies our expectations regarding waste and water management. Signature of the Supplier Code of Conduct is mandatory. It is supervised by our Purchasing teams and taken into account in the assessment of our suppliers' CSR performance.

Own operations – "Committed site" approach

Although biodiversity does not constitute a material issue for our own operations, our sites that have shared outdoor areas are encouraged to adopt biodiversity-friendly measures as part of our "Committed site" approach. This may include banning the use of chemical products in gardens, composting organic waste, or ecological lawn maintenance through responsible mowing practices.

For example, the Beaupréau site has implemented several biodiversity-friendly actions, including the installation of beehives and flowered patios, which contribute to local pollination and the preservation of plant species. In addition, maintenance of the 25,000 m^2 of green spaces is entrusted to external service providers committed to a "zero pesticide" charter, guaranteeing the complete absence of phytosanitary products, and half of these areas are managed through eco-grazing. Finally, the vegetated swales present in the car park ensure the creation of wetland areas and support biological diversity.

Downstream – Reduction of light pollution

Although biodiversity does not constitute a material issue for our downstream activities, we wish to highlight the positive impact of our Smart Lighting solutions, which enable remote management of public lighting and thus allow the light intensity of streetlights to be reduced until movement is detected. Reducing nighttime lighting levels decreases light pollution, which has positive effects on biodiversity by limiting disruption to species' biological rhythms. These positive effects were notably studied by the city of Douai in France, which installed our Smart Lighting solutions with the aim of reducing energy consumption, ensuring the safety and well-being of residents, and also preserving biodiversity by significantly reducing light pollution.

Metrics and targets

We have no specific KPI nor targets concerning biodiversity protection by our suppliers.

However, pollution and water management are among the topics covered by our Supplier Code of Conduct and our supplier assessment questionnaire, for which we have set specific targets outlined in section ESRS E2.

ESRS E5 – Use of resources and circular economy

Identifying and assessing the impacts, risks and opportunities associated with resources and the circular economy

With approximately 7,220 tons of raw materials and semi-finished products purchased and nearly 35 million electronic products and subassemblies brought to market in 2025, optimizing the use of natural resources is a major challenge for LACROIX.

Below are the impacts, risks, and opportunities related to resource use and the circular economy that have been deemed material in light of our activities:

ESRS E5 – Circular economy			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Incoming resource flows, including resource utilization			
Negative impact	Own activi-ties	Minerals, metals and fossil fuels used in our activities	To manufacture its products, LACROIX, and in particular its electronic board manufactur-ing activity, used almost 11,500 tonnes of materials and components: printed circuits, electronic components, metal, plastic, nitro-gen, batteries, cardboard, etc. These withdrawals are contributing to the scarcity of natural resources: fossil fuels, minerals, rare earths, etc. In addition to the water consumption, pollu-tion and damage to biodiversity that it caus-es, the over-exploitation of natural resources has an impact on their price and their long-term availability for the essential needs of humanity. In response to this situation, LACROIX has implemented an ecodesign approach aimed at reducing and optimizing resource con-sumption. This impact does not call into question the company's resilience in the short or medium term.
Risk (long term)	Upstream of value chain	Increasing scarcity of stra-tegic materials and low-carbon transition resources	In the long term, the increasing scarcity of resources is likely to lead to tensions and conflicts of use, to production cutbacks by some of our suppliers, and could lead certain producing countries to introduce export restriction mechanisms for certain products (printed circuits, electronic components, etc.) which are essential to LACROIX's activities. These possible restrictions, coupled with a downward trend in production, could lead to supply difficulties and higher prices. In response, we have put in place a diversified sourcing strategy and established long-term relationships with our suppliers. This risk does not call into question the company's resilience in the short or medium term, as any increases in raw material prices will be borne by all players.

Outflows of resources linked to products and services			
Risk (long term)	Down-stream of value chain	Regulatory constraints on repair, collection, reuse, etc.	With the rise of long-term environmental concerns, it is likely that existing regulatory constraints (AGEC law, REEN law, ESPR regulation, etc.) will become stricter, particularly in Europe. These constraints, if they were to impose the repair of our products, their collection at the end of their life, or the increasing integration of recycled materials, could make structural changes necessary in LACROIX's business model and operations. We consider that this risk does not call into question the Group's resilience, as we are anticipating this shift towards the circular economy and the economy of functionality and wish to turn it into a strategic opportunity, particularly for our Environment activity.
Opportunity (long term)	Down-stream of value chain	Boom in circular economy solutions	Our customers' growing expectations in terms of circularity represent an opportunity for additional, recurring business for our Environment BUs. We are working in particular on the following subjects: integrating recycled materials into our products, repair, the functional economy (selling a service rather than a physical product), etc.
Waste			
Negative impact	Own activities	Waste production	Our activities generated around 1,800 tonnes of waste in 2024 (mainly cardboard and plastic packaging). Waste, particularly when landfilled or incinerated, can contribute to air, water and soil pollution, release methane and degrade the landscape. These impacts are mainly linked to our Electronics plants, particularly in Mexico and Tunisia, where regulations on waste treatment and disposal are less stringent than in Europe. To minimize this impact, we ensure that we outsource our waste to specialized service providers who are authorized to treat and recycle it as effectively as possible. This impact does not call into question the Group's resilience, as we have put in place the necessary measures to limit its effects.
Negative impact	Upstream of value chain	Waste production by our suppliers	The electronics sector generates significant quantities of waste at every stage of the value chain, particularly in the extractive and manufacturing industries. The environmental impacts associated with this waste, described above, exist at all our suppliers and their own suppliers, to a greater or lesser extent, depending on the type of waste, local regulations, etc. To mitigate this impact, we require our suppliers, through the code of conduct they must sign, to implement measures to reduce the amount of waste they produce and to entrust it to authorized service providers. This impact does not call into question the Group's resilience, as we have put in place the necessary measures to limit its effects.
Negative impact	Down-stream of value chain	Environmental impact of end-of-life electronic prod-ucts	The World Health Organization estimates that in 2019, 53.6 million tonnes of electronic waste were produced worldwide, but only 17.4% was collected and recycled. The accumulation and processing of electronic waste consumes energy, releases toxic substances into the environment and can have harmful effects on the health of those exposed to it. The population and the environment of all the countries in which the products of our Electronics and Environment activities are used, but also the countries, particularly in Africa, in which these products, which have become electronic waste, end their life, are potentially affected by these impacts. In order to reduce these impacts, LACROIX complies with all the regulations governing the marketing of its products and can recommend to its Environment customers service providers who will be able to process and recover their products as effectively as possible at the end of their life.

Ecodesign and use of resources

Policies

We design and manufacture electronic equipment and industrial IoT solutions, which include mechanical components (metal, plastic), hardware components (PCBs, electronic components), and, for the most part, a digital component involving data exchange and/or storage.

To reduce the material footprint of our operations, it is essential to decrease the consumption of virgin natural resources, optimize their use, and utilize recycled and bio-based materials.

The repairability and recyclability of our products are also key drivers for extending their lifespan and better recovering the materials they contain at end-of-life, which also helps reduce the use of natural resources. These issues are taken into account in our activities, when we design our products, during production, but also in our value chain, through the selection of our suppliers and our purchasing criteria.

Our activities - Ecodesign policy

Our Ecodesign policy, published in 2023, includes a number of issues and action levers aimed at reducing the use of resources:

Key issues	Levers for action
Electronic materials and components	- «Essential» design - Less material - Recycled or bio-based materials
Responsible purchasing	- Environmental quality of products purchased
Packaging & consumables	- Optimizing/reducing packaging - Optimizing/reducing consumables
Use and service life	- Product robustness - Repairability & scalability
End of life	- Dismantling and recyclability

Organization and Governance of Our Eco-Design Approach

Led by R&D, LACROIX's eco-design approach is based on the following organisation:

- An Eco-design reference at Executive Committee level, the Executive VP in charge of R&D, who defines the ambition and oversees the deployment of the approach across the entire Group
- An Eco-design Domain Leader, who is responsible for implementing the eco-design approach across all Group BUs and leads the Eco-design Committee
- An Eco-design reference within each of the three BUs of our Environment activity (Water, HVAC, Smart grids, Public Lighting), responsible for deploying the eco-design approach within their BU
- An Eco-design Committee, made up of R&D engineers specialising in the various technical fields specific to our businesses (mechanical, hardware, cloud, embedded systems, etc.), which maintains technical expertise in eco-design and disseminates it to the R&D teams

In addition to the R&D teams, which are responsible for technical eco-design proposals, the implementation of LACROIX's eco-design approach also involves:

- Marketing teams, which work with the R&D teams to optimise product functionalities and promote the actions implemented
- Purchasing and supply-chain teams, which ensure the sourcing of eco-designed materials and sub-assemblies

Our activities - Environmental policy

Our Environment policy states that the use of natural resources, in particular fossil fuels, metals and minerals, plastics, water and forest products, should be reduced as far as possible through practices such as modifying production processes, substituting materials, reusing, conserving or recycling.

Upstream of our value chain - Responsible Purchasing Policy

With regard to the use of natural resources in our value chain, our Responsible Purchasing Policy includes the following issues and action levers:

Key issues	Levers for action
Sourcing ecodesigned solutions	- Technology watch in conjunction with R&D - Pilot projects with certain suppliers/customers
Decarbonization & environmental footprint of our suppliers	- Evaluating and monitoring the performance of our suppliers - Strengthening contractual clauses
Packaging	- Reducing the amount of packaging - Use of recycled/bio-based packaging

Actions and resources

ECO-DESIGN – Environment activity

Product development process

Eco-design requirements are now embedded at the core of our product development process, the LPLP.
For any new product, we carry out a Life Cycle Assessment (LCA) from the earliest stages of development, enabling us to identify the sub-assemblies and life-cycle stages that contribute most to the product's material footprint (measured by the indicators "use of mineral and metal resources" (kg antimony equivalent) and "use of fossil resources" (MJ)).

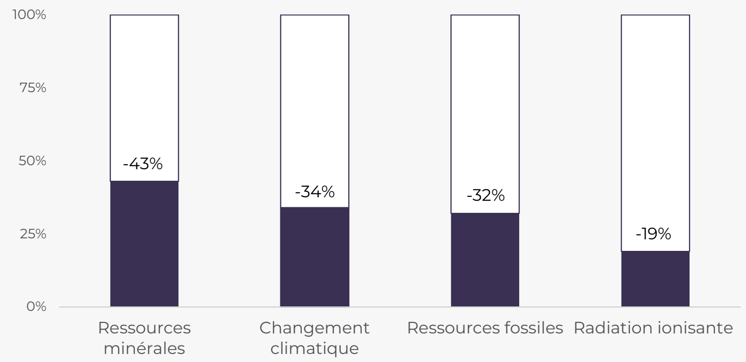
Issues related to product repairability, upgradability and disassembly/recyclability are also assessed at this stage.

For each identified issue, the project teams then propose improvement actions—such as weight reduction or the use of alternative materials—the effectiveness of which is subsequently measured through a new LCA carried out at the end of the design process.

Eco-design of the Tegis Lite

Tegis Lite is LACROIX Smart Lighting's new solution for the connected management of streetlight switching.

Following the LCA conducted at the start of the development process, the solution's overall environmental impact has been reduced by nearly one-third compared to the previous generation. Thanks in particular to component optimization and reduced energy consumption, the solution delivers a variable reduction in its environmental impacts, ranging from 19% to 43% depending on the indicators.



Performance assessment

Eco-design is integrated at the core of the product development process of LACROIX Environment. However, in order to precisely assess the level of eco-design of our products, we have developed an assessment grid, which is now applied to each new product at the end of its development process. Built on the basis of several recognised external frameworks, this grid analyses around twenty criteria covering the entire life cycle: sourcing, material choices, manufacturing processes, use phase and end-of-life. This structured assessment makes it possible to assign each product an eco-design rating ranging from A to E, thus providing a clear and comparable indicator to guide decision-making and encourage more responsible design approaches.

Environmental documentation

To provide our stakeholders with evidence and communicate effectively on eco-design, we produce comprehensive environmental documentation for each product, including:

A PEP sheet (Product Environmental Profile) presenting the results of the LCA, which can be verified by an independent third party.

The product's eco-design rating, obtained using the performance assessment grid described above.
An eco-design report, a document summarising everything that has been implemented in terms of eco-design during product development: actions taken, gains achieved, final environmental footprint, single score and eco-design rating, etc.

A dismantling sheet, presenting the steps for disassembling the product with a view to recycling.

Training

We regularly train LACROIX teams in eco-design. All engineers in LACROIX's R&D teams, i.e. nearly 180 people, attended two eco-design awareness-raising sessions in 2024.

In 2025, we trained 18 R&D engineers (including members of the Eco-design Committee) in eco-design applied to their technical fields: mechanics, hardware, embedded software, etc.

In 2026, an e-learning module will be rolled out to the R&D, marketing, sales and purchasing teams to provide a better understanding of the key principles of implementing eco-design, the associated tools, and its integration into our product development process.

ZOOM
AFAQ CERTIFICATION

In 2025, the Smart Lighting Business Unit within our Environment division reached a major milestone in the development of its eco-design approach by obtaining the AFAQ Eco-design certification issued by AFNOR.

This recognition, which assesses the quality of the organization, processes, tools, and internal management in the area of eco-design, highlights the robustness of the approach implemented across the company. From the very first audit, Smart Lighting achieved the highest level of distinction: the "Exemplary" level, confirming the ambition and maturity of its commitment.

ECO-DESIGN – Electronics activity

Within the Electronics activity, we offer our customers an analysis of the environmental footprint of their electronic boards (Product Carbon Footprint – PCF). This approach is based on a robust methodology (PACT 3.0), aligned with international standards, covering all "cradle-to-gate" emissions: component manufacturing, upstream transportation, assembly in our plants, packaging and production waste. Based on the PCF results, our customers can, either independently or with the support of our Impulse design office, implement eco-design actions in order to reduce the carbon footprint of their boards.

Purchasing

Sourcing of eco-designed solutions

- A cross-functional working group, composed of members of our R&D and Purchasing teams, is dedicated to analysing, qualifying and sourcing recycled and bio-sourced materials. Our objective is to be able, in the coming years, to increase the use of these materials as a replacement for virgin natural materials. We are particularly attentive to ongoing developments concerning bio-sourced and/or recycled printed circuit boards, which could be used by our Electronics activity.

- Our Code of Conduct, which must be signed by our strategic suppliers, specifies that the use of natural resources—particularly fossil fuels, metals and minerals, plastics, water and forest products—must be reduced as much as possible through practices such as changes to production processes, material substitution, reuse, conservation or recycling.

- The annual assessment of our suppliers' CSR maturity includes questions relating to their eco-design actions (energy efficiency, electrification of processes, material efficiency, etc.).

Packaging

- Packaging management is handled by each site through its environmental roadmap and dedicated indicators. In practical terms, teams deploy actions aimed at reducing the amount of packaging used and promoting the circular economy: use of standardised cardboard boxes or reusable returnable containers to limit single-use packaging, systematic reuse of internal packaging where possible, and conversion of old cardboard boxes into cushioning material to avoid the purchase of new materials.

Non-production purchasing

To help teams make more sustainable purchasing decisions, we have developed an internal guide aligned with our Responsible Purchasing strategy and our "Committed site" approach. This guide covers part of routine non-production purchases related to site life, such as office furniture, catering, supplies and cleaning products.

For example, during the refurbishment of our premises in Cesson, more than three-quarters of the furniture was reused, and the remaining furniture was transferred to our nearby Vern site, which also had a premises rehabilitation project. With regard to catering, several LACROIX sites use zero-waste caterers for meal trays and internal events.

Indicators and Targets

Incoming Resources

For its design and manufacturing activities related to electronic equipment and industrial IoT, LACROIX uses a significant amount of raw and secondary materials—approximately 7,220 tons in 2025.
The main incoming resources, by tonnage purchased, are listed below:

	2024 with NAFTA	2024 without NAFTA	2025
Nitrogen	3363	2218	1802
PCB	2193	1476	1261
Electronic components	1330	941	357
Packaging*	1282	915	823
Steel	1192	1018	898
Plastic	1008	743	786
Cables, connectors, and batteries	576	489	360

* Packaging used exclusively for our products. This does not include packaging for our purchases.

This data was collected by the procurement departments of our business units and sites as part of the carbon footprint assessment. It is primarily sourced from our ERP systems. At this time, we do not have the following data, which is not collected when purchasing the raw and secondary materials needed to manufacture the Group's products (we are currently investigating the possibility of collecting this data in the coming years):

Weight of organic materials used to manufacture the Group's products

Weight of reused or recycled secondary components and secondary intermediate products and materials used to produce the Group's products (we only have data on the proportion of recycled cardboard and plastic in purchased packaging; see below).

Eco-design

In 2025, LACROIX achieved its objective: 100% of new products designed and manufactured by our Environment activity followed our internal eco-design approach, which systematically integrates issues related to resource use: reduction of material quantities, integration of recycled or bio-sourced materials, and extension of product lifespan. This commitment is now embedded in our internal practices and processes: all new products of our Environment activity will systematically go through our internal eco-design approach.

In 2026, we will set a new target for 2030, aimed at assessing the level of performance achieved by our products in terms of eco-design, and in particular resource use. To do so, we will use the eco-design performance assessment grid that we developed in 2025.

Following the recognition of our eco-design actions initiated in 2025 with the certification of our Smart Lighting BU, LACROIX has set itself the objective of obtaining AFAQ certification for its Smart Water activity in 2026. This new step reflects the Group's determination to further strengthen external recognition of its commitments to eco-design.

Packaging

As part of their environmental roadmaps, LACROIX production sites have defined specific targets aimed at reducing the impact of packaging. Each site has committed to reducing the quantities of packaging used, while increasing the share of recycled materials incorporated into their packaging solutions.

In 2025, approximately 87% of the cardboard and 14% of the plastic purchased to package our products were recycled.

Waste

Policies and processes

The plants of our Electronics activity and the industrial sites of our Environment activity are assembly sites that generate various types of waste: WEEE, plastics, metals, cardboard, mixed waste, hazardous waste, etc.

In accordance with our Environmental Policy, we implement a systematic approach at each of our sites to identify, manage, reduce and, as far as possible, recover (by prioritising reuse and recycling) the waste generated by our activities. In addition, waste-related data are monitored and documented.

It should be noted that ISO 14001 certification, held by 75% of our industrial sites with more than 50 employees, includes several requirements relating to waste management (regulatory compliance, performance assessment, reporting, targets, communication, training, etc.).

Actions et resources

LACROIX sites work to reduce the quantity of waste produced and entrust their waste to approved service providers responsible for recovery. Particular attention is paid to hazardous waste and waste electrical and electronic equipment, which are systematically entrusted to authorised service providers for treatment.

We also encourage our sites to separately sort organic waste in order to recover it as compost, which is now done at more than half of our sites.

Diagnostics and environmental roadmaps

In 2024, we carried out multi-flow environmental diagnostics at our main industrial sites. These diagnostics resulted in a detailed analysis of raw-material and waste flows at each site, as well as the formulation of recommendations.

Based on the conclusions of these diagnostics, each site developed an environmental roadmap in 2025 incorporating priority environmental issues, including those related to waste sorting and recovery.

Key strategies for waste reduction and recycling at our sites

- **Sort plastics more effectively**
- **Develop reusable packaging**
- **Use reusable cloths**
- **Reuse cardboard and bubble wrap as packing material**

Eco-Impact Team

In 2025, we created the "Eco-Impact Team" community, bringing together the environmental representatives of our production sites. This community enables the sharing of best practices, regulatory monitoring, exchanges on ISO 14001 certification, and monitoring of the implementation of environmental roadmaps. Regular exchanges promote the dissemination of best practices, particularly in waste sorting and reduction. This collaborative dynamic directly contributes to improving our performance.

Indicators and targets

Quantity of waste and treatment methods

In 2025, LACROIX's operations generated:

1 023 tons
of waste

of which **81%**
were recycled

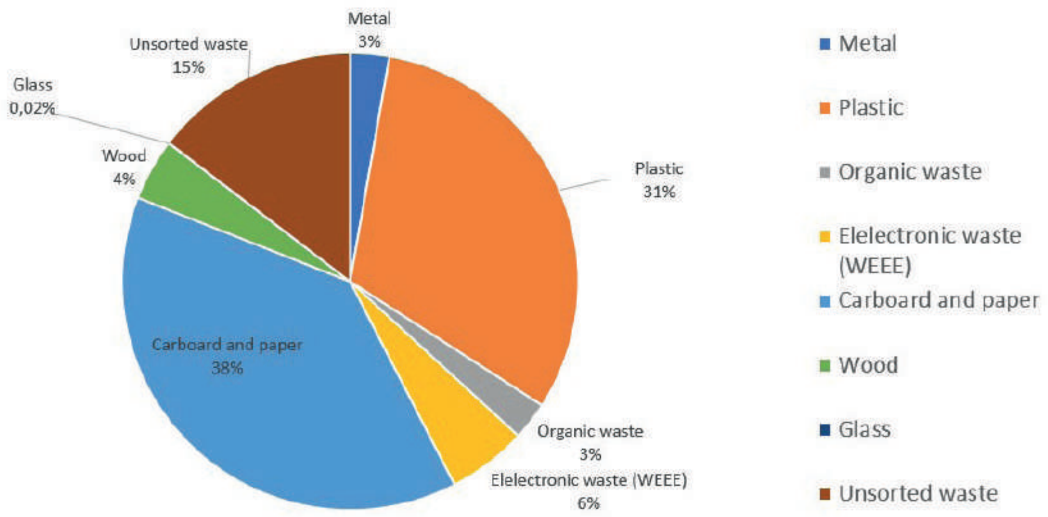
versus:
2024 with NAFTA: 1,798 tons of waste, with 77% recycled
2024 without NAFTA: 1,117 tons of waste, with 81% recycled

The table below shows the quantities of waste generated by type of waste and by treatment method.

		Non-hazardous waste	Hazardous waste	Total waste
Recycled waste	Preparation for re-use	0	0	0
	Recycling	831	0	831
	Other recovery operations	0	0	0
	Total	**831**	**0**	**831**
Waste disposed of	Incineration	129	41	171
	Landfill	20	0	20
	Other methods of disposal	2	0	2
	Total	**151**	**41**	**192**
TOTAL waste		**982**	**41**	**1023**
% non-recovered waste		15.3%	100%	18.8%

This data was collected from the waste management staff at each of our sites, who in turn surveyed the service providers they use to handle their waste. The quality of the reported data therefore depends on the level of detail and accuracy of the information provided by the waste management service providers, and there is still room for improvement.

The chart below shows the breakdown of non-hazardous waste generated by type of material:



Please note that:

We do not generate radioactive waste.

We do not know the quantity of rare earths present in our waste, and this is not information that we will be able to collect in the coming years, as it is not available from our suppliers.

Waste reduction targets

As part of our positive-impact strategy, we have set a target of a -30% reduction in waste per €k of revenue by 2030, compared with 2022, the year in which our activities generated 2.8 kg of waste per €k of revenue. This target, which aims to reduce waste generation at source, corresponds to the "Prevention" level (the highest) of the European waste hierarchy.

In 2025, our waste intensity remained stable (on a constant-scope basis versus 2024 excluding NAFTA), at 2.3 kg of waste per €k of revenue.

Outbound resources, circularity and end-of-life

Policies and processes

In 2025, we placed more than 35 million products on the market, mainly electronic boards manufactured for our customers by the plants of our Electronics activity.
To make circularity a reality, it is essential that the topic be addressed from the design stage. As specified above and included in our Eco-design Policy, we integrate circularity principles (disassembly, repairability, recyclability, etc.) from the design phase.

However, while design is a necessary condition for implementing more circular practices, it is not sufficient. Indeed, a product may be designed to be repairable and/or recyclable and yet in practice be neither repaired nor recycled.

It is therefore essential to consider adapting our business models and operations to make them more circular. This is the rationale behind the second priority, entitled "Creating sustainable business models", of the first commitment "Developing our positive-impact activities" within our positive-impact strategy.

In addition, LACROIX integrates a strong commitment regarding health, safety and product end-of-life into its Environmental Policy. The Group ensures that its products and solutions have no negative impact on customers or consumers, while continuously improving repairability, recyclability and the responsible management of end-of-life equipment.

Actions et resources

Circularity diagnostic

In 2024, we initiated a Circularity diagnostic within our Electronics activity in order to assess the relevance of creating a repair offering for the electronic boards we manufacture on behalf of our customers. We already repair certain high-value-added boards for some customers, and the diagnostic carried out shows that we could extend this service to certain other customers.

In 2025, we continued this Circularity diagnostic within the four business lines of our Environment activity: Water, HVAC, Smart Grids and Public Lighting.

The objective was to determine whether it would be possible and relevant to implement certain circularity-related offerings (repair, refurbished products, etc.) or functional-economy offerings (sale of services and/or performance levels rather than physical products). This study confirms the robustness and longevity of LACROIX products, which mechanically limits growth prospects for repair or refurbishment, although continuous improvement of repairability and recyclability from the design stage remains a shared priority.

All four business lines converge on the need to better support customers at end-of-life, notably through the drafting of dedicated information sheets and by relying on eco-organisations such as Ecosystem.
In addition, the functional economy, through Product-as-a-Service (PaaS) models, presents interesting potential for certain business lines and will be explored in the coming years.

Dismantling and recyclability

For our Environment products, we provide our customers with a “Dismantling and End-of-Life Sheet”, which recommends the actions to be implemented when a product is discarded, with the aim of maximising the recycling of its various components.

All business lines of our Environment activity are members of collection eco-organisations, ensuring responsible and compliant waste management and recovery of waste streams.

Indicators and targets

Durability of our products

We manufacture high-quality products that integrate circular principles—for the products and solutions of our Environment activity and, where we are responsible for design, for the products of our Electronics activity—including the integration of recycled materials, maximisation of product lifespan, disassembly, repairability and recyclability.

The lifespan of products manufactured by our Electronics activity ranges from 1 to 25 years depending on applications. We estimate that it is similar, for equivalent applications, to the sector average.

The lifespan of products from our Environment activity averages 15 years. The quality and robustness of LACROIX products are recognised in these markets, and we estimate that they are above the sector average across our various markets: Smart Lighting, Smart Water, Smart HVAC and Smart Grids.

This estimate of the expected durability of our products compared with the sector average is based on the professional judgement of LACROIX teams, notably in light of the perceived reputation of our products.

Repairability

Within the eco-design performance assessment grid, LACROIX reviews, among other criteria, repairability. Each new product is therefore subject to a specific rating relating to ease of repair and disassembly, enabling improvement levers to be identified from the design stage. We do not currently have consolidated quantitative data on this topic, but we should be able to publish such data in 2026.

SOCIAL INFORMATION

ESRS S1 – Company employees

Identification and assessment of the impacts, risks and opportunities associated with workers in the value chain

LACROIX is a technology and industrial company that develops two activities, Electronics and Environment, and directly employs 2,847 employees across 8 countries worldwide.

82% of the workforce is employed in the Electronics activity, which designs, industrialises and manufactures electronic sub-assemblies for industrial customers across various markets.

The Environment activity designs and markets connected solutions for the management of water networks, heating, ventilation and air-conditioning installations, as well as energy and public-lighting networks. It employs 16% of the Group's workforce.

The remaining 2% of the workforce is employed at the Group holding level.
We have identified and assessed the IROs related to the company's workforce for all of our own activities and across all locations where we operate.

The company's strategy and business model influence working conditions, employee well-being and employee development.

Certain strategic orientations—such as the acceleration of technological innovation, the industrialisation of new processes or organisational changes—may generate risks for employees by creating or amplifying impacts related to workload, evolving skill requirements or exposure to specific working environments. Nevertheless, our strategy places skills development, quality of working life and social dialogue as key components of the operational model. These elements help mitigate the identified risks and strengthen team attractiveness and engagement.

To address the potential impacts identified on employees, the business model and strategy have been adapted to integrate training and support programmes for job transitions; preventive actions relating to health, safety and working conditions; and HR governance that systematically integrates social issues into strategic decision-making.

These adjustments ensure consistency between the company's strategic trajectory and consideration of human capital, while anticipating the potential effects of our economic choices on our employees.

The table below presents the IROs that we consider material with regard to our activities. The policies, actions and indicators/targets implemented to address these IROs are presented below.

ESRS S1 – Company employees			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Working conditions			
Negative impact	Own activities	Working conditions for our employees Priority themes: Health and safety, Social dialogue (including freedom of association and collective bargaining), Pay and benefits.	**Health and safety** Negative, current and occasional impact in the event of workplace accidents and musculoskeletal disorders on the health of LACROIX's 2,847 employees. Given the nature of our industrial activity, the impact relates to handling accidents, exposure to high-voltage electricity, and, to a limited extent, exposure to soldering fumes, and concerns the sites of LACROIX's Electronics activity. In cases of harassment, there may also be an occasional negative impact on well-being at work and on proper career development for all employees, in the absence of an appropriate system. This may impact employees from the short term. In addition to the consequences for individuals, this may lead to a deterioration of the social climate and/or increased absenteeism within LACROIX, as well as production delays affecting the downstream value chain and its level of satisfaction. In response, we have implemented policies, actions and objectives to manage this impact: "LACROIX's occupational health and safety policy and the action plans implemented enable the management of these risks and cover the prevention of harassment and discrimination." **Social dialogue (including freedom of association and collective bargaining)** Negative, current and systemic impact that could be linked to the absence of opportunities for employees to express their concerns and needs, or to obstacles to the freedom of expression of employee representative bodies. The impact extends to all LACROIX employees and may affect them from the short term. The effects could be similar to those described above (absenteeism, production delays, etc.). In response, we have implemented policies, actions and objectives to manage this impact: "The social-dialogue policy implemented by LACROIX aims to control this impact." **Adequate wages, compensation and social benefits** Current negative impact on employees affected by an insufficient level of compensation to ensure a decent standard of living. Negative impact on employees in the event of pay gaps between employees, particularly between women and men. This is an impact affecting all employees, with effects from the short term. In addition to the consequences for individuals, the company's business model may be affected (talent retention and loss of key positions, etc.). In response, we have implemented policies, actions and objectives to manage this impact: "Through the application of its compensation policy, LACROIX ensures compliance with legal obligations and the principle of fair compensation."

Risk (short-term)	Own activities	Inadequate working conditions and unhappiness at work Priority themes: Health and safety, Social dialogue (including freedom of association and collective bargaining), Pay and benefits	Financial, operational and image risks: - linked to negative impacts on health and safety (possible financial penalties, costs linked to production delays, costs linked to accident prevention and management, deterioration in the social climate and increase in the level of absenteeism and staff turnover that could reduce the level of performance achieved by the company, the level of customer satisfaction and generate a risk of non-referencing with the customer, etc.); - related to negative impacts on social dialogue (including freedom of association and collective bargaining) (risks of financial penalties that would be linked to non-compliance with legal obligations, risk of non-referencing with the customer); - related to impacts on decent wages and compensation (risk of not filling the necessary skills, of not being attractive on the market, of not retaining talent and key positions in the company, etc.). These risks can affect the company in the short term. Policies, actions and goals for managing these risks: see below (in the section on Negative impacts linked to our employees' working conditions).
Equal treatment and equal opportunities for all			
Negative impact	Own activities	Equity and diversity issues among our employees, worldwide.	Diversity and inclusion: Current negative impact linked to possible shortcomings in terms of social progress, equal treatment and opportunity for all within the organization (e.g. lack of women in management positions). This could have medium-term effects on well-being at work and relations at work, the smooth development of employees' careers, and a drop in company performance. Policies, actions and objectives to manage impact: «The diversity and inclusion policy established by Lacroix makes it possible to meet the requirements of equal treatment for all (see page XX of the report) with the aim of improving the representation of women in management positions».
Negative impact	Own activities	Training and skills development for our employees	Talents and skills: Current negative impact on employees in the event of a lack of training and support when taking up a post, as the Electronics business requires significant specific training. The impact concerns all Electronics sites. In the short term, the effects would be: a high level of staff turnover, a loss of control over our know-how and key processes, and a deterioration in performance, quality and customer satisfaction. Policies, actions and objectives to manage impact: «LACROIX's training and skills man-agement policy supports the organization's strategic development and the need to provide qualified staff at their workstations.".
Risk (short-term)	Own activities	Insufficient consid-eration of equity and diversity	Risks: See above Inadequate training and skills development for our employees Financial and image risk associated with failure to comply with arrangements and actions to ensure social progress and equal treatment and opportunity for all within the organization. In addition to the risks of fi-nancial penalties and litigation, there would be risks to the atmosphere and performance in the absence of a fair career development system. Operational risk linked to the impact of training and skills in the medium and long term linked to a high level of staff turnover and a loss of control over our know-how (dependence on key skills) and key processes. Ul-timately, quality performance and customer satisfaction may be affected. Policies, actions and objectives to manage these risks: see below (in the section on Negative impacts linked to equal treatment and equal opportunities for all).

The IROs identified above do not call into question the company's resilience.

To date, we have not identified any impacts that would affect specific groups of employees or particularly vulnerable employees. To date, we do not have visibility into any potential social IROs that may arise from the implementation of our transition plans.

Our convictions

Committing to our teams and our regions

LACROIX believes that social progress and economic performance are inseparable and places Human Capital at the heart of its development project.

The world of work is evolving under the influence of societal and technological changes, as well as the expectations of new generations entering the workforce. New relationships to work and new working practices are emerging (meaning at work, remote working, etc.), challenging long-established organisational habits. A deeper reflection on the meaning of work and collective engagement is driving these changes.
Employees are seeking a professional environment that gives everyone the opportunity to develop their skills and to thrive.

Supporting these changes is a major challenge for LACROIX, which has therefore strengthened its actions in terms of attracting, developing and retaining talent. Because employee engagement is the key to its success, LACROIX is committed to creating a working environment in which every individual is valued, respected and encouraged to develop their full potential. The Human Resources Policy applies to all LACROIX employees and is established in line with the positive-impact CSR strategy to which LACROIX is committed. It is designed to improve quality of working life at our sites by acting on several levers.

The interests, viewpoints and rights of employees, including respect for their human rights, are integrated into the development of our Human Resources strategy and our business model. They notably inform our areas of focus regarding work organisation, skills development, health and safety, and social dialogue.
Internal consultation mechanisms make it possible to identify employee expectations and to take them into account in strategic decisions.

Within this framework, each year LACROIX carries out an employee satisfaction survey in order to assess employees' confidence in management practices and in the company project. LACROIX recorded a participation rate of 88% in 2025.

LACROIX's Human Resources policy is built on four pillars that support this conviction and the company's strategic development:

Each pillar is designed with a performance and innovation objective and integrates the company's CSR commitments, broken down into two major objectives that are subject to regular monitoring.

Human Resources Management: A Shared Responsibility

LACROIX implements a Human Resources policy within a compliance framework designed to ensure safe working conditions that respect human rights. Internal processes include the assessment of social risks, the analysis of potential impacts on employees, and the implementation of appropriate preventive measures.

	Impact indicators	2024	Objectives
COMMIT TO OUR PEOPLE AND ACT LOCALLY	LACROIX sites Great Place to Work certified	47%	100% in 2030
	Women in management	33%	40% in 2030

Purchasing practices include requirements for social compliance and respect for fundamental rights, while activities related to the use of personal data are governed by strict data-protection and privacy policies.

In a cross-cutting manner, these mechanisms help prevent risks, correct potentially harmful situations and ensure that strategic and operational choices remain aligned with the protection of employee data.

The deployment of our Human Resources policy relies on the involvement of the community of Human Resources professionals, without however replacing team managers, who are responsible for implementing on a day-to-day basis the principles described in this document. HR Business Partners are an integral part of management teams and propose the solutions best suited to both business efficiency and employee well-being.

Our Human Resources organisation is based on the principle of representation as close as possible to our employees through HR Business Partners. They are the preferred contacts for employees and management in human resources matters. Generalist HR teams are sized to best meet the scale and challenges of the site they manage.
Each HR Business Partner has a strong knowledge of local regulations and practices.

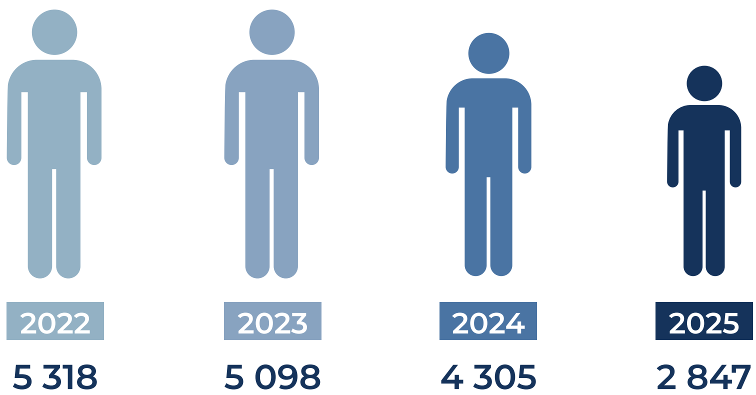
Topics relating to recruitment strategy, HR tools and projects, compensation, and diversity are addressed directly at head-office level by various HR experts. A shared service centre for payroll management has been created in France in order to pool this service for all companies based in France. HR processes, systems and tools support the various policies but must not be used to the detriment of the human relationship, which remains our priority.

Employment and workforce

The reported data are based on the workforce as of 31 December 2025.

LACROIX employed 2,847 employees as of 31 December 2025, compared with 4,305 people in 2024, representing a decrease of 1,458 people. Reference should be made to section 8.15.2 – Workforce of the financial report.

In 2024, LACROIX employed 3,199 employees excluding the 1,106 employed in Mexico under a payroll-outsourcing arrangement. The reduction in workforce is explained by the cessation of the Electronics North America activity, which employed 145 employees in the United States as of 31 December 2024, and by the divestment of the Traffic Business Unit in 2025, which employed 127 employees as of 31 December 2024.



Workforce breakdown by Activity

The workforce figures below do not include workers employed using wage portage in Mexico, nor those of the Mobility business, currently being sold. They correspond to the number of employees at 31 December of each financial year.

	Corporate			Electronics			Environment			Total		
	2024	2024 like-for-like basis	2025	2024	2024 like-for-like basis	2025	2024	2024 like-for-like basis	2025	2024	2024 like-for-like basis	2025
Men	38	38	28	1 066	988	886	327	326	332	1 430	1 353	1 246
Women	29	29	25	1 627	1 560	1 455	113	113	121	1 769	1 702	1 601
Others	0	0	0	0	0	0	0		0		0	0
Not reported	0	0	0	0	0	0	0		0		0	0
Total headcount	**67**	**67**	**53**	**2 693**	**2 548**	**2 341**	**440**	**439**	**453**	**3 199**	**3 055**	**2 847**

LACROIX Corporate has cross-functional teams dedicated to managing the Group.

56%
OF THE GROUP'S WORKFORCE ARE WOMEN
(55% IN 2024)

82%
SOME OF THE GROUP'S EMPLOYEES WORK IN THE ELECTRONICS ACTIVITY
(84% IN 2024)

71%
SOME OF THE GROUP'S EMPLOYEES WORK OUTSIDE FRANCE
(71% IN 2024)

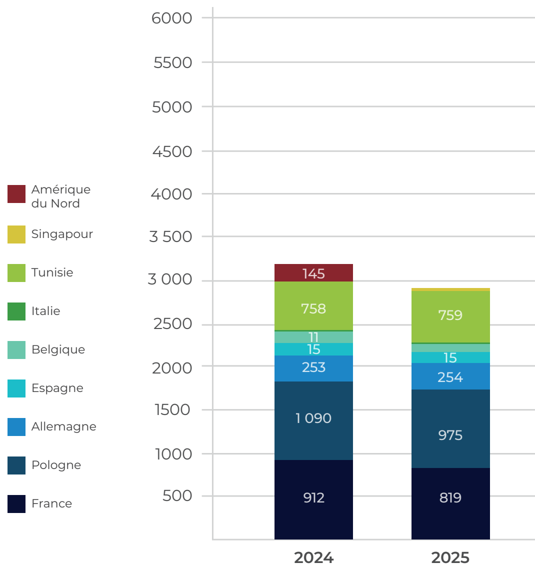
As of December 31, 2025, the 2,847 employees of LACROIX break down as follows:

Breakdown by geographic region

LACROIX's history began in France. The evolution of the Group's activities has led it in recent years to support its customers and expand into new international markets.

Today, 71% of LACROIX's workforce is based outside of France.

	Europe EEE	Tunisie	Singapour	Total
Employees 2025	2 087	759	1	2 847
Employees 2024	2 296	758	1	3 055



Headcount as of December 31, 2025, broken down by geographic region and type of employment contract.
Headcount on a like-for-like basis.

Breakdown of headcount by country where the company has at least 50 employees

	2025			2024		
	Men	Women	Total	Men	Women	Total
France	441	378	819	495	417	912
Poland	294	681	975	330	760	1 090
Germany	184	70	254	184	69	253
Total EEE	**919**	**1 129**	**2 048**	**1 009**	**1 246**	**2 255**
Tunisia	305	454	759	311	447	758
Total	**1 224**	**1 583**	**2 807**	**1 320**	**1 693**	**3 0132**

* represents less than 10% of the total workforce

In addition, LACROIX employs 15 people in Spain, 14 in Belgium, 10 in Italy, and 1 in Singapore.

Breakdown by age group

As of December 31, 2025, the breakdown of LACROIX's workforce, excluding divested or discontinued operations, by age group is as follows:

	2025					2024				
	Women	Men	Others	Unreported	Total	Women	Men	Others	Unreported	Total
Number of employees	1 589	1 258	0	0	2 847	1 764	1 435	0	0	3 199
< 30 years	149	160	0	0	309	210	211	0	0	421
> 30 y - 50 y <	1 047	733	0	0	1 820	1 198	922	0	0	2 120
> 50 years	393	325	0	0	718	356	302	0	0	658

Breakdown by gender and type of employment contract

As of December 31, 2025, the breakdown of LACROIX's workforce is as follows.

	2025					2024				
	Women	Men	Others	Unreported	Total	Women	Men	Others	Unreported	Total
Number of employees (headcount)	1 601	1 246	0	0	2 847	1 769	1 430	0	0	3 199
Number of permanent employees (headcount)	1 584	1 223	0	0	2 807	1 671	1 361	0	0	3 032
Number of temporary employees (headcount)	17	23	0	0	40	98	69	0	0	167

Breakdown of the workforce by type of employment contract and geographic region

As of December 31, 2025, the workforce managed by LACROIX is broken down as follows.

	2025					2024				
	EEE	Tunisia	Singapour	North America	Total	EEE	Tunisie	Singapour	North America	Total
Number of employees (headcount)	2 087	759	1	0	2 847	2 295	758	1	145	3 199
Number of permanent employees (headcount)	2 047	759	1	0	2 807	2 227	659	1	145	3 032
Number of temporary employees (headcount)	40	0	0	0	40	68	99	0	0	167

Hires and departures during the period

Data calculated for the year 2025 based on LACROIX's workforce, excluding employees from entities divested during the period.

154 joiners

311 leavers

10,9% turn over

Of the 154 employees who joined LACROIX in 2025, 100 joined the Electronics business, 47 joined the Environment business, and 7 joined roles within LACROIX's Corporate functions.

LACROIX hired 94 women and 60 men. Of the 154 new hires in 2025, 110 were hired on permanent contracts.

311 employees on permanent contracts left the Group in 2025. Of these, 269 worked in the Electronics business, 33 in the Environment business, and 9 in LACROIX's Corporate functions. Of these 311 departures, 138 were women and 173 were men.

Turnover is calculated based on all departures, excluding the expiration of temporary contracts. Calculated based on the Group's permanent workforce, it reached 10.9% in 2025, compared to 9.66% in 2024.

		2025						2024					
		Arrivées			Départs			Arrivées			Départs		
		Perma-nents contract	Fixed-Term contract	**Total**	Perma-nents contract	Fixed-Term contract	**Total**	Perma-nents contract	Fixed-Term contract	**Total**	Perma-nents contract	Fixed-Term contract	**Total**
Corp.	Men	2	0	**2**	6	6	**12**	5	3	**8**	4	3	**7**
	Women	2	3	**5**	3	6	**9**	5	6	**11**	5	3	**8**
	Others	0	0	**0**	0	0	**0**	0	0	**0**	0	0	**0**
	Unde-clared	0	0	**0**	0	0	**0**	0	0	**0**	0	0	**0**
Elec.	Men	25	7	**32**	169	14	**183**	108	67	**175**	98	179	**277**
	Women	58	10	**68**	100	28	**128**	52	74	**127**	192	133	**325**
	Others	0	0	**0**	0	0	**0**	0	0	**0**	0	0	**0**
	Unde-clared	0	0	**0**	0	0	**0**	0	0	**0**	0	0	**0**
Envi.	Men	18	12	**30**	25	10	**35**	47	8	**55**	21	9	**30**
	Women	5	12	**17**	8	12	**20**	7	2	**9**	5	3	**8**
	Others	0	0	**0**	0	0	**0**	0	0	**0**	0	0	**0**
	Unde-clared	0	0	**0**	0	0	**0**	0	0	**0**	0	0	**0**
Total	Men	45	19	**64**	200	30	**230**	160	78	**238**	123	191	**314**
	Women	65	25	**90**	11	46	**157**	64	83	**147**	202	139	**341**
	Others	0	0	**0**	0	0	**0**	0	0	**0**	0	0	**0**
	Unde-clared	0	0	**0**	0	0	**0**	0	0	**0**	0	0	**0**

Respect for human rights (non-material IRO)

LACROIX is fundamentally opposed to child labour and forced labour. In this regard, we follow the principles of the International Labour Organization (ILO).

The countries in which we operate do not present any identified risk of child labour or forced labour. In addition, our Human Resources Policy explicitly includes a requirement to respect human rights and formally prohibits any form of human trafficking, forced or compulsory labour, as well as child labour.

We are aware of the responsibility that comes with our commercial and industrial presence in a large number of countries. Wherever we operate, we are determined to behave as a responsible, honest company that respects human dignity and the law.
LACROIX is committed to respecting the following international texts:

The Universal Declaration of Human Rights, the fundamental conventions of the International Labour Organization (ILO), and the OECD Guidelines for Multinational Enterprises relating to human rights, environmental protection and the fight against corruption.

LACROIX is committed to ensuring working conditions and labour relations that respect human dignity and to ensuring that these working conditions are safe and comply with ILO standards and national legislation.
In the event of industrial establishment, LACROIX ensures the identification, prevention and remediation of social and human-rights impacts that such establishment may have on local communities and their environment, and contributes to the harmonious development of these communities.

Each HR Business Partner (HR BP) has a strong knowledge of local regulations and practices in the countries where LACROIX operates. Each ensures strict compliance with local laws and obligations, in full alignment with the referenced international texts.

Health and safety at work

Policies and processes

LACROIX has the responsibility and commitment to guarantee the health and safety of its employees. The company therefore carries out a continuous process of reflection and improvement of working conditions, integrated into a prevention policy developed in consultation with employee representative bodies and external stakeholders.

In accordance with our dedicated Occupational Health and Safety policy, we aim to provide optimal working conditions and ensure maximum safety for our employees across all our sites.

This policy is consistent with LACROIX's positive-impact CSR strategy, which seeks to promote employee well-being and working conditions. It also applies to third-party contractors working for the Group, who are required to comply with the same requirements. LACROIX's health and safety policy covers the following areas:

Maximum prevention of risks of serious and fatal accidents
Development of shared vigilance
Prevention of psychosocial risks
Adaptation of work organisation methods that promote well-being
Prevention of risks related to air quality and the reduction of noise, visual or light nuisances
Guarantee of social-protection standards

LACROIX's Health and Safety policy aims to establish a genuine safety culture within the organisation and to protect the health and safety of Group employees as well as contractors involved in its activities. It also promotes the identification and implementation of improvements in working conditions and employee well-being.

LACROIX's Health and Safety policy supports the first priority of the fourth commitment of our positive-impact CSR strategy: "Promoting well-being at work and recognition".

Actions et resources

The deployment of LACROIX's health and safety policy is organised with the support of Human Resources teams at the various sites. At each industrial site, a health and safety employee representative has been appointed. Health and safety prevention actions are also implemented through active dialogue with the relevant bodies, such as the Social and Economic Committee (CSE), the Health, Safety and Working Conditions Committees (CHSCT), as well as equivalent organisations at international sites.

Through shared responsibility and collaboration, stakeholders ensure LACROIX's regulatory compliance with local obligations and rules and work on deploying regulatory training and prevention actions.

Health prevention and awareness actions

Within several Group entities, prevention actions have been implemented to raise employee awareness and improve their day-to-day working conditions.

LACROIX also organises mandatory training and drills in accordance with the regulations in force in each country where it operates. Employees are regularly trained in the use of handling equipment (forklift licences), first-aid gestures (occupational first-aider training), fire situations (fire marshal and evacuation guide training), as well as in managing risks related to chemical and hazardous products and the use of high-voltage electrical current (specific certifications and training).

In addition, health-awareness initiatives are carried out, sometimes at the initiative of employees supported in their approach by company management.

For example, as part of "Pink October", the LACROIX Electronics site organises cancer-prevention campaigns, while the German sites of the Environment and Electronics activities conduct annual influenza vaccination campaigns. The Tunisian LACROIX site organises awareness actions on diabetes-related risks and participates in the dissemination of information on early detection signs.

Health-protection system

100% of LACROIX employees are covered by a health and safety management system based on legal requirements and/or recognised standards or guidelines and/or collective-agreement obligations.

Whistleblowing Procedure

LACROIX has established a whistleblowing procedure to report any serious incident or risk that could jeopardize employee health, safety, the environment, or the company's financial interests.

The purpose of this procedure is to protect employees and the company's stakeholders by facilitating the early detection of risks and the implementation of appropriate measures.

Employees are encouraged to use this whistleblowing system to report any serious incident or identified risk. The whistleblowing procedure is communicated to everyone and is available on the company's intranet.

To date, LACROIX does not yet have a procedure in place to ensure that employees are aware of this system.

Reports are reviewed at the highest level of the organization by the EVP of Legal & Compliance, with a guaranteed response within a maximum of fifteen days, as part of a structured process for analyzing reports to identify necessary and appropriate actions, by assessing each situation, engaging the relevant parties, and defining proportionate corrective measures. The whistleblower is afforded specific protection and anonymity, in accordance with the legal obligations applicable to the company.

In 2025, no instances of workplace bullying were reported.

Furthermore, no cases of discrimination were identified in 2025, and no reports were submitted through the internal reporting system.

There is no financial loss or risk associated with these situations or any other incidents of discrimination, whether in the form of fines, penalties, or compensation for damages. Similarly, there are no serious human rights incidents and therefore no associated fines.

ndicators and Targets

The reported accident indicators cover the calendar years 2025 and 2024. They pertain to the workforce employed by LACROIX, excluding divested operations. The data does not include temporary or external personnel. The 2025 and 2024 data are calculated using this same consistent scope. Only workplace accidents resulting in at least one day of lost time are recorded.

Workplace accidents

Data Point	Unit	2025	2024 périmètre comparable	Variation	2024
Total recordable injuries	Number	24	26	-7,7%	27
Lost time injuries	Number of days	457,5	595	-23,1%	596
Hours worked	Million hours worked	4,724	5,177	-8,8%	5,653
Lost time injury frequency (1)	Injuries per million hours worked	5,08	4,83	5,20%	4,78
Severity (2)	Number of lost days due to accident per thousand hours (3)	0,097	0,115	-15,7%	0,105
Fatalities	Number	0	0		0

(1) Number of workplace accidents with at least one day of absence × 1,000,000 / number of hours actually worked.
(2) Number of days of absence per workplace accident × 1,000 / number of hours actually worked.
(3) The data considered include workplace accidents with at least one day of absence.

There were no deaths due to workplace accidents or occupational illnesses affecting any workforce other than LACROIX's own employees.

The number of workplace accidents with absence decreased by -7.7% over the period, falling from 26 accidents in 2024 to 24 accidents in 2025. The number of days of absence related to workplace accidents also decreased, with 457.5 days of absence in 2025 compared with 595 days in 2024, representing a reduction of 23.1%.
However, given the decrease in hours worked, the frequency rate increased (+5.2%) and stood at 5.08 in 2025 compared with 4.83 in 2024.

The severity rate of workplace accidents decreased by 15.7 percentage points between 2024 and 2025. This result reflects the reduction in the number of days of absence related to workplace accidents.

Twenty-two of the 24 workplace accidents resulting in work stoppage occurred in the Electronics manufacturing activity. These incidents are mainly related to manual-handling and posture situations. They are the subject of dedicated action plans, notably through work on workstation ergonomics. Sites also carry out awareness-raising and prevention actions on load handling. In addition, safety rules are regularly reiterated, in particular compliance with instructions and the wearing of personal protective equipment.

As part of their onboarding, new recruits are made aware of workplace accident risks. Regular communication actions remind employees of instructions and the importance of the topic, and managers are directly involved in supporting workplace-safety initiatives.

Within the Electronics activity, LACROIX has been implementing a dedicated action plan since 2025 with the objective of reducing the number of accidents with work stoppage and the severity rate. This action plan, now underway, strengthens compliance with safety standards within teams, particularly the role of team leaders. It aims to halve the number of accidents within two years.

In addition, LACROIX is implementing a prevention approach addressing psychosocial risks across its various sites, notably through awareness-raising modules made available to management teams.
LACROIX regularly makes investments to improve the working environment of its employees, thereby enhancing safety and comfort.

Below are some examples of the most significant initiatives carried out in 2025:

Extension and modernisation of workspaces (example: LACROIX Environment Les Chères)
Renovation and extension of workspaces (example: LACROIX Electronics Cesson)
Securing circulation areas in workshops
Investments to improve workstation ergonomics

Absenteeism

The reported absenteeism indicator covers the calendar years 2025 and 2024. It also applies to the workforce employed by LACROIX, excluding divested operations.

The absenteeism rate is calculated as the ratio of total hours of absence excluding leave (paid leave, RTT, special leave) to the total number of scheduled hours worked during the reference period.

	2025	2024	**Variation**
Absenteeism	5,64 %	5,32 %	5,95 %
Professional diseases	0,08 %	0,02 %	265,27%
Work and commuting accidents	0,11 %	0,10 %	9,43 %
Maternity, paternity & adoption	2,23 %	2,12 %	5,26 %
Total absenteeism rate	**8,05 %**	**7,56 %**	**6,55 %**

Organization of social dialogue

Policies and processes

LACROIX is committed to fostering a meaningful dialogue with employee representative organizations.

This dialogue takes place through meetings and discussions with employee representative bodies, the structure of which may vary depending on local laws. It aims to establish a relationship based on trust, responsibility, and constructiveness, promoting both the growth of the business and the well-being of the Group's employees.
Through its Human Resources policy, LACROIX guarantees its employees' freedom of association and the effective recognition of the right to collective bargaining.

Actions et resources

Employee representation is organized by company in accordance with local regulations.

The responsibility for managing relations with unions and other representative associations lies with local management and is handled at the appropriate level.

We prioritize the site level (plants or companies) in order to be as responsive as possible to employees' concerns.
The Group particularly commends the quality of the dialogue that takes place in the context of organizational changes to its operations, which has enabled it to implement the necessary adjustments to conduct its business and adapt to evolving labor practices.

Communication

Regular direct communication with management is organized. Once a year, during the «LACROIX Tour» organized at each of our sites, LACROIX management (CEO, members of the Executive Committee, members of local management) present an update on the Group's strategy, review the news of the past year and present the business challenges ahead. Direct discussion sessions between management and teams are organized during this ritual event.

As part of our commitment to direct communication, every quarter a video conference, CEO Talk, connects all Group employees to a business presentation and a question-and-answer session with Group and business unit management. This provides an additional opportunity for direct exchange.

Internal employee satisfaction survey

In order to better understand employees' expectations regarding their work and the company, and to assess their support for the Group's projects, LACROIX conducts an annual satisfaction survey among all its employees. Since 2023, the Group has been using the Great Place to Work framework, which replaced the internal LACROIX & You survey conducted since 2017.

The system proposed by Great Place To Work guarantees the confidentiality and anonymity of employees' responses. This satisfaction survey covers more than sixty criteria relating to management practices, fairness and respect within the organisation, communication, as well as compensation policies. Results are assessed in particular through the independent Great Place to Work certification. The results are shared with all employees across all LACROIX sites.

In 2025, the campaign was conducted over a 15-day period from 6 to 20 October across all sites. The survey is administered by the Great Place to Work teams in order to ensure the confidentiality and anonymity of responses. Each employee receives their internal satisfaction questionnaire in digital format, with a unique login code.

This survey has now become a ritual expected by employees, with a very high level of engagement. In 2025, 85% of employees took part in the Great Place to Work survey, the same participation rate as in 2024. The results obtained from this sample are significant and provide rich input for the implementation of improvement actions.
The survey results are systematically communicated to all employees. Action plans are defined each year to continuously improve the results.

Following the survey conducted in 2025, 7 out of LACROIX's 15 sites were awarded the Great Place to Work label, representing 47% of sites. There were 8 labelled sites in 2024 and 5 labelled sites in 2023.

	2025	2024	**20230 Traget**
Percentage of sites certified Great Place to Work	29%	53%	100%
Number of certified sites	5	8	15

The next Great Place to Work satisfaction survey will be conducted again in 2026.
Our target for 2030 is to have 100% of our sites certified Great Place to Work.

Indicators and targets

Whenever required by legislation, LACROIX entities are equipped with employee representative bodies. The various committees meet several times a year, depending on the applicable local legislation and practices.

The various negotiations are prepared with management, taking into account the legitimate interests of both the company and its employees. In 2025, these bodies held 182 meetings across the Group (166 in 2024 and 171 in 2023).

The Electronics activity is also equipped with a European Social and Economic Committee, which meets twice a year to address topics such as strategy, commercial and industrial development, activity and employment outlooks, as well as investment policy and projects. This committee brings together Polish, French and German representatives appointed within the scope of their mandate by their trade-union bodies.

The various negotiations are prepared and conducted between the parties, taking into account the legitimate interests of the company and its employees.

Our objective is to have 100% of our sites certified Great Place To Work by 2030.

Percentage of employees represented by employee representative bodies.

94% of LACROIX's total workforce is covered by collective bargaining agreements (53% in 2024). The indicator of the percentage of LACROIX employees represented by employee representation bodies is monitored for sites employing at least 50 employees at 31 December of each period.

	Collective bargaining coverage		Social dialogue
Coverage rate	Employees - EEA	Employees - no EEA	Workplace representation - EEA only
0 - 19%			
20 - 39%			
40 - 59%			Germany*
60 - 79%			
80 - 100%	France Poland	Tunisia	France Poland

* Our operations in Germany account for less than 10% of our total workforce.

At the European level, 40% of employees at sites with more than 50 people are covered by a sector-wide collective bargaining agreement. However, 94% of employees have representation in the workplace.

The Electronics business unit has an Economic and Social Council at the European level, which brings together representatives from sites in Poland, France, and Germany and covers 94% of the workforce based in Europe and assigned to this activity.

Diversity and Inclusion

Policies and processes

As part of its Human Resources Policy, LACROIX aims to create a working environment where each individual is valued, respected and encouraged to contribute fully to the success of the organization.

This policy takes the form of the following actions:

Commitment to diversity: our company recognizes that diversity is a strength. We are committed to promoting diversity in all aspects of our business, including recruitment, professional development, promotions and management initiatives.

Inclusive recruitment: we adopt recruitment practices that promote equal opportunities for all candidates, taking care to eliminate potential bias and attract a wide range of talent. This includes training recruiters to recognize and avoid unconscious prejudice.

Training and awareness: : we provide diversity and inclusion training to all our employees, to promote a better understanding of different cultural backgrounds, gender identities, sexual orientations, physical abilities and other dimensions of diversity. We regularly run webinars on the subject, and events with employees are also organized locally.

Creating an inclusive culture: we actively encourage the participation of all employees in decision-making processes, promote open dialogue and create an environment where everyone feels safe to express their ideas, opinions and concerns.

Equitable professional development: we are committed to providing equitable professional development opportunities for all our employees, ensuring that promotions, training and project assignments are awarded on the basis of merit and performance, without discrimination.

Anti-discrimination policies: : We have clear and rigorous processes in place to deal with any form of discrimination, harassment or inappropriate behaviour, and we encourage our employees to report such situations in confidence.

Our policy addresses discrimination of all kinds (based on ethnic or racial origin, gender, sexual orientation, religion, disability, age, political views, and any other forms of discrimination covered by European Union regulations or national law).

Measuring progress: we regularly assess our progress on diversity and inclusion using quantitative and qualitative data, and adjust our strategy accordingly to continue progressing towards our goals.

<u>**Actions and resources**</u>

We focus our efforts on 3 goals:

1. Goal of increasing the number of women managers in industrial and technical professions:

Our company affirms its commitment to strengthening the presence of women in leadership positions, particularly in industrial and technical fields. To achieve this objective, we deploy targeted recruitment actions, professional-development support schemes, and dedicated support for female employees wishing to access managerial positions in these areas.
Based on the workforce employed by LACROIX as of 31 December 2025, the gender distribution is as follows:

Women represent 56% of the Group's workforce as of 31 December 2025 (as of 31 December 2024, on the same scope, the feminisation rate was 55%).
Women represent 62% of the workforce of the ELECTRONICS activity, which mainly employs a female workforce in its workshops.

LACROIX remains vigilant with regard to professional equality between men and women. Each activity takes into account any pay gaps that may exist between men and women and seeks to reduce them.
Beyond company agreements and mandatory action plans, specific actions are implemented to facilitate women's professional activity.

♀ **1 601 WOMEN**

♂ **1 246 MEN**

2. Objective to promote a multi-generational workforce and support apprenticeships

We aim to foster an inclusive and enriching working environment for employees of all generations by encouraging the sharing of knowledge and experience between more experienced employees and new recruits, and by recognising the value of diverse perspectives and skills.

LACROIX affirms its support for the integration of young people into the world of work through a proactive policy promoting entry into employment via company-based apprenticeships.

3. Objective to combat all forms of discrimination and unconscious bias

We are committed to raising employee awareness of unconscious bias and implementing measures to mitigate it in our recruitment, evaluation and decision-making processes.

This includes training for recruitment staff to recognise and avoid bias, as well as the implementation of policies and practices designed to foster a culture of inclusion and mutual respect.

We are also signatories to the StOpE initiative against everyday sexism in the workplace. We offer an e-learning training module through our training hub.

By implementing a robust diversity and inclusion policy, our company aims not only to create a fairer and more respectful working environment, but also to stimulate innovation, strengthen our reputation as an employer of choice, and better serve our customers and stakeholders.

The results obtained through the internal employee satisfaction survey are satisfactory in these respects.

Indicators and targets

As part of its positive-impact CSR strategy, LACROIX is committed to achieving a 40% feminisation rate among management positions by 2030.

Data	2022	2023	2024	2025	2030 target
Percentage of women in management	26%	26%	35%	33%	40%

The term “management” refers to team leadership roles at the first two levels of management for white-collar employees (members of the executive committee, department heads) and production management staff for blue-collar employees (shop floor supervisors and team leaders).

As of December 31, 2025, of our 275 managers, 92 are women and 183 are men.

To support this goal, we have developed the Women@LACROIX program to promote careers in the industry among school students and young women, and to foster the professional development of women employees at LACROIX.

We regularly collaborate with organizations in this field, such as Elles Bougent and IndustriElles.

The pay gap between men and women is expressed as the difference in the average annual gross compensation level between male and female employees, expressed as a percentage of the average annual gross compensation level of male employees.

It is calculated as follows:

((average annual gross compensation level of male employees) − (average annual gross compensation level of female employees)) / average annual gross compensation level of male employees × 100
The compensation taken into account is the annual base salary, to which length-of-service bonuses, performance bonuses or variable compensation, and annual collective bonuses are added. The data are considered on a full-time equivalent basis.

This information is calculated on the compensation of employees employed by LACROIX during the year 2025, excluding sites with fewer than 50 employees located abroad.

The eligible population consists of all employees with continuous and full presence during the year 2025.
All types of contracts are included. The compensation elements taken into account include the full-time-equivalent base salary as well as variable components and benefits in kind.

The calculated indicator covers 95%, considering employees who actually worked during the period.

Compensation amounts are converted into euros at the effective exchange rate as of 31 December 2025.
Gender pay gap 2025: 49.65%.

This gap is notably explained by the very high proportion of women in operator roles within the workshops of the Electronics activity, which are positions with the lowest compensation levels.

For reference, in 2024, the gender pay-gap indicator measured between men and women stood at 35.73%. The scope considered was limited to employees based in France. The coverage threshold of this indicator was 28.5% of the total workforce.

Talents and skills

Policies and processes

Employee training is a strong focus that contributes to the upskilling of employees and to their individual development. It is a factor enabling each person's effective involvement within the Group and contributes to collective success.

As part of its Human Resources policy, LACROIX has set objectives to develop and strengthen its practices in the following areas:

Identification of key skills:
We identify the essential skills required for success in each position and area of activity within the company. This includes both technical skills specific to each role and cross-functional skills such as communication, leadership and problem-solving. An annual review of key roles is conducted between management and HR Business Partners to reassess the actions to be implemented (career-development projects or specific training).

Performance reviews and skills assessment:
We regularly assess employees' skills using appropriate evaluation tools, such as performance reviews and specific skills assessments. This evaluation enables us to identify each employee's strengths and areas for improvement. For this purpose, we use a common performance-review standard across all our subsidiaries.

Professional development planning:
We develop professional development plans that take into account employees' career objectives, interests and current skills.

These plans may include internal or external training, mentoring or coaching programmes, and other development opportunities.

In practice, each LACROIX activity defines its annual training plan, taking into account the Group's strategic development priorities, the needs expressed by managers and the wishes expressed by employees.
Training efforts support the development of core professional skills, new processes and technologies, the introduction of new tools and business applications, support for the digitalisation of tools, and the assumption of new responsibilities.

Each industrial site of the Electronics activity has a team dedicated to the continuous training of production operators.
New recruits in production systematically benefit from training accompanying their onboarding.
The data reported below relate to the workforce employed by LACROIX, excluding divested activities. The average workforce is calculated for each site as the average of headcounts recorded over the 12-month period.

Data	2025	2024
Effectifs		
Effectifs moyen sur la période	3 038	3 269
Formation		
Nombre d'heures dispensées	39 822	46 646
Metrixs		
Training hours / average headcount for the period	13,11	14,27

To support its training offerings, LACROIX has been rolling out an e-learning platform since late 2024.

This platform offers both job-specific and general training content. It is also dedicated to delivering mandatory training on cybersecurity, compliance, and unconscious bias.

At this time, we have not set any specific goals regarding the impact of skills development.

Actions

Annual performance review

Each year, LACROIX employees take part in an annual review, a privileged moment with their manager to discuss the Group's strategic orientations, review the past year and define new objectives for the year ahead.

This review also enables employees to express their wishes regarding professional development and training. This fully digitalised process is standardised and applied across the entire Group.

The coverage rate of annual reviews conducted in 2024 was 96% of the LACROIX workforce. It was 93% the previous year.

Promoting internal mobility

We encourage internal mobility, notably through opportunities for job rotation within Group entities or for promotion and career development within the Group.

Career paths

We support our employees in their career transitions by providing appropriate resources and support when they seek to change position, business area or level of responsibility within the company. Through the mapping of our jobs by professional streams (LACROIX job structure), we are able to best support employees with regard to opportunities available within the Group.

In 2025, 28 employees benefited from internal-mobility programmes and changed work entity within the Group.

Regular assessment and adjustment

Each year, we assess the effectiveness of our development and training policy and make the necessary adjustments based on employee needs, labour-market developments and the company's strategic objectives.

By adopting a proactive approach to skills management and career-path development, our company aims to foster employees' professional and personal development, strengthen their engagement and job satisfaction, and maintain a competitive advantage in the market.

Compensation and benefits

Policies

The compensation of executives and senior managers is governed by a centralised policy within LACROIX, led by the Group Human Resources department. Its structure and principles are based on both individual and collective performance, as well as respect for internal equity.

The main compensation principles are designed to be consistent with and aligned to LACROIX's strategy and objectives, and to recognise individual expectations and performance.

The compensation policy is harmonised for all LACROIX executives and senior managers. It incorporates the same criteria for salary evaluation and the same principles for calculating variable compensation components.

LACROIX's compensation policy precisely defines the various components of employee compensation and sets out the rules and conditions for progression, support for mobility and conditions for access to specific schemes. The design of compensation packages takes into account market practices as well as local benefits and specificities.

Fair compensation

By fair compensation, we mean a set of compensation and benefits granted to our employees based on the position held and taking into account their skills, expertise, experience and performance. Any form of discrimination is prohibited.

This also means that we offer decent wages, comparable to local practices and benchmarks.
With regard to fair compensation, LACROIX is committed to:

- Complying with local compensation regulations in all countries where LACROIX operates;
- Complying with collective agreements relating to compensation (including industry-level or company-level agreements) in all countries where LACROIX is present;
- Respecting the right to collective bargaining by employee representative bodies or trade unions.

As part of our Responsible Purchasing policy, we require our suppliers to respect the same principles for external employees working on LACROIX activities.

Pay ratio

The compensation ratio calculates the ratio between the total annual compensation of the highest-paid employee and the median total annual compensation of all employees, excluding the highest-paid employee.

All LACROIX employees who received compensation during the 2025 financial year are included in the calculation, excluding employees attached to entities with fewer than 50 employees and located abroad, and excluding the Mghira site (59 employees), for which we do not have reliable data; this site will be included in 2026.

The compensation of employees based in France, Germany, Poland and Tunisia is therefore taken into account.

The calculation is based on the following assumptions:

- The eligible population consists of employees who worked and received compensation during 2025, representing a coverage ratio of 97.8%.

- The compensation components included are the full-time-equivalent base salary as well as variable components, benefits in kind and grants of free shares during the year.
- All types of contracts are included.

Compensation amounts in foreign currencies are converted into euros at the effective exchange rate as of 31 December 2025.

For the year 2025, the indicator is calculated as follows: total annual compensation of the highest-paid employee (corporate officer) / median total annual compensation of all employees excluding the highest-paid employee.

The measurement methodology used to calculate this indicator inherently results in some uncertainty in the outcomes, notably because it does not include cost-of-living adjustments by country. Nevertheless, this does not constitute an obstacle to drawing relevant conclusions.

Ratio of the total annual compensation of the highest-paid employee to the median total annual compensation of all employees: 17.80.

For reference, in 2024, the fair-compensation indicator measured was 6.23. The scope considered was limited to employees based in France. The coverage threshold of this indicator was 28.5% of the total workforce.

Adequacy with living wage

LACROIX aims to remunerate its employees with wages that comply with regulations and are competitive in relation to the market and the local cost of living.

The compensation policy is also based on the Group's commitment to offering a comprehensive compensation package, including financial and non-financial components such as social protection, health or transport support schemes, and various initiatives promoting well-being.

LACROIX's objective is to ensure that its compensation and benefits policy is established in a fair and impartial manner. LACROIX ensures that compensation paid to employees is at least equal to the minimum conditions defined by national legislation or collective agreements. LACROIX also ensures that wages paid are adequate and aligned with market practices in each country and business segment.

Monitoring of information on the statutory or collectively agreed minimum wage is carried out locally by each country, which ensures updates and integration during salary reviews.

As part of our commitment to responsible social practices, we strive to ensure that all our employees receive compensation aligned with the living-wage level applicable in each country where we operate.

A living wage is defined as the level of compensation enabling a worker to cover essential needs, in accordance with internationally recognised benchmarks and locally available data.

The analysis is based on a comparison between the annual gross compensation paid for a standard working cycle and the living-wage thresholds applicable in each country where the Group operates. Excluding apprenticeships and seasonal contracts, all contract types are included. The compensation components included are the full-time-equivalent base salary. As this concerns a standard working cycle, compensation related to overtime is excluded.

We have chosen to exclude seasonal workers and apprentices from our comparisons. Indeed, their compensation is by nature limited in duration and does not constitute recurring income intended to independently and sustainably ensure a decent standard of living. It rather corresponds to supplementary income or compensation associated with a training pathway. Our analyses are based in particular on the following sources:
France: URSSAF France, Staffmatch, INSEE, Wagelindicators.org
Poland: Gov.pl, Stat.gov.pl
Tunisia: Secu.tn
Germany: Bundesbank.de

Sites outside France with fewer than 20 employees are excluded from the scope of analysis. Sites located in Tunisia have also been excluded from the calculation of the living-wage indicator, due to the absence of a benchmark enabling the establishment of a recognised living-wage value at local level. LACROIX will be able to extend the scope of this indicator to these Tunisian sites once such a benchmark becomes available. In the short term, LACROIX guarantees at a minimum the payment of the statutory wage to all its Tunisian employees.

At the close of the financial year, the comparative analysis between compensation paid and local living-wage benchmarks indicates a compliance rate of 100% across all our sites based in Europe.

In 2024, this indicator was reported using the statutory minimum wage of each country in which LACROIX operates.

We reaffirm our commitment to promoting fair working conditions and embedding our compensation practices in a continuous-improvement approach.

ESRS S2 – Workers in the value chain

Identification and assessment of the impacts, risks and opportunities associated with workers in the value chain

LACROIX sources a wide range of raw materials (PCBs, electronic components, metal, plastic, cardboard, etc.) as well as energy, buildings, vehicles, and IT equipment from more than 2,000 suppliers worldwide.

To our knowledge, no incidents have been reported regarding the treatment of workers in LACROIX suppliers' operations. However, we recognize that our complex supply chain and our sourcing in countries, primarily in Asia, present potential negative impacts for workers in the value chain.

Given the complexity of our value chain, which includes approximately 2,000 Tier 1 suppliers worldwide—and likely several million if we consider all of our suppliers' suppliers—it is impossible for LACROIX to obtain comprehensive and traceable information on the impact of these companies' activities on their workers. We have therefore identified a general negative impact, which is detailed below.

It should also be noted that fiscal year 2025 was marked by the closure of the Juarez site in Mexico, which employed workers provided by the staffing agency TECMA. LACROIX ensured a responsible transition, consistent with its commitments regarding human rights and working conditions.

The figures presented under ESRS S2 therefore no longer include TE employees

It should also be noted that fiscal year 2025 was marked by the closure of the Juarez site in Mexico, which employed workers provided by the staffing agency TECMA. LACROIX ensured a responsible transition, in line with its commitments regarding human rights and working conditions.

The data presented under ESRS S2 therefore no longer includes TECMA employees. For more information, please refer to the methodological note.

ESRS S2 – Workers in the value chain			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Working conditions and fundamental rights of employees at our suppliers' sites.			
Negative impact	Upstream of value chain	Working conditions and equal treatment for em-ployees of our partner TECMA in Mexico	A complex supply chain with multiple levels of subcontracting, primarily industrial in nature and located in Asia. Health and Safety: Negative impact on the health and safety of both salaried and non-salaried workers exposed, by the nature of their work, at all stages of the electronics industry's value chain (industrial and extractive sectors): illnesses or accidents related to material handling, vehicles, workload, exposure to electrical currents, chemicals or dust, noise, inclement weather, etc. This impact does not jeopardize the company's resilience, as it falls under the responsibility of our suppliers - our Code of Conduct requires them to implement appropriate measures to mitigate it - and we maintain a diversified supply chain. Labor Rights: Negative impact on the fundamental rights of salaried and non-salaried workers within the electronics industry's value chain, particularly among our Tier 2 and lower suppliers in the industrial and extractive sectors: potential child labor, forced labor, and substandard housing conditions. This impact does not jeopardize the company's resilience because it falls under the responsibility of our suppliers, our Code of Conduct requires them to implement appropriate measures to mitigate it, and we have diversified supply chains.

The IRO identified above does not call into question the company's resilience. We incorporate the interests and perspectives of our stakeholders into our strategy by assessing how our business model may create or mitigate impacts, particularly on workers. The feedback we receive guides the adjustment of our policies and priorities to reduce the identified material impacts.

We currently have no visibility into any potential social IROs that may arise from the implementation of our transition plans.

To date, we have not identified any impacts that would affect specific groups of workers in the value chain or particularly vulnerable workers.

Working Conditions for Employees at Our Suppliers

Policies

To improve environmental and social practices related to its procurement, LACROIX has established a Responsible Procurement Policy with two main objectives:

- To build balanced relationships with our suppliers and contribute to the creation of ethical and responsible supply chains.
- To improve the environmental and social performance of our suppliers, particularly by helping them reduce their carbon footprint, develop eco-designed solutions, and improve working conditions for their employees.

To achieve these objectives, we have identified several key social issues and areas for action:

Key issues	Levers for action
Hazardous materials and conflict minerals	- Regulatory compliance (REACH, RoHS, Conflict mineral, etc.)
Human rights, working conditions, and inclusion in our supply chain	- Evaluating and monitoring the performance of our suppliers - Reinforcement of our contractual clauses
Ethics and corruption	- Strengthening internal processes/ whistleblowing procedure - Reinforcement of contractual clauses

The implementation of our Responsible Procurement Policy is led at the highest level of the Group, jointly by the Procurement and CSR departments.

For each of the key issues identified, we have established a working group comprising a lead coordinator and several procurement professionals from across all Group entities. We also conduct an annual review of progress made with all procurement and supply chain teams.

See the “Governance Information” section for more details on our approach to managing supplier relationships.

Actions et resources

Since developing its Responsible Procurement Policy in 2023, LACROIX has been working to integrate sustainable procurement principles throughout its supply chain.

Identifying ESG risks among our suppliers

- Whistleblowing mechanism : LACROIX has implemented a centralised whistleblowing mechanism enabling the collection and processing of reports relating to any breach or risk of breach of laws, regulations, as well as LACROIX’s internal principles, guidelines and policies, including the applicable “Anti-corruption” and “Competition” Codes of Conduct.: This whistleblowing mechanism is available to our suppliers in the event of a breach of the contractual clauses set out in our Supplier Code of Conduct. Within this Code of Conduct, we also require suppliers to implement a reporting procedure that guarantees, among other things, the anonymity and protection of whistleblowers so that they can raise concerns without fear of retaliation.
  LACROIX has not put in place a mechanism to ensure that workers are aware of the whistleblowing system and relies on trust. To date, no alerts have been raised through the whistleblowing mechanism. LACROIX currently has no mechanism in place to remedy an impact in the event of an alert raised by a worker in the value chain

- Annual ESG assessment: Our buyers assess each year the ESG maturity of the strategic suppliers for whom they are responsible. This annual review enables us to identify suppliers requiring particular attention.

- Responsible sourcing of minerals: In politically unstable regions, the trade in minerals may serve to finance armed groups and fuel forced labour and other human-rights violations. U.S. regulations (Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010) and European regulations (Conflict Minerals Regulation applicable from 2021) aim to regulate the trade of the following minerals and metals: tin, tantalum, tungsten and gold (3TG).

- In accordance with these regulations, LACROIX implements due-diligence measures to ensure that the minerals and metals it imports originate solely from responsible sources and peaceful countries, and requires its suppliers to review their own supply chains. For further information on conflict minerals, please refer to the ESRS S3 section.

Supplier Code of Conduct

The Supplier Code of Conduct defines LACROIX's commitments and requirements for its suppliers regarding environmental, social, and governance issues. It is based on version 8.0 (2024) of the Responsible Business Alliance (RBA) Code of Conduct and references several international standards, such as the Conventions of the International Labour Organization (ILO), the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises, and the United Nations Guiding Principles on Business and Human Rights.

With regard to human rights and working conditions for workers in our supply chain, the Supplier Code of Conduct sets forth the following principles, which suppliers must adhere to:

Human Rights and Working Conditions:
- Prohibition of Child Labor and Forced Labor
- Prohibition of Illegal Employment
- Decent Wages and Compensation
- Humane Treatment and Non-Discrimination Freedom of Association

Health and Safety:
- Risk Prevention
- Monitoring of Work-Related Accidents and Illnesses
- Information and Training on Occupational Health and Safety

LACROIX is not aware of any instances of non-compliance with the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, or the OECD Guidelines for Multinational Enterprises involving workers in LACROIX's value chain.

Assessing supplier practices

Annual ESG assessment: In 2025, we rolled out an ESG assessment of our strategic suppliers in order to promote ethical and environmentally responsible practices throughout our supply chain. This consists of a questionnaire of around fifteen questions covering the supplier's environmental and social practices and performance, which must be supported by documentary evidence.

The questionnaire is administered by our Purchasing teams, which assess suppliers during the selection process and then at least once a year. Each assessment results in a report sent to the supplier. Where necessary, we implement a progress plan in collaboration with the supplier.

Audits: Our Purchasing department, in partnership with our Internal Audit department, also carries out audits of our suppliers to ensure that our requirements are properly met. These audits may cover various aspects, including the supplier's ability to meet our needs, its technical capabilities, its quality-management system, its compliance with environmental rules, and its compliance with labour legislation.

In 2025, all new suppliers were audited using the new assessment grid, which includes a section dedicated to ESG requirements, incorporating several questions drawn from our ESG assessment, such as the percentage of ISO 14001-certified sites or the establishment of GHG-emissions-reduction targets.

Supporting our suppliers

We believe it is essential to provide our suppliers with the tools and resources needed to help them implement better environmental and social practices.

In 2024, we designed an "ESG Starter Guide" to reinforce the expectations set out in our Supplier Code of Conduct and to provide suppliers with concrete recommendations to help them define and implement an ambitious ESG approach. The guide is structured around three sections:

Human rights and working conditions, with guidance on developing a human-rights policy, promoting diversity, equity and inclusion, and implementing grievance mechanisms.

Health and safety, with guidance on preventing health and safety risks, training staff, and reporting work-related accidents and illnesses.

Environment, with guidance on measuring carbon footprint, setting GHG-reduction targets, reducing energy consumption, measuring the environmental footprint of products, and integrating eco-design principles.

FOCUS :
CSR Assessment Campaign for Our Strategic Suppliers

In 2025, we launched our first CSR assessment campaign for our strategic suppliers to evaluate their level of CSR maturity. This initiative relies heavily on the involvement of the Group's Procurement teams. The questionnaire covers environmental, social, health and safety, and ethical topics. Suppliers are asked to support their responses with supporting documentation.

Scoring is out of 100 points, and the scoring grid is adaptable based on the suppliers' profiles (distributors, manufacturers, company size) to ensure an appropriate and relevant assessment.

At the end of this first year of implementation, the Group has achieved its initial objective: 75.5% of the procurement volume is covered by a CSR assessment, a result slightly higher than the set target of 75%.

Training Our Buyers

Implementing our responsible procurement strategy requires the commitment of all Procurement and Supply Chain teams. We regularly organize training and awareness workshops for our teams on the challenges associated with responsible procurement, including the key environmental, social, and ethical issues that may arise.

This ensures that procurement teams have the necessary knowledge to evaluate suppliers in a manner consistent with our standards. In addition, we have developed several internal training modules designed to strengthen our teams' sustainability skills. One of these modules focuses on the Group's Positive Impact Strategy and details LACROIX's four core commitments. Furthermore, a module dedicated to eco-design was developed in 2025. It aims to deepen understanding of eco-design challenges and highlight the strategic role of the Procurement and Supply Chain teams.

Metrics and Goals

- Our goal was for suppliers representing 95% of our procurement volume to have signed our Supplier Code of Conduct. By 2025, this goal was only partially achieved, as 78% of our procurement volume is covered by our Code of Conduct.
- We also aimed to have 75% of our purchasing volume covered by a CSR assessment. This goal was achieved, with 75.5% of our purchasing volume covered by a CSR assessment.

To calculate these indicators, we include all suppliers, regardless of the score obtained. The entire purchasing volume—excluding one-time repairs or non-invoiced deliveries that are not relevant to our responsible purchasing approach—is included as the basis for analysis. Inter-BU purchases made through supplier partners are included and represent 4%. The coverage rate of purchases included is 97% of the Group's 2024 purchasing volume.

These objectives are carried forward to 2026. Our ambition is to continue the work we have undertaken with our suppliers to improve the quality and maturity of their practices, particularly by improving the scores obtained in CSR assessments.

S3 – Affected communities

Identification and assessment of impacts, risks, and opportunities related to affected communities

Although LACROIX's operations do not have a direct impact on local communities, we recognize that the upstream electronics industry—particularly mining operations—can have negative impacts on the rights of local communities. For more information on the negative impacts associated with the mineral trade, see the ESRS S2 section.

Given the complexity of our value chain, which includes approximately 2,000 Tier 1 suppliers worldwide—and likely tens of thousands if we include all of our suppliers' suppliers—it is impossible for LACROIX to obtain comprehensive and traceable information on the impact of these companies' activities on local communities and Indigenous peoples. We therefore estimate that their impact is generally negative (see details below).

ESRS S3 – Affected communities			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Economic, social and cultural rights of communities; Civil and political rights of communities; Rights of indigenous peoples			
Negative impact	Upstream of value chain	Violation of the rights of affected communities	The activities of our suppliers, particularly our tier 2 and higher suppliers, and particularly in the industrial and extractive sectors, can have environmental consequences (pollution, land or water use agreements, deforestation, etc.) and social/societal consequences (infringements of human rights and/or know-how, etc.), which have a negative impact on the economic, social, cultural, civil and political rights of the communities and indigenous peoples directly or indirectly affected by these activities. This impact does not call into question the company's resilience, as it is primarily the responsibility of our suppliers and we have diversified sourcing.

Policies

Our Responsible purchasing policy includes regulatory compliance with Conflict mineral regulations, which are designed in particular to protect the rights of affected communities and indigenous people in mineral extraction zones.

We do not have any policy other than for conflict minerals.

Actions and resources

Supplier's Code of Conduct

With regard to responsible mineral sourcing, LACROIX's Supplier Code of Conduct outlines the impacts associated with the trade in major conflict minerals. We ask all affected suppliers to review their supply chains to ensure that they import minerals from responsible sources and countries at peace.

Supply Chain Monitoring

LACROIX is directly subject to several regulations on conflict minerals that require due diligence measures within its supply chain to ensure that imported minerals come from responsible sources and countries at peace. We monitor our supply chain using APA Engineering's AutoGen-CM tool. This compliance management software allows us to collect information on the country of origin of the minerals and on the smelters and refiners used throughout the supply chain.

Using this information, the tool sends our suppliers the Responsible Mining Initiative's Conflict Minerals Reporting Template (CMRT) and consolidates the associated conflict minerals report in accordance with the OECD due diligence standards at the sector level. We do not have any escalation processes or reporting channels available to the affected communities.

Indicators and targets

We do not have any indicators or targets specifically related to respect for the rights of affected communities in our value chain.

INFORMATION ON GOVERNANCE

ESRS G1 – Conducting business

Identification and assessment of impacts, risks and opportunities related to business conduct

With €445 million in revenue, nearly 2,000 suppliers, hundreds of customers and operations in nearly 15 countries, business ethics and the maintenance of sound and sustainable relationships with its stakeholders are essential to the long-term sustainability of LACROIX's activities.

Below is a detailed description of the negative impact identified as part of our double materiality analysis.

ESRS G1 – Conducting business			
Nature of IRO and time horizon	**Value chain stage concerned**	**IRO title**	**Description of the IRO**
Corporate culture; Whistleblower protection; Supplier relationship management, including payment practices; Bribery and kickbacks			
Negative impact	Own activi-ties	The challenges of doing business as an international group with thousands of suppliers. Priority themes: Corporate culture, Whistleblower protection, Supplier relations, Corruption	Corporate culture In the event of an act of corruption or the absence of a sound corporate culture within LACROIX, trust and ethics with all internal (employees) and external stakeholders (including customers and suppliers) could be undermined, jeopardising the sustainability of relationships between LACROIX and those stakeholders, as well as the handling of a whistleblower under conditions that do not comply with the applicable legal provisions. Whistleblower protection The collection of reports relating to the existence of conduct or situations contrary to regulations, the ethical charter and LACROIX's codes of conduct enables LACROIX to ensure full commitment to ethical and compliance standards. This is why LACROIX attaches great importance to the protection of whistleblowers under the applicable legal conditions, as recalled in the whistleblowing procedure. Relations with suppliers There could be a negative and short-term impact on our suppliers if the relationship is asymmetrical, notably in cases of dependency or insufficient consideration of ESG criteria in the selection of those suppliers. This impact does not, however, call into question LACROIX's resilience, given the implementation of the necessary due-diligence measures to limit its occurrence. Policies and actions to manage these impacts are described in the section below. Corruption The fight against corruption and bribery is fundamental for LACROIX, as any act of corruption could have a negative impact both on LACROIX—for example in terms of reputation—and on its stakeholders, and jeopardise the sustainability of relationships between LACROIX and those stakeholders.

Business conduct and corporate culture policies

<u>Policies</u>

LACROIX is committed to conducting its activities in accordance with principles of action and behaviour based on respect and integrity. Its requirements regarding transparency and the fight against corruption were notably strengthened following the adoption of Law No. 2016-1691 of 9 December 2016, known as the "Sapin 2 Law".

The Group's strategic development priorities, particularly with regard to business development and international growth, make LACROIX's requirements in terms of compliance, business ethics and conduct, and the fight against corruption all the more imperative. This is why LACROIX's actions in this area are driven at the highest level of company management.

LACROIX's policy on business ethics and individual conduct is set out in the Group's Code of Ethics, which governs the LACROIX Anti-Corruption Code of Conduct and the LACROIX Competition Code of Conduct, all three documents being signed by Vincent Bedouin, Chairman and Chief Executive Officer.

The Code of Ethics defines the rules that every Group company and every employee must strictly comply with, both in their internal conduct and in their professional relationships with external individuals and companies, as well as the whistleblowing procedures implemented in the event of non-compliance with these rules.

The Code of Ethics reiterates LACROIX's commitment to comply with applicable regulations, whether at national or international level, such as the Universal Declaration of Human Rights, the conventions of the International Labour Organization (ILO), and the OECD Guidelines for Multinational Enterprises relating to human rights, environmental protection and the fight against corruption, and to ensure that its suppliers and service providers comply with principles equivalent to those defined in said Code.

The Code of Ethics further specifies the applicable rules regarding the fight against corruption, fraud, discrimination and harassment, and the rules aimed at ensuring fair competition, the absence of conflicts of interest, information security and confidentiality, protection of privacy, and the accuracy of financial reporting.

All documents describing LACROIX's policy on business ethics and individual conduct, including the Group Code of Ethics, the Anti-Corruption and Competition Codes of Conduct, practical guides and the whistleblowing procedure, are the responsibility of the Group Legal and Compliance Director and apply to all Group companies and all employees. They are provided by Human Resources to all new Group employees and are accessible to all at any time via the Group legal intranet, upon request to the Group Legal and Compliance Department, or at compliance@lacroix.group. External parties also have access to the whistleblowing procedure via the Group's website.

Actions

These compliance programmes contribute to the training and awareness-raising of employees and make it possible to implement appropriate mechanisms for the prevention of offences, as well as their detection and, where applicable, their handling. Internal audits are also regularly carried out to ensure compliance with the charters and codes implemented within the Group, and to enable updates to existing procedures and risk-mapping exercises.

In accordance with the applicable law transposing Directive (EU) 2019/1937, LACROIX has implemented a centralised whistleblowing mechanism designed to collect reports relating to the existence or risk of conduct or situations contrary to laws and regulations, as well as to LACROIX's internal principles, guidelines and policies, including the applicable Anti-Corruption and Competition Codes of Conduct. This whistleblowing mechanism is documented in the Whistleblowing Procedure, which sets out in detail what the mechanism consists of, its scope of application, and the applicable procedure from the submission of a report through to its processing and closure, regardless of the area concerned by the alert. The alert-handling procedure defined within the mechanism aims to ensure that investigations into the reported incidents are conducted as swiftly as possible. This procedure will be refined in 2026 to specify the conditions under which such investigations are conducted in an independent and objective manner.

The Whistleblowing Procedure, as well as the training and awareness-raising materials relating to the fight against corruption and bribery, also reiterate the status of whistleblowers and the conditions of their protection against retaliation. It is specified that any person who lawfully obtains information or documents and who, in good faith, reports or raises an alert regarding a potential or actual breach of the Code of Conduct or applicable regulations will not be sanctioned for doing so and will be protected against all forms of retaliation. Likewise, the confidentiality of their identity will be preserved.

The whistleblowing mechanism applies to any employee of any Group company, as well as to certain external natural persons specifically defined in the mechanism.

In the event of an alert, its processing will contribute to enhancing risk-identification and prevention processes, within a logic of continuous improvement and risk management.

To date, there is no general training relating to business conduct as a whole, other than the specific training deployed in relation to the prevention of corruption and bribery for the most exposed individuals (see section "Prevention and detection of corruption and bribery").

Indicators and Targets

Since the alert system was implemented, no alerts have been reported through this system. The following table lists the number of alerts received via the alert procedure in 2025:

Year concerned	Number of incidents reported via the whis-tleblowing procedure
2025	0

Management of supplier relationships

Policies

La politique Achats Responsables de LACROIX témoigne LACROIX's Responsible Purchasing Policy reflects its commitment to integrating the principles of sustainable development across all its business activities and to promoting them in its relationships with its partners. In particular, it aims to build balanced relationships with its suppliers and to contribute to the creation of ethical and responsible supply chains.

LACROIX therefore ensures that its suppliers and service providers comply with principles equivalent to those defined in LACROIX's Code of Ethics, notably with regard to respect for human rights, health and safety, and the environment, and that they promote similar principles in their relationships with their own suppliers and subcontractors. These commitments are set out in the Supplier Code of Conduct, which LACROIX requires these third parties to sign prior to the establishment of any contractual relationship.

This Code of Conduct notably recalls the substance of LACROIX's "Responsible Purchasing" policy, the objective of which is to define LACROIX's commitments and requirements towards its suppliers with regard to environmental, social and governance issues.

The drafting and deployment of the Supplier Code of Conduct are the responsibility of a team composed of the Head of Purchasing, the Group CSR Director and the Group Legal and Compliance Director.

See section S2 for further information on our approach to limiting impacts on workers in the value chain.

Actions

In order to better take into account the ESG performance of its partners, in addition to their economic, logistics and quality performance, LACROIX has implemented an annual assessment of its strategic suppliers, which evaluates their practices from an ethical, social and environmental perspective. This approach also applies when selecting new suppliers or service providers.

The Purchasing departments, in partnership with the Quality departments, regularly carry out verification audits of suppliers in order to ensure that LACROIX's requirements are properly met.

These audits may address various aspects, including the supplier's ability to meet LACROIX's needs, its technical capabilities, its quality-management system, its compliance with environmental rules, and its compliance with labour legislation.

With regard to payment terms, except in the event of a dispute with its suppliers or a specific situation, the Group pays its suppliers in accordance with the applicable contractual conditions.

Indicators and targets

LACROIX's objective was for 75% of its purchasing volume to be covered by this ESG assessment by 2025. As indicated in ESRS S2, this objective was achieved by the end of 2025.

Prevention and detection of corruption and bribery

Policies

LACROIX continuously strengthens its governance and anti-corruption mechanisms and pursues a zero-tolerance policy towards corruption in all its activities and in all territories where they are carried out. It follows an ongoing process of identifying and assessing its main risks and establishes the applicable rules in its Code of Ethics and Codes of Conduct, which notably cover the fight against corruption and bribery. LACROIX has also developed practical guides to manage risks on a day-to-day basis, such as the guide concerning the policy applicable to gifts and invitations.

The Anti-Corruption Code of Conduct, established in accordance with the United Nations Convention against Corruption, defines the rules that every Group company and every employee must strictly comply with in the fight against corruption, bribery and influence peddling, both in their internal conduct and in their professional relationships with external individuals and companies, as well as the whistleblowing procedures implemented in the event of non-compliance with these rules. After recalling the applicable principles, the Code of Conduct and the related practical guides define potential risk situations and the behaviours to be adopted, notably with regard to gifts and invitations, conflicts of interest, sponsorship, etc.

The Anti-Corruption Code of Conduct, the practical guides and the Whistleblowing Procedure (see description above) are the responsibility of the Group Legal and Compliance Director and apply to all Group companies and all employees. These documents are provided by Human Resources to all new Group employees and are accessible to all at any time via the Group legal intranet, upon request to the Group Legal and Compliance Department, or at compliance@lacroix.group. External parties also have access to the whistleblowing procedure via the Group's website.

In the event of an alert, information relating to the alert, including its handling and closure, is communicated by the Group Legal and Compliance Director, a member of the Executive Committee, to the governance and management bodies.

Actions

The teams most exposed to solicitation for corrupt purposes (such as management, sales and purchasing teams) are trained in the applicable anti-corruption framework. As of the end of 2025, 94% of the most exposed employees had been trained in the applicable rules relating to the fight against corruption.

The training provided to the most exposed individuals first recalls what constitutes corruption, bribery and conflicts of interest, the applicable regulations, and the measures implemented within the Group to comply with all the pillars of the Sapin 2 Law, including the whistleblowing procedure (see description above).

Several scenario-based videos are then shown to improve understanding of the applicable regulations, and quizzes are submitted to employees to test their knowledge. Failure to achieve the required minimum score results in the obligation for the employee concerned to retake the tests. These videos, as well as practical fact sheets, are accessible to all in six languages in order to raise awareness among all employees—including those not considered the most exposed—about the fight against corruption and bribery.

Internal audits are regularly carried out to ensure compliance with the charters and codes implemented within the Group, and to enable updates to existing procedures and risk-mapping exercises.

Indicators and targets

Since the implementation of the whistleblowing mechanism, no cases of corruption or bribery have been reported through this mechanism.

LACROIX Group has not been convicted and has not incurred any fines for breaches of anti-corruption legislation or acts of corruption.

METHODOLOGICAL NOTE

General scope of the report

This sustainability report has been prepared on a consolidated basis, covering all LACROIX activities as reflected in the Group's financial statements.

On this basis, certain scope adjustments have been determined:

- Exclusion of our Electronics activity in North America, divested in December 2025;
- Exclusion of our City activity (Carros, Ploufragan and City Madrid sites), sold in February 2025;
- Exclusion of entities with fewer than 25 employees for social data (excluding headcount and collective-agreement coverage) and entities with fewer than 12 employees for environmental data. These entities were excluded as they do not have reporting processes in place and their contribution to consolidated data is not material.

The entities included in and excluded from the reporting of social and environmental data are listed below.

		Number of em-ployees (31/12/2024)	Type of site	Social data - Work-force	Social data - Other data	Environ-men-tal data	Justification
Corporate	Group Corp – Saint-Herblain	53	Offices	X	X	X	
Electronics Corporate	Elec Corp – Saint-Herblain	50	Offices	X	X	NA	The em-ployees of this entity are on the Saint Herblain site
Electronics EMEA	Elec Kwidzyn	975	Production	X	X	X	
	Elec Zriba	700	Production	X	X	X	
	Elec Willich	121	Production	X	X	X	
	Elec Beaupreau	395	Production	X	X	X	
	Elec Tunis	59	Production	X	X	X	
Impulse	Impulse - Rennes	41	Offices	X	X	X	
Environ-ment corporate	Envi Corp – Vern-sur-Seiche	22	Offices	X	X	NA	The em-ployees of this entity are on the Vern-sur-Seiche site

Envi. Sofrel	Sofrel France - Vern-sur-Seiche	174	Production	X	X	X	
	Sofrel Spain - Madrid	15	Offices	X		X	Number of employees below reporting threshold for social data
	Sofrel Italy - Genova	10	Offices	X			Number of employees below the reporting thresholds for social and envi-ronmental data
Envi SAE		133	Production	X	X	X	
Envi. Smart Lighting	EP - Les Chères	84	Production	X	X	X	
	EP Belgium - Liège	14	Offices	X	X	X	Number of employees below reporting threshold for social data

The information disclosed covers both the upstream and downstream parts of our value chain, which are taken into account in our double materiality analysis, as well as in our policies, actions, objectives, and indicators, where relevant.

Scope and methodology for calculating greenhouse gas emissions and associated reduction targets

GHG emissions

The Group's carbon footprint is calculated annually in accordance with the GHG Protocol methodology.

The scope covered corresponds to the scope of environmental data reporting presented above.

We are not aware of any significant events or changes in circumstances relevant to our GHG emissions that occurred between the reporting dates of the entities in our value chain and the publication date of our annual report.

It should be noted that certain emission factors have been updated to reflect advances in scientific knowledge and to make our carbon footprint more accurate.

In addition, assumptions were made for the calculation of emissions for the following emission categories:

- 3.11 Use of products sold: the electrical power, the number of hours per day and days per year of use, as well as the lifespan of the products containing electronic boards manufactured by our Electronics business were estimated based on our knowledge of our customers and these products.
- 3.12 End-of-life treatment of products sold: in the absence of available consolidated data regarding the exact composition of our products, the reported emissions correspond to purchases of raw materials used in the products, from which emissions related to production waste are subtracted.

We do not plan to change these assumptions and calculation methods in the coming years, as we will not be able to collect actual data and we believe these assumptions and methods are the most accurate available to us.

GHG emissions reduction targets

The GHG emissions reduction targets (Scopes 1 & 2 and Scope 3) validated by the SBTi in June 2025 were defined with all relevant LACROIX departments (Marketing, Sales, Purchasing, R&D, Finance, Supply Chain, HR, etc.), with which an annual monitoring of progress has been put in place.

As LACROIX's activities do not fall, under the SBTi methodology, within a sectoral pathway, the target relating to Scopes 1 & 2 covers 100% of emissions and is calculated as an absolute reduction.
The Scope 3 target covers 100% of total Scope 3 emissions and is calculated in economic intensity (CO_2e / value added).

In order to align the climate transition plan with the frequency of the Group's strategic plans, the selected target year is 2033, and the base year is 2023, for which the Electronics activity in North America was restated in order to align with the Group's current scope.

Budgeted OPEX and CAPEX as part of the climate-change mitigation transition plan

Given the levers identified during the development of our transition plan, no CAPEX has been budgeted at this stage. However, investments may be made depending on opportunities, notably with regard to the installation of photovoltaic panels at certain sites.

The budgeted OPEX, relating to the purchase of renewable electricity through guarantees of origin and the electrification of our vehicle fleet, were assessed by the Head of Non-Production Purchasing and the Group VP Impact & Sustainability, and validated by the Executive Committee.

The total amount currently anticipated, €2 million in budgeted expenses between 2026 and 2033, remains not significant relative to the Group's revenue. It is nevertheless possible that additional expenses will be required on certain Scope 3 decarbonisation levers in the coming years.

There is no link between these future OPEX and the items presented in this report under the European taxonomy.

Uncertainties related to the data presented

The quantitative data and monetary amounts presented in this report that present the most significant uncertainties are the following:

- GHG emissions for the categories Use of sold products, Production purchases, End-of-life of sold products and Upstream freight
- Assumptions used to calculate potential GHG-emissions reductions
- Quantity of waste generated and percentage of waste recovered
- Expected durability of the products marketed by the company, compared with the sector average for each product group
- Calculation of hours worked (assumptions were made for sites with fewer than 20 employees)

We are working to improve the accuracy of these data for future reporting periods.

List of omitted or unavailable data points

As part of this reporting exercise, certain quantitative and qualitative data points have been omitted, either because we are not currently able to report them, or due to the need to focus our resources on the information most relevant and material to our stakeholders, in light of the impacts, risks and opportunities associated with our activities and those of our value chain.

Details of the correspondence between the information disclosed in the sustainability statement and the CSRD disclosure requirements are available in the table "ESRS disclosure requirements covered by this sustainability report" below.

We are committed to making efforts to improve the availability of this information in future reporting periods.

With regard to qualitative information intended to present the policies, actions, targets and indicators relating to the management of our material IROs, we do not have, for the 2025 financial year, all the required information, including minimum disclosure requirements.

Accordingly, for this second reporting exercise, we do not have the quantitative data points listed in the table below:

ESRS	Data point	Section of the Report
ESRS E1	Aligning our revenue, capital expenditures, and operating expenses with the environmental objectives of the European taxonomy	European Taxonomy
ESRS E1	Specific indicators/targets related to climate change adaptation	ESRS E1 – Climate Change – Indicators and Targets
ESRS E1	Indicators related to biogenic emissions	ESRS E1 – Climate Change – Indicators and Targets
ESRS E1	Percentage of Scope 3 GHG emissions calculated using primary data	ESRS E1 – Climate Change – Indicators and Targets
ESRS E2	Specific indicators/targets related to pollution management by our suppliers	ESRS E2 – Pollution – Metrics and targets
ESRS E3	Specific indicators/targets related to water consumption by our suppliers	ESRS E3 – Water and marine resources – Metrics and targets
ESRS E5	Weight, in absolute terms and as a percentage, of the organic materials used to manufacture the Group's products and packaging, total and from sustainable sources	ESRS E5 – Resource Use and the Circular Economy – Eco-design and Resource Use – Indicators and Targets
ESRS E5	Weight, in absolute terms and as a percentage, of reused or recycled secondary components and secondary intermediate products and materials used to manufacture the Group's products	ESRS E5 – Resource Use and the Circular Economy – Eco-design and Resource Use – Indicators and Targets
ESRS E5	Quantitative data on rare earth elements in incoming and outgoing resource flows	ESRS E5 – Resource Use and the Circular Economy – Eco-design and Resource Use – Indicators and Targets
ESRS E5	Données chiffrées et consolidées concernant la réparabilité des produits que nous mettons sur le marché	ESRS E5 – Resource Use and the Circular Economy – Eco-design and Resource Use – Indicators and Targets

ESRS E5	Données consolidées sur la part des matériaux recyclables dans nos produits	ESRS E5 – Utilisation des ressources et économie circulaire – Ressources sortantes, circularité et fin de vie – Indicateurs et objectifs
ESRS S3	Paramètres utilisés pour mesurer l'efficacité de ses actions de gestion des impacts matériels, des risques et des opportunités liés aux communautés affectées Objectif, indicateur, processus de dialogue avec les parties prenantes et système d'alerte spécifique à l'enjeu « Violation des droits des communautés affectées	S2.MDR-M Paragraphe 74
ESRS 2 MDR-A	Indication du type de ressources financières et autres, actuelles et futures, allouées au plan d'action (paragraphe 69)	Rapport de durabilité

Incorporating information by means of cross-references

ESRS	Publication requirement	Data points	Report section	Page
GOV1	The role of administrative, management and supervisory bodies	GOV-1_01 à GOV-1_07	Management report - Corporate governance report	23
S1	Data most representative of financial statements	S1-6_50 (f)	Management Report – Appendix 8.15.2 See 6.2.1 General Principles	102
S2	Actions relating to workers in the value chain	S2-4	G1 - Actions relating to supplier relationship management	126
G1	Actions relating to supplier relationship management	G1-4	S2 - Actions concerning workers in the value chain	121

Publication requirements for the ESRSs covered by this sustainability report

ESRS	Publication requirement	Reference(s) in LACROIX's sustainability statement	Page
"ESRS 2 General information"	BP-1 : General basis for the preparation of sustainability statements	Methodological Note > General Scope of the Report	130-151
"ESRS 2 General information"	BP-2 – Disclosure of information relating to specific circumstances	Methodological Note	130-151

ESRS 2 General information	GOV-1 : Disclosure of information relating to specific circumstances	Corporate governance report	23
ESRS 2 General information	GOV-2 : Information provided to the governing bodies of the company's administrative, management and supervisory bodies and sustainability matters addressed by these bodies	General information > Governance > Role of management and administrative bodies in sustainability matters	49
ESRS 2 General information	GOV-3: Incorporating sustainability outcomes into incentive systems	General Information > Governance > Incorporating sustainability considerations into the variable compensation of management bodies	49
ESRS 2 General information	GOV-4 : Statement on due diligence"	General information > Governance > Due diligence process	49
ESRS 2 General information	GOV-5 : Risk management and internal controls over sustainability information	General information > Governance > Risk management and internal controls over sustainability information	49
ESRS 2 General information	SBM-1 : Strategy, business model and value chain	General information > Stratégie > Presentation of our activities General information > Stratégie > Business model General information > Stratégie > Positive impact strategy General information > Stratégie > Value chain	50-51 52 53 53"
ESRS 2 General information	SBM-2 : Interests and views of stakeholders	General information > Stratégie > Stakeholder engagement	56
ESRS 2 General information	SBM-3 : Material impacts, risks and opportunities et and their link to the strategy and business model	Double materiality analysis	58-59
ESRS 2 General information	IRO-1 : Description of the processes for identifying and assessing des incidences, risques et opportunités importants	Double materiality analysis	58-59

ESRS 2 General information	IRO-2: Disclosure requirements under the ESRS covered by the corporate sustainability statement»	Methodological Note > Disclosure requirements under the ESRS covered by this sustainability report	135-147
ESRS E1 Climate change	ESRS 2 GOV-3: Incorporating sustainability performance into incentive mechanisms	General information > Governance	49
ESRS E1 Climate change	ESRS 2 IRO-1 : Description of the processes used to identify and assess significant impacts, risks, and opportunities related to climate change	ESRS E1 > Identified Physical Risks and Adaptation to Climate Change	72-73
ESRS E1 Climate change	ESRS 2 SBM-3: Material impacts, risks, and opportunities and their interaction with strategy and the business model	ESRS E1 > Identification and assessment of impacts, risks and opportunities related to climate change	69-72
ESRS E1 Climate change	E1-1 : Transition plan for climate change mitigation	ESRS E1 > Transition plan for climate change mitigation	73-74
ESRS E1 Climate change	E1-2: Policies related to climate change mitigation and adaptation	ESRS E1 > Policies	74, 75
ESRS E1 Climate change	E1-3: Actions and resources related to climate change policies	ESRS E1 > Actions	75, 76, 77
ESRS E1 Climate change	E1-4: Targets related to climate change mitigation and adaptation	ESRS E1 > Metrics and targets > Targets related to climate change mitigation and adaptation	78-79

ESRS E1 Climate change	E1-5 : Energy consumption and energy mix"	ESRS E1 > Metrics and targets >Energy consumption and energy mix	82-83
ESRS E1 Climate change	E1-6: Gross GHG emissions from scopes 1, 2, and 3, and total GHG emissions	ESRS E1 > Metrics and Targets > LACROIX Greenhouse Gas Emissions	80-81-82
ESRS E1 Climate change	E1-7: GHG absorption and mitigation projects funded through carbon credits	NA	Not published by LACROIX
ESRS E1 Climate change	E1-8: Internal carbon pricing	NA	Not published by LACROIX
ESRS E1 Climate change	E1-9: Expected financial impacts of significant physical and transition risks and potential opportunities related to climate change	NA	Progressive implemen-tation
ESRS E2 Pollution	ESRS 2 IRO-1: Description of procedures for identifying and assessing significant impacts, risks, and opportunities related to pollution	ESRS E2 > Identification and assessment of impacts, risks and opportunities related to pollution	83
ESRS E2 Pollution	E2-1: Pollution Policies	ESRS E2 > Policies	84
ESRS E2 Pollution	E2-2: Actions and resources related to pollution	ESRS E2 > Actions	85
ESRS E2 Pollution	E2-3: Pollution-related targets	NA	Not published by LACROIX
ESRS E2 Pollution	E2-4: Air, water, and soil pollution	NA	Not published by LACROIX
ESRS E2 Pollution	E2-5: Substances of concern and substances of very high concern	NA	Not published by LACROIX
ESRS E2 Pollution	E2-6: Expected financial impacts of pollution-related impacts, risks, and opportunities	NA	Not published by LACROIX

ESRS E3 Water and marine resources	ESRS 2 IRO-1 – Description of procedures for identifying and assessing significant impacts, risks, and opportunities related to aquatic and marine resources	ESRS 3 > Identification and assessment of impacts, risks and opportunities related to water	86
ESRS E3 Water and marine resources	E3-1 – Policies on Aquatic and Marine Resources	ESRS 3 > Policies ESRS 3 > Evaluation des risques related to water	87
ESRS E3 Water and marine resources	E3-2 – Actions and resources related to aquatic and marine resources	ESRS 3 > Actions and resources ESRS 3 > Evaluation des risques related to water"	87
ESRS E3 Water and marine resources	E3-3 – Targets for aquatic and marine resources	NA	Not published by LACROIX
ESRS E3 Water and marine resources	E3-4 – Water consumption	ESRS E3	86
ESRS E3 Water and marine resources	E3-5 – Expected financial implications of the impacts, risks, and opportunities related to aquatic and marine resources	NA	Not published by LACROIX
ESRS E4 Biodiversity and ecosystems	SRS 2 SBM-3: Material impacts, risks, and opportunities and their interaction	NA	Not published by LACROIX
ESRS E4 Biodiversity and ecosystems	ESRS 2 IRO-1: Description of procedures for identifying and assessing significant impacts, risks, and opportunities related to biodiversity and ecosystems	ESRS E4 > Identification and assessment of impacts, risks and opportunities related to biodiversity	90

ESRS E4 Biodiversity and ecosystems	E4-1: Transition plan and integration of biodiversity and ecosystems into the strategy and business modelE4-1: Transition plan and integration of biodiversity and ecosystems into the strategy and business model	NA	Not published by LACROIX
ESRS E4 Biodiversity and ecosystems	E4-2: Policies Related to Biodiversity and Ecosystems	ESRS E4 > Policies	91
ESRS E4 Biodiversity and ecosystems	E4-3: Actions and resources related to biodiversity and ecosystems	ESRS E4 > Actions and resources	91
ESRS E4 Biodiversity and ecosystems	E4-4: Targets related to biodiversity and ecosystems	NA	Not published by LACROIX
ESRS E4 Biodiversity and ecosystems	E4-5: Impact metrics related to the degradation of biodiversity and ecosystems	NA	Not published by LACROIX
ESRS E4 Biodiversity and ecosystems	E4-6: Expected financial implications of risks and opportunities related to b	NA	Not published by LACROIX
ESRS E5 Resource use and circular economy	ESRS 2 IRO-1 : Description of procedures for identifying and assessing significant impacts, risks, and opportunities related to resource use and the circular economy	ESRS E5 > Identification and assessment of impacts, risks, and opportunities related to resources and the circular economy	92-93
ESRS E5 Resource use and circular economy	E5-1: Policies on Resource Use and the Circular Economy	ESRS E5 > Eco-design and Resource Use > Policies ESRS E5 > Waste > Policies ESRS E5 > Outgoing Resources, Circularity, and End-of-Life > Policies and Processes	94 98 100
ESRS E5 Resource use and circular economy	E5-2: Actions and resources related to resource use and the circular economy	ESRS E5 > Eco-design and resource use > Actions and resources ESRS E5 > Waste > Actions and resources ESRS E5 > Outgoing resources, circularity, and end-of-life > Actions and resources	95-96 98-99 100-101

ESRS E5 Resource use and circular economy	E5-3: Targets related to resource use and the circular economy	ESRS E5 > Eco-design and resource use > Metrics and targets ESRS E5 > Waste > Metrics and targets ESRS E5 > Outgoing resources, circularity, and end-of-life > Metrics and targets	97-98 99-100 101
ESRS E5 Resource use and circular economy	E5-4: Incoming Resources	ESRS E5 > Ecodesign and Resource Use > Metrics and Targets > Inputs	97
ESRS E5 Resource use and circular economy	E5-5: Outgoing Resources	ESRS E5 > Outgoing resources, circularity, and end-of-life	100, 101
ESRS E5 Resource use and circular economy	E5-6: Expected financial implications of the impacts, risks, and opportunities associated with resource use and the circular economy	NA	Progressive implemen-tation
ESRS S1 Company workforce	ESRS 2 SBM-2 : Interests and views of stakeholders	General information > Stratégie > Stakeholder engagement	56
ESRS S1 Company workforce	ESRS 2 SBM-3: Material impacts, risks, and opportunities and their interaction with strategy and the business model	ESRS S1 > Company Staff	102-104
ESRS S1 Company workforce	S1-1: Policies Related to Company Headcount	ESRS S1 > Our Values > Commitment to Our Teams and Communities ESRS S1 > Occupational Health and Safety > Policies and Processes ESRS S1 > Social Dialogue > Policies and Processes ESRS S1 > Diversity and Inclusion > Policies and Processes ESRS S1 > Talent and Skills > Policies and Processes ESRS S1 > Compensation and Benefits > Policies	105 111 113 115-116 118 119-120
ESRS S1 Company workforce	S1-2: Process for engaging with employees and their representatives regarding the impacts	ESRS S1 > Our Beliefs > Human Resources Management: A Shared Responsibility	106
ESRS S1 Company workforce	S1-3: Procedures for addressing adverse impacts and channels through which company employees can raise concerns	ESRS S1 > Occupational Health and Safety > Actions and Resources > Whistleblowing Procedure	111-112

ESRS S1 Company workforce	S1-4: Actions taken to address significant impacts, approaches to mitigate significant risks and capitalize on significant opportunities related to the company's workforce, and the effectiveness of these actions and approaches	ESRS S1 > Our Values > Respect for Human Rights ESRS S1 > Occupational Health and Safety > Initiatives and Resources ESRS S1 > Social Dialogue > Initiatives and Resources ESRS S1 > Diversity and Inclusion > Initiatives and Resources ESRS S1 > Talent and Skills > Initiatives	110 111 113 116 119-120
ESRS S1 Company workforce	S1-5: Targets related to managing significant adverse impacts, promoting positive impacts, and managing significant risks and opportunities	ESRS S1 > Diversity and Inclusion > Initiatives and Resources	116
ESRS S1 Company workforce	S1-6: Characteristics of the company's employees	ESRS S1 > Our Values > Employment and Workforce	106-109
ESRS S1 Company workforce	S1-7: Characteristics of self-employed workers included in the company's workforce	NA	Not published by LACROIX
ESRS S1 Company workforce	S1-8: Coverage of collective bargaining and social dialogue	ESRS S1 > Organization of Social Dialogue > Indicators and Objectives	114-115
ESRS S1 Company workforce	S1-9: Diversity Metrics	ESRS S1 > Diversity and Inclusion > Metrics and Goals	117
ESRS S1 Company workforce	S1-10: Living Wages	ESRS S1 > Compensation and Benefits > Fair Compensation	119
ESRS S1 Company workforce	S1-11: Social Protection	NA	Not published by LACROIX
ESRS S1 Company workforce	S1-12: People with Disabilities	NA	Not published by LACROIX
ESRS S1 Company workforce	S1-13: Training and Skills Development Metrics	NA	Not published by LACROIX
ESRS S1 Company workforce	S1-14: Health and Safety Metrics	ESRS S1 > Occupational Health and Safety > Indicators and Targets	112-113
ESRS S1 Company workforce	S1-15: Work-Life Balance Metrics	NA	Not published by LACROIX

ESRS S1 Company workforce	S1-16: Compensation Metrics (Pay Gap and Total Compensation)	ESRS S1 > Compensation and Benefits > Fair Compensation	119
ESRS S1 Company workforce	S1-17: Human Rights Cases, Complaints, and Significant Incidents	ESRS S1 > Occupational Health and Safety > Actions and Resources > Whistleblowing Procedure	111-112
ESRS S2 Workers in the value chain	ESRS 2 SBM-2: Stakeholder Interests and Perspectives	General Information > Strategy > Stakeholder Relations	56
ESRS S2 Workers in the value chain	ESRS 2 SBM-3: Significant impacts, risks, and opportunities, and interaction with strategy and business model	General Information > Identification and Assessment of Impacts, Risks, and Opportunities Related to Workers in the Value Chain	121
ESRS S2 Workers in the value chain	S2-1: Policies regarding workers in the value chain	ESRS S2 > Working Conditions of Our Suppliers' Employees > Policies	122
ESRS S2 Workers in the value chain	S2-2: Process for engaging with workers in the value chain regarding impacts	ESRS S2 > Working Conditions of Our Suppliers' Employees	122-123
ESRS S2 Workers in the value chain	S2-3: Procedures to address adverse impacts and channels through which workers in the value chain can raise concerns	ESRS S2 > Working Conditions of Our Suppliers' Employees	122-123
ESRS S2 Workers in the value chain	S2-4: Actions addressing significant impacts on workers in the value chain; approaches to managing significant risks and capitalizing on significant opportunities related to workers in the value chain; and the effectiveness of these actions	ESRS S2 > Working Conditions of Our Suppliers' Employees > Actions	122, 123, 124
ESRS S2 Workers in the value chain	S2-5: Targets related to managing significant adverse impacts, promoting positive impacts, and managing significant risks and opportunities	ESRS S2 > Working Conditions of Our Suppliers' Employees > Metrics and Targets	124

ESRS S3 Affected communities	ESRS 2 SBM-2 — Stakeholder Interests and Perspectives	General Information > Strategy > Stakeholder Relations	56
ESRS S3 Affected communities	ESRS 2 SBM-3 — Significant Implications, Risks, and Opportunities, and Interaction with Strategy and the Business Model	ESRS S2 > Identification and Assessment of Impacts, Risks, and Opportunities Related to Workers in the Value Chain	121
ESRS S3 Affected communities	S3-1 — Policies Regarding Affected Communities	ESRS S3 > Policies	125
ESRS S3 Affected communities	S3-2 — Process for engaging with affected communities regarding impacts	NA	Not published by LACROIX
ESRS S3 Affected communities	S3-3 — Procedures for addressing adverse impacts and channels through which affected communities can voice their concerns	NA	Not published by LACROIX
ESRS S3 Affected communities	S3-4 — Actions addressing significant impacts on affected communities, approaches to managing significant risks and capitalizing on significant opportunities related to affected communities, and the effectiveness of these actions	ESRS S3 > Actions et resources	125, 126
ESRS S3 Affected communities	S3-5 — Targets related to managing significant adverse impacts, promoting positive impacts, and managing significant risks and opportunities	NA	Not published by LACROIX
ESRS S4 Consumers and end-users	ESRS 2 SBM-2: Stakeholder Interests and Perspectives	General Information > Strategy > Stakeholder Relations	56

ESRS S4 Consumers and end-users	ESRS 2 SBM-3 – Significant implications, risks, and opportunities, and interaction with the strategy and business model	NA	Not published by LACROIX
ESRS S4 Consumers and end-users	S4-1 — Policies Regarding Consumers and End Users	NA	Not published by LACROIX
ESRS S4 Consumers and end-users	S4-2 — Process for engaging with consumers and end users regarding impacts	NA	Not published by LACROIX
ESRS S4 Consumers and end-users	S4-3 — Procedures for addressing adverse effects and channels through which consumers and end users can raise concerns	NA	Not published by LACROIX
ESRS S4 Consumers and end-users	S4-4 — Actions addressing significant impacts on consumers and end users, approaches to managing significant risks and capitalizing on significant opportunities related to consumers and end users, and the effectiveness of these actions	NA	Not published by LACROIX
ESRS S4 Consumers and end-users	S4-5 — Targets related to managing significant adverse impacts, promoting positive impacts, and managing significant risks and opportunities	NA	Not published by LACROIX
ESRS G1 Business conduct	ESRS 2 GOV-1 – The Role of the Administrative, Management, and Supervisory Bodies	«Management Report - Corporate Governance Report General Information - Governance»	23-44

ESRS G1 Business conduct	ESRS 2 IRO-1 – Description of procedures for identifying and assessing significant impacts, risks, and opportunities	ESRS G1 > Identification and assessment of impacts, risks, and opportunities related to business conduct	126
ESRS G1 Business conduct	G1-1 – Corporate Culture and Business Conduct Policies	ESRS G1 > Business conduct policies & Corporate culture	127, 128
ESRS G1 Business conduct	G1-2 – Supplier Relationship Management	ESRS G1 > Management of relationships with suppliers	128
ESRS G1 Business conduct	G1-3 – Prevention and Detection of Corruption and Bribery	ESRS G1 > Prevention and detection of corruption and bribery	128, 129
ESRS G1 Business conduct	G1-4 – Confirmed cases of corruption or confirmed payments of bribes	ESRS G1 > Prevention and Detection of Corruption and Bribery > Indicators and Targets	129
ESRS G1 Business conduct	G1-5 – Political influence and lobbying activities	NA	Not published by LACROIX
ESRS G1 Business conduct	G1-6 – Payment Practices	ESRS G1 > Supplier Relationship Management	128

List of datapoints in cross-cutting and topical standards that derive from other EU legislation

The data points not mentioned are not material for LACROIX.

Publication requirements and related data points	Reference to the SFDR (23)	Reference to Pillar 3 (24)	Reference to the Benchmark Regulation (25)	Reference to the European Climate Law (26)	Pages
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816 (27), Annex II		24
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		24
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1				49
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2 (1)	73
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Ar-ticle 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		78-79
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				82
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1				82

ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				82
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Arti-cle 449a; 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	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		80-81
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Ar-ticle 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		82
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2 (1)	83
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1				87
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1				99
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1				99
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				110
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		110

ESRS S1-1 work-place accident pre-vention policy or management system para-graph 23	Indicator number 1 Table #3 of Annex I				111-112
ESRS S1-3 grie-vance/ com-plaints hand-ling mecha-nisms para-graph 32 (c)	Indicator number 5 Table #3 of Annex I				112
ESRS S1-14 Number of fatalities and number and rate of work-related ac-cidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regula-tion (EU) 2020/1816, Annex II		112
ESRS S1-16 Unad-justed gen-der pay gap para-graph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regula-tion (EU) 2020/1816, Annex II		117
ESRS S1-16 Exces-sive CEO pay ra-tio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I				119
ESRS S1-17 Inci-dents of discri-mination para-graph 103 (a)	Indicator number 7 Table #3 of Annex I				113
ESRS 2-SBM3 – S2 Signifi-cant risk of child la-bour or forced la-bour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I				121
ESRS S2-1 Hu-man rights po-licy commit-ments paragraph 17	Indicator number 9 Table #3 and Indi-cator n. 11 Table #1 of Annex 1				122
ESRS S2-1 Poli-cies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1				121-123
ESRS S2-1Non-respect of UNGPs on Business and Human Rights princi-ples and OECD guidelines paragraph 19	Indicator number 10 Table #1 of An-nex 1		Delegated Regula-tion (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		123
ESRS S3-1 Hu-man rights po-licy commit-ments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator nu-mber 11 Table #1 of Annex 1				125

ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1				128-129
ESRS G1-1 Protection of whistle- blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1				127
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		129
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1				128-129

Methodological Appendix:
Carbon Footprint 2023–2024–2025

Année de référence		2023 avec NAFTA	2023 sans NAFTA	2024 avec NAFTA	2024 sans NAFTA	2025
Scope 1 GHG emissions						
Gross Scope 1 GHG emissions (tCO2eq)		1 649,11	941,53	1 669	1 039	997
Scope 1 GHG emissions from regulated emissions trading schemes (%)				NA	NA	NA
Scope 2 GHG emissions						
Gross Scope 2 GHG emissions based on location (tCO2eq)		11 571,45	8 608,71	9 782	7 249	6 638
Total scope 3 GHG emissions based on market (tCO2eq)		11 175,64	8 212,90	9 371	6 837	6 280
Significant scope 3 GHG emissions						
Total scope 3 GHG emissions based on location (tCO2eq)		3 303 114,64	2 412 392,41	2 764 939	2 057 485	1 727 684
Total scope 3 GHG emissions based on market		3 303 030,20	2 412 307,97	2 764 850	2 057 396	1 727 605
1	Goods and services purchased	504 639,86	349 007,31	363 846	243 452	109 492
2	Capital goods	7 323,13	1 084,99	2 147	1 889	1 236
3	Location-based fuel and energy Market-based fuel and energy Activities (not included in Scope 1 or Scope 2)		2 762,42	3 061 2 972	2 273 2 184	2 179 2 101
4	Upstream transport and distribution	3 677,05	2 677,98	17 135	9 242	2 899
5	Waste produced during operations	22 477,87	13 276,25	1 827	1 245	1 190
6	Business travel	1 788,98	1 368,61	786	658	532
7	Employee commuting	956,52	863,05	5 497	3 904	2 701
8	Upstream leased assets	5 343,34	3 762,31	NA	NA	NA
9	Downstream transport		-	2 856	1 812	936
10	Processing of products sold	6 185,86	1 988,34	NA	NA	NA
11	Use of products sold		-	2 356 732	1 785 075	1 600 656
12	End-of-life treatment of products sold	2 736 281,00	2 027 651,12	11 052	7 935	5 862
13	Downstream leased assets	14 356,57	10 628,02	NA	NA	NA
14	Franchises		-	NA	NA	NA
15	Investments		-	NA	NA	NA
Total GHG emissions			-			
Total GHG emissions (location-based) (tCO2eq)		3 316 335,20	2 421 942,65	2 776 391	2 065 773	1 735 308
Total GHG emissions (market-based) (tCO2eq)		3 315 854,95	2 421 462,41	2 775 890	2 065 272	1 734 883

REPORT ON THE CERTIFICATION OF SUSTAINABILITY INFORMATION AND THE VERIFICATION OF DISCLOSURE REQUIREMENTS PROVIDED FOR IN ARTICLE 8 OF REGULATION (EU) 2020/852 FOR THE YEAR ENDED 31 DECEMBER 2025

LACROIXGroup
Year ended December 31, 2025

To the General Meeting of Shareholders of the Lacroix Group,

This report is issued in our capacity as statutory auditors of the Lacroix Group. It concerns the sustainability information and the information required by article 8 of Regulation (EU) 2020/852 for the year ended 31 December 2025 and included in the Sustainability Reporting section (hereinafter the "Sustainability Report") of the management report.

Our work, which concerns this information, was carried out in a changing context characterized by uncertainties as to the interpretation of the rules and the development of established practices.

Pursuant to article L. 233-28-4 of the French Commercial Code (Code de commerce), the Lacroix Group is required to include the above-mentioned information in a separate section of its management report.

This information enables an understanding of the impacts of the group's activity on sustainability matters, as well as how these matters influence changes in the group's business, its results and its situation. Sustainability matters include environmental, social and corporate governance matters

In accordance with II of article L. 821-54 of the above-mentioned code, our responsibility is to carry out the procedures necessary to issue a conclusion expressing limited assurance on:

- compliance with requirements arising from the sustainability reporting standards adopted by the European Commission pursuant to article 29 ter of Directive (EU) 2013/34 of the European Parliament and of the Council of 26 June 2013, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS - European Sustainability Reporting Standards) of the process implemented by the Lacroix Group to determine the information reported, which includes, where the entity is subject thereto, the requirement to consult the Social and Economic Committee provided for in the sixth paragraph of article L. 2312-17 of the French Labour Code (Code du travail);
- compliance of the sustainability information included the Sustainability Report with the provisions of article L.233-28-4 of the French Commercial Code (Code de commerce), including the ESRS; and
- compliance with the reporting requirements set out in article 8 of Regulation (EU) 2020/852.
- This engagement was carried out in accordance with the ethical rules, including independence, and quality control rules laid down by the French Commercial Code (Code de commerce).
- It is also governed by the guidance of the Haute Autorité de l'Audit (H2A - French auditing regulatory authority) on Limited assurance engagement – Certification of sustainability reporting and verification of disclosure requirements set out in article 8 of Regulation (EU) 2020/850.
- In the three separate sections of the report that follow, we present, for each part of our engagement, the nature of the procedures we carried out, the conclusions that we drew from them and, in support of these conclusions, the elements to which we paid particular attention and the procedures we carried out with regard to those elements. We draw your attention to the fact that we do not express a conclusion on any of this information taken individually and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three parts of our engagement.

Lastly, where deemed necessary to call your attention to one or more disclosures of sustainability information provided by the Lacroix Group in its management report, we have included an emphasis of matter(s) paragraph hereunder.

Il est également régi par les lignes directrices de la Haute Autorité de l'Audit « Mission de certification des informations en matière de durabilité et de contrôle des exigences de publication des informations prévues à l'article 8 du règlement (UE) 2020/852 ».

Dans les trois parties distinctes du rapport qui suivent, nous présentons, pour chacun des axes de notre mission, la nature des vérifications que nous avons opérées, les conclusions que nous en avons tirées, et, à l'appui de ces conclusions, les éléments qui ont fait l'objet, de notre part, d'une attention particulière et les diligences que nous avons mises en oeuvre au titre de ces éléments. Nous attirons votre attention sur le fait que nous n'exprimons pas de conclusion sur ces éléments pris isolément et qu'il convient de considérer que les diligences explicitées s'inscrivent dans le contexte global de la formation des conclusions émises sur chacun des trois axes de notre mission.

Enfin, lorsqu'il nous semble nécessaire d'attirer votre attention sur une ou plusieurs informations en matière de durabilité fournies par Lacroix Group dans son rapport de gestion, nous formulons un paragraphe d'observation(s).

Limits of our engagement

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

This engagement does not provide any guarantee regarding the viability or the quality of the management of the Lacroix Group; in particular it does not provide an assessment of the relevance of the choices made by the Lacroix Group in terms of action plans, targets, policies, scenario analyses and transition plans, which would go beyond compliance with the ESRS reporting requirements.

Further, the future performance of forward-looking information, which is uncertain by nature, may be materially different from the forward-looking information presented in the management report.

Our engagement, however, allow us to express conclusions concerning the process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to article 8 of Regulation (EU) 2020/852, as to the absence of identification, or a contrario, the identification of errors, omissions or inconsistencies of such significance that they may influence the decisions that readers of the information subject to this engagement might make.

Sustainability information and the information provided for in article 8 of Regulation (EU) 2020/852 may be subject to uncertainty inherent in the state of scientific knowledge and the quality of the external data used. Some information is sensitive to the methodological choices, assumptions and/or estimates used to establish it, presented in the management report.

Moreover, the comparative information for financial year 2023 was not subject to a report certifying sustainability information within the meaning of article L.821-54 of the French Commercial Code (Code de commerce).

Compliance with the requirements of the ESRS of the process applied by the Lacroix Group to determine the information published, which includes the obligation to consult the Social and Economic Committee provided for in the sixth paragraph of article L. 2312-17 of the French Labour Code (Code du travail)

Nature of the procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by the Lacroix Group, including the requirement to consult the Social and Economic Committee provided for in the sixth paragraph of article L. 2312-17 of the French Labour Code (Code du travail) has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities that led to the publication of sustainability information disclosed in the Sustainability Report; and
- the information provided on this process also complies with the ESRS.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by the Lacroix Group with the ESRS.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the following information in the Sustainability Report:

- the Basis for preparation section concerning, firstly, the restatements of scope carried out, concerning in particular the exclusion of the Electronics activity in North America and, secondly, the exclusion of the sites based in Tunisia from the calculation of the decent wages indicator;
- the List of omitted or unavailable data points part of the Methodological note section, detailing the unavailable data points.

Elements that received particular attention

- Information provided pursuant to environmental standard ESRS E1

We present to you herebelow the elements that were the subject of special attention on our part concerning the compliance with the ESRS of the information reported in respect of climate change (ESRS – E1) included in the E1 - Climate change section of the Sustainability Report.

Our procedures consisted notably in:

- interviewing the Group's Management to familiarize ourselves with the Group's policies and strategy concerning climate change mitigation and adaptation, the circular economy and the use of resources;
- familiarizing ourselves with the internal processes and documentation implemented by the Lacroix Group to ensure the compliance of the information reported;
- assessing the appropriateness of the information presented in the sections of the Sustainability Report concerned and its overall consistency with our knowledge of the Group.

More particularly, with regard to the information reported in respect of greenhouse gas emissions, our procedures consisted in:

- familiarizing ourselves with the internal protocol used by the Lacroix Group to establish its greenhouse gas (GHG) emissions, assessing its conditions for application, on a selection of emissions categories, notably in respect of scope 3, and analyzing the scopes applied for the different categories and the information collection process;
- familiarizing ourselves with the methodology used to make the estimates we considered foundational;
- evaluating, based on a selection, the emission factors used and the calculation of the related conversions as well as the calculation and extrapolation assumptions;
- reconciling, for directly measurable data such as energy consumption related to scopes 1 and 2, a selection of the underlying data used to quantify GHG emissions with the supporting documentation;
- performing appropriate analytical procedures.
- With regard to the transition plan to mitigate climate change, including as members of our team professionals with particular skills in climate issues, our procedures also consisted in:
- familiarizing ourselves with the conditions for drawing up the Group's transition plan;
- assessing whether this transition plan reflects the commitments made by the Group's Management and governance bodies, it being specified that it is not our role to report on the appropriateness or level of ambition of the objectives of this transition plan;
- reconciling, for a selection of data underlying the valuation of decarbonation drivers, the information presented with the available documentation;
- familiarizing ourselves with the resources allocated to climate change mitigation actions and the quantification methods used.

Compliance with the reporting requirements set out in article 8 of Regulation (EU) 2020/852

Nature of the procedures carried out

Our procedures consisted in verifying the process implemented by the Lacroix Group to determine the eligibility and alignment of the activities of the entities included in the consolidation scope.

They also involved verifying the information reported pursuant to article 8 of Regulation (EU) 2020/852, which involves checking:

- the compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e., information likely to influence the judgement or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies relating to compliance with the requirements of article 8 of Regulation (EU) 2020/852.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the methodological specifications provided in the European Taxonomy section of the Sustainability Report, in particular the decision to publish a null alignment rate given the difficulty in accessing the necessary information on the upstream part of the value chain, notably for activity CE 1.2 “Manufacture of electric and electronic equipment.”

Elements that received particular attention

We have determined that there were no such elements to be communicated in our report.

Saint-Herblain and Nantes, 31 March 2026

The Statutory Auditors
(French original signed by)

FORVIS MAZARS SA
Arnaud Le Néen

ERNST & YOUNG et Autres
François Basthiste
Guillaume Ronco

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YEAR ENDED 31 DECEMBER 2025 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

LACROIXGroup
Year ended 31 December 2025

Statutory auditors' report on the consolidated financial statement

Opinion

In compliance with the engagement entrusted to us by your General Meeting of Shareholders, we have audited the accompanying consolidated financial statements of Lacroix Group for the accounting period ended 31 December 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at 31 December 2025 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

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

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

Independence

We conducted our audit engagement in compliance with the independence requirements of the French Commercial Code (Code de commerce) and the French Code of Ethics for Statutory Auditors (Code de déontologie de la profession de commissaire aux comptes) for the period from 1 January 2025 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No. 537/2014.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L. 821 53 and R. 821-180 of the French Commercial Code (Code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Measurement of the recoverable amount of goodwill

Risk identified

As at 31 December 2025, the net value of goodwill is €71,036k.

As stated in Note 6.4.4 "Business combinations" to the consolidated financial statements, goodwill is subject to an impairment test at least once a year and more frequently when events or circumstances indicate that goodwill may be impaired.

Impairment tests are carried out at the level of the Cash Generating Units (CGUs). They consist in comparing the carrying amount of a CGU to its recoverable amount.

The conditions for the tests performed as well as the details of the assumptions used are presented in Notes 6.4.4 "Business Groupings" and 8.1 "Goodwill" to the consolidated financial statements.

The recoverable amount of the goodwill of each CGU defined by your group is determined based on future cash flows calculated for five-year periods, a discount rate of 8.8% for the Environment CGU and 9.7% for the Electronics CGU, and a perpetual growth rate of 2% as stated in Note 8.1 "Goodwill" to the consolidated financial statements.

The measurement of the recoverable amount of goodwill is a key audit matter due to the materiality of goodwill in relation to your group's financial statements and the use of assumptions and estimates to make this assessment.

Our response

We analyzed the key data and assumptions used to determine the recoverable amount of goodwill, by including a valuation specialist in our audit team to perform these various analyses.
We:

- assessed the operational assumptions adopted to establish the cash flow projections, notably by comparing them to past actual figures and market prospects;
- compared the net carrying amount of the assets of each CGU used for the tests with the consolidated financial statements;
- reviewed the reconciliation of the business plans used for the impairment tests with the budgets approved by the Management;
- examined the methods used to determine the discount rate and the perpetual growth rate and their consistency with the underlying market assumptions;
- assessed the impact of a variation in discount rates and of the main operating assumptions by means of sensitivity analyses;
- tested the mathematical reliability of the models and re-calculated the amounts.

Lastly, we assessed the appropriateness of the information disclosed in Notes 6.4.4 "Business combinations" and 8.1 "Goodwill" to the consolidated financial statements.

Measurement and presentation of the impacts of the ongoing sale of the Electronics North America BU

Risk identified

On 15 May 2025, the group announced its decision to withdraw from its North America Electronics activity.

As stated in Note 6.5.16 "Assets and groups of assets held for sale and abandoned activities" to the consolidated financial statements, the profit and loss account and the cash flow statement are adjusted as if the business had met the criteria for an abandoned activity as from the opening of the comparative period. Furthermore, all of the assets and the liabilities related to the abandoned activities or businesses held for sale are presented on a separate line of assets and liabilities, as they would appear upon sale after elimination of the intragroup positions.

Notes 7.3 «Significant events for the period" and 7.4 "Assets available for sale and abandoned activities" to the consolidated financial statements set out your Group's analysis of the business activity of the North America Electronics BU with regard to IFRS 5, and presents the main financial impacts on your Group's consolidated income statement and balance sheet as at 31 December 2025. At year-end, the group measured its assets and liabilities, resulting in i) the total impairment of €10.1m in reallocated goodwill and €4.4m in customer relationships, ii) €14.4m in impairment of fixed assets, and iii) €4.5m in impairment of current assets.

We considered this to be a key audit matter in view of the amounts involved, the unusual nature of the transaction and the use of assumptions and estimates for this valuation.

Our response

We analyzed the data and key assumptions used for the valuation and presentation of the assets and liabilities to be sold. Our work consisted in the following in particular

- familiarizing ourselves with the analysis performed by your Group to characterize the transaction in view of the provisions of IFRS 5;
- evaluating the identification and measurement of the net income from abandoned activities in view of the provisions of IFRS 5;
- analyzing the identification and measurement of the assets and liabilities to be sold in view of the provisions of IFRS 5;
- ensuring the consistency of the positions taken in the consolidated financial statements as at 31 December 2025 with the changes observed post-close and until the date on which the accounts were closed;

Lastly, we assessed the appropriateness of the information disclosed in Notes 6.5.16 "Assets and groups of assets held for sale and abandoned activities" and 7.4 "Assets held for sale and abandoned activities" to the consolidated financial statements.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information relating to the Group given in the Board of Directors' management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Other Verifications or Information Required by Laws and Regulations

Format of presentation of the consolidated financial statements included in the annual financial report

In accordance with the professional standard applicable in France relating to the procedures performed by statutory auditors regarding the annual and consolidated financial statements prepared in the European single electronic format, we have also verified that the preparation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (Code monétaire et financier), prepared under the CEO's responsibility, complies with the single electronic format defined in Commission Delegated Regulation

(EU) No. 2019/815 of 17 December 2018. As it relates to the consolidated financial statements, our work includes verifying that the tagging in the financial statements complies with the format defined in the aforementioned Regulation.

On the basis of our work, we conclude that the presentation of the consolidated financial statements intended to be included in the consolidated annual financial report complies, in all material respects, with the European single electronic format.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Lacroix Group by your General Meeting of Shareholders held on 11 May 2021 for FORVIS MAZARS S.A. and on 18 March 2009 for ERNST & YOUNG et Autres.

As at 31 December 2025, FORVIS MAZARS S.A. was in its fifth year and ERNST & YOUNG et Autres in its seventeenth year of total uninterrupted engagement.

Previously, the firm Exco Atlantique (acquired by ERNST & YOUNG Audit and renamed ERNST & YOUNG Atlantique in 2008) was statutory auditor.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and Audit Approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 821 55 of the French Commercial Code (Code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L.823-10-1 of the French Commercial Code (Code de commerce), our statutory audit does not include assurance on the viability of the company or the quality of management of the affairs of the company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and,

based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.

- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report significant deficiencies, if any, in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France as set out in particular in Articles L. 821 27 to L. 821 34 of the French Commercial Code (Code de commerce) and in the French Code of Ethics for Statutory Auditors (Code de déontologie de la profession de commissaire aux comptes). Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

This is a translation into English by Heather Jones of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English-speaking users. This statutory auditors' report includes information required by European regulations and French law, such as information about the appointment of the statutory auditors or verification of the information concerning the Group presented in the management report.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Saint-Herblain and Nantes, 31 March 2026

The Statutory Auditors (French original signed by)

FORVIS MAZARS SA
Arnaud Le Néen

ERNST & YOUNG et Autres
François Basthiste   Guillaume Ronco

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YEAR ENDED 31 DECEMBER 2025 STATUTORY AUDITORS' REPORT ON THE FINANCIAL STATEMENTS

LACROIX Group
Year ended 31 December 2025

To the General Meeting of Shareholders of Lacroix Group,

Opinion

In compliance with the engagement entrusted to us by your general meeting of shareholders, we have audited the accompanying financial statements of Lacroix Group for the year ended 31 December 2025.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at 31 December 2025 and of the results of its operations for the year then ended in accordance with French accounting principles.

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

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Financial Statements section of our report.

Independence

We conducted our audit engagement in compliance with the independence requirements of the French Commercial Code (Code de commerce) and the French Code of Ethics for Statutory Auditors (Code de déontologie de la profession de commissaire aux comptes) for the period from 1 January 2025 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No. 537/2014.

Observation

Without calling into question our opinion expressed hereabove, we draw your attention to the impacts of the initial application of French Accounting Standards Authority (ANC – Autorité des normes comptable) regulation no. 2022-06 as described in the notes to the financial statements.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-80 of the French Commercial Code (Code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Measurement of the recoverable amount of equity securities

Risk identified

As at 31 December 2025, equity securities amount to a gross value of €183,174k and a net value of €100,793k.

As stated in Note 3.2.3 "Financial assets" to the financial statements, the gross value of equity securities and other long-term securities corresponds to the purchase cost excluding related expenses. A provision for impairment is recorded when the value-in-use of equity securities is less than the gross value. This value-in-use is assessed on a case-by-case basis taking into account the general situation and the sales and earnings outlook for each of the companies concerned, consistent with your group's development plans.

We considered that the valuation of the recoverable amount of the equity securities was a key audit matter in view of their materiality in relation to your company's financial statements and the level of judgement required to assess their value-in-use.

Our response

Within the scope of our audit of the financial statements, by including a valuation specialist in our audit team to carry out various analyses, our work notably consisted in the following:

- familiarizing ourselves with the valuation of the equity securities performed by your Company, the methods used and the underlying assumptions;
- assessing the operational assumptions adopted to establish the sales and earnings forecasts for the subsidiaries by comparing them with past actual figures and market prospects;
- examining the consistency of the value-in-use thus determined and the recoverable amount used for the impairment tests performed on goodwill for the purposes of preparing your group's consolidated financial statements;
- verifying the arithmetical accuracy of the value-in-use calculations performed by your company for the values deemed material.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial position and the financial statements provided to the shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the Board of Directors' management report and in the other documents with respect to the financial position and the financial statements provided to the shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D. 441-4 of the French Commercial Code (Code de commerce).

Report on Corporate Governance

We attest that the Board of Directors' Report on Corporate Governance sets out the information required by Articles L. 225-37-4, L. 22-10-10 and L. 22-10-9 of the French Commercial Code (Code de commerce).

Concerning the information given in accordance with the requirements of Article L. 22-10-9 of the French Commercial Code (Code de commerce) relating to compensations and benefits received by, or allocated to the directors and any other commitments made in their favor, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your Company from companies controlled thereby, included in the consolidation scope. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your Company considered likely to have an impact in the event of a takeover bid or exchange offer, provided pursuant to Article L. 22-10-11 of the French Commercial Code (Code de commerce), we have agreed this information to the source documents communicated to us. Based on these procedures, we have no observations to make on this information.

Other Information

In accordance with French law, we have verified that the required information concerning the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Report on Other Legal and Regulatory Requirements

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

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by statutory auditors regarding the annual and consolidated financial statements prepared in the European single electronic format, that the preparation of the financial statements intended to be included in the annual financial report mentioned in Article L. 451 1 2, I of the French Monetary and Financial Code (Code monétaire et financier), prepared under the CEO's responsibility, complies with the single electronic format defined in Commission Delegated Regulation (EU) No. 2019/815 of 17 December 2018.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Lacroix Group by your General Meeting of Shareholders held on 11 May 2021 for FORVIS MAZARS SA and on 18 March 2009 for ERNST & YOUNG et Autres. As at 31 December 2025, MAZARS was in its fifth year and ERNST & YOUNG et Autres in its seventeenth year of total uninterrupted engagement.

Previously, the firm Exco Atlantique (acquired by ERNST & YOUNG Audit and renamed ERNST & YOUNG Atlantique in 2008) was statutory auditor.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.
The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and Audit Approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 821 55 of the French Commercial Code (Code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management in the financial statements.
- Assesses the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report significant deficiencies, if any, in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France as set out in particular in Articles L. 821 27 to L. 821 34 of the French Commercial Code (Code de commerce) and in the French Code of Ethics for Statutory Auditors (Code de déontologie de la profession de commissaire aux comptes). Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

This is a translation into English by Heather Jones of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English-speaking users. This statutory auditors' report includes information required by European regulations and French law, such as information about the appointment of the statutory auditors or verification of the information concerning the Group presented in the management report.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Saint-Herblain and Nantes, 31 March 2026

The Statutory Auditors (French original signed by)

FORVIS MAZARS SA Arnaud Le Néen	ERNST & YOUNG et Autres François Basthiste Guillaume Ronco

FORVIS MAZARS SA 4, rue Edith Piaf Immeuble Asturia A 44800 Saint-Herblain S.A. à directoire et conseil de surveillance au capital de € 8 320 000 784 824 153 R.C.S. Paris	ERNST & YOUNG et Autres 3, rue Emile Masson CS 21919 44019 Nantes cedex 1 S.A.S. à capital variable 438 476 913 R.C.S. Nanterre
Commissaire aux Comptes Membre de la compagnie régionale de Versailles et du Centre	Commissaire aux Comptes Membre de la compagnie régionale de Versailles et du Centre

ANNUAL GENERAL MEETING HELD TO APPROVE THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025 STATUTORY AUDITORS' REPORT ON RELATED PARTY AGREEMENTS

LACROIX Group
Annual general meeting held to approve the financial statements
for the year ended 31 December 2025

To the Annual General Meeting of Lacroix Group,

In our capacity as statutory auditors of your company, we hereby present to you our report on related party agreements.

We are required to inform you, on the basis of the information provided to us, of the terms and conditions of those agreements indicated to us, or that we may have identified in the performance of our engagement, as well as the reasons justifying why they benefit the company. We are not required to give our opinion as to whether they are beneficial or appropriate or to ascertain the existence of other agreements. It is your responsibility, in accordance with Article R. 225-31 of the French Commercial Code (Code de commerce), to assess the relevance of these agreements prior to their approval.

We are also required, where applicable, to inform you in accordance with Article R. 225-31 of the French Commercial Code (Code de commerce) of the continuation of the implementation, during the year ended 31 December 2025, of the agreements previously approved by the Annual General Meeting.

We performed those procedures which we deemed necessary in compliance with professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this type of engagement. These procedures consisted in verifying the consistency of the information provided to us with the relevant source documents.

Agreements submitted for approval to the Annual General Meeting

We hereby inform you that we have not been notified of any agreements authorized during the year ended 31 December 2025 to be submitted to the Annual General Meeting for approval in accordance with Article L. 225-38 of the French Commercial Code (Code de commerce).

Agreements previously approved by the Annual General Meeting

We hereby inform you that we have not been notified of any agreements authorized during the year ended 31 December 2025 to be submitted to the Annual General Meeting for approval in accordance with Article L. 225-38 of the French Commercial Code (Code de commerce).

With Vinila Investissements, shareholder in your company

Persons concerned

Mr. Vincent Bedouin, CEO of your company and President of Vinila Investissements.
Mr. Nicolas Bedouin, Deputy CEO of your company and member of the Supervisory Board of Vinila Investissements.

a) Nature and purpose

Continuation of the management and coordination agreement, authorized by the Supervisory Board on 29 December 2009, for the fixed annual compensation of €140k.

Conditions

An expense in the amount of €140k was recognized by your Company in respect of the year ended 31 December 2025.

b) Nature and purpose

Services agreement according to which the premises located at 5 rue de la Pérouse Paris (16th arrondissement) are made available to the company.

Conditions

The fixed annual compensation paid by your company to Vinila Investissements amounts to €20k excluding taxes.

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This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Saint-Herblain and Nantes, 31 March 2026

The Statutory Auditors (French original signed by)

FORVIS MAZARS SA
Arnaud Le Néen

ERNST & YOUNG et Autres
François Basthiste Guillaume Ronco

FORVIS MAZARS SA
4, rue Edith Piaf
Immeuble Asturia A
44800 Saint-Herblain S.A. à directoire et conseil de surveillance au capital de € 8 320 000
784 824 153 R.C.S. Paris

Commissaire aux Comptes
Membre de la compagnie
régionale de Versailles et du Centre

ERNST & YOUNG et Autres
3, rue Emile Masson
CS 21919
44019 Nantes cedex 1
S.A.S. à capital variable
438 476 913 R.C.S. Nanterre

Commissaire aux Comptes
Membre de la compagnie
régionale de Versailles et du Centre

RESOLUTIONS PUT TO THE ANNUAL ORDINARY GENERAL MEETING OF 13 MAY 2026

FIRST RESOLUTION

Approval of the annual financial statements for the financial year ended 31 December 2025

The General Meeting, voting under the conditions of quorum and majority of Ordinary General Meetings, after having taken note of:

- the Management Report of the Board of Directors, and
- the Statutory Auditors' Report,

approves the annual financial statements for the financial year ended 31 December 2025, as presented, as well as the transactions reflected in those financial statements and summarised in those reports.

SECOND RESOLUTION

Approval of the consolidated financial statements for the financial year ended 31 December 2025

The General Meeting, voting under the conditions of quorum and majority of Ordinary General Meetings, after having taken note of:

- the Group Management Report, and
- the Statutory Auditors' Report,

approves the consolidated financial statements for the financial year ended 31 December 2025, as presented, as well as the transactions reflected in those financial statements and summarised in those reports.

THIRD RESOLUTION

Approval of non-deductible expenses for tax purposes

Pursuant to Article 223 quater of the French General Tax Code, the General Meeting approves the non-deductible expenses referred to in Article 39-4 of said Code, the total amount of which is €40,134, together with the corresponding tax amounting to €10,367.

FOURTH RESOLUTION

Allocation of the result for the financial year

The General Meeting, voting under the conditions of quorum and majority of ordinary general meetings, approves the proposal of the Board of Directors and decides to allocate the loss for the financial year ended 31 December 2025, amounting to €61,985,413.88, as follows:

In full to the "Other reserves" account, which would then amount to €21,965,211.35	€ -61,985,413.88

As a result of this allocation, the Company's equity amounts to €96,932,132.53.

In accordance with the law, the General Meeting notes that the dividends distributed for the three preceding financial years were as follows:

Period	Dividend per share*	Total dividend	Total number of shares	Number of paid shares
2022	0,80	3 863 276,80	4 829 096	4 681 203
2023	0,70	3 380 367,20	4 829 096	4 681 002
2024	/	/	/	/

* Dividend eligible for 40% tax allowance.

FIFTH RESOLUTION

Special report of the Statutory Auditors on related-party agreements and commitments and acknowledgement of the absence of any new agreement

The General Meeting, voting under the conditions of quorum and majority ordinary general meetings, having reviewed the special report of the Statutory Auditors stating that there are no new agreements of the type referred to in Articles L.225-38 et seq. of the French Commercial Code, takes note of this information without reservation.

SIXTH RESOLUTION

Setting the overall annual compensation for members of the Board of Directors

The General Meeting, voting under the quorum and majority conditions of ordinary general meetings, after having taken note of the Board of Directors' report on corporate governance, sets the overall annual amount of compensation to be allocated to the members of the Board of Directors at the sum of €90,000.

This decision, applicable to the current financial year, will be maintained until a new decision of the General Meeting.

As the Board of Directors is composed in accordance with the first paragraph of Article L.225-18-1 of the French Commercial Code, the second paragraph of Article L.225-45 of the same Code is not applicable.

SEVENTH RESOLUTION

Approval of the compensation policy for the members of the Board of Directors

The General Meeting, voting under the quorum and majority conditions of ordinary general meetings, after having taken note of the Board of Directors' report on corporate governance, approves, pursuant to Article L. 22 10 8 II of the French Commercial Code, the compensation policy for Directors, as presented in the Company's 2025 annual financial report.

EIGHTH RESOLUTION

Approval of the compensation elements due or allocated for the 2025 financial year to Vincent BEDOUIN, Chairman & Chief Executive Officer

The General Meeting, voting under the quorum and majority conditions of ordinary general meetings, after having taken note of the Board of Directors' report on corporate governance and pursuant to Article L. 22-10-34 II of the French Commercial Code, approves the set, variable, and exceptional items composing the total compensation and benefits of any kind paid or allocated for the financial year ending 31 December 2025 to Vincent Bedouin, as presented in the 2025 annual financial report of the Company.

NINTH RESOLUTION

Approval of the compensation policy for 2026 for Vincent BEDOUIN, Chairman and Chief Executive Officer

The General Meeting, voting under the quorum and majority conditions of ordinary general meetings, after having taken note of the Board of Directors' report on corporate governance and pursuant to Article L. 22-10-8 II of the French Commercial Code, approves the items of the compensation policy applying to Mr Vincent BEDOUIN, as presented in the Company's 2025 annual financial report.

TENTH RESOLUTION

Approval of the compensation elements due or allocated for the 2025 financial year to Nicolas BEDOUIN, Deputy Chief Executive Officer

The General Meeting, voting under the quorum and majority conditions of ordinary general meetings, after having taken note of the Board of Directors' report on corporate governance and pursuant to Article L. 22-10-34 II of the French Commercial Code, approves the set, variable, and exceptional items composing the total compensation and benefits of any kind paid or allocated for the financial year ending 31 December 2025 to Nicolas Bedouin, as presented in the 2025 annual financial report of the Company.

ELEVENTH RESOLUTION

Approval of the compensation policy for 2026 for Nicolas BEDOUIN, Deputy Chief Executive Officer

The General Meeting, voting under the conditions of quorum and majority of Ordinary General Meetings, after having taken note of the Board of Directors' report on corporate governance, and pursuant to Article L. 22-10-8 II of the French Commercial Code, approves the items of the compensation policy applying to Nicolas Bedouin, as presented in the Company's 2025 annual financial report.

TWELFTH RESOLUTION

Approval of information relating to the compensation of corporate officers referred to in Article L.22-10-9 I of the French Commercial Code

The General Meeting, voting under the conditions of quorum and majority of Ordinary General Meetings, approves, pursuant to Article L. 22-10-34 I of the French Commercial Code, the information referred to in Article L. 22-10-9 I of said Code, as included in the report of the Board of Directors on corporate governance, as presented in the Company's 2025 annual financial report.

THIRTEENTH RESOLUTION

Authorisation granted to the Board of Directors to purchase shares of the Company

The General Meeting, voting under the conditions of quorum and majority of ordinary general meetings, having reviewed the report of the Board of Directors, and in accordance with Article L.22-10-62 of the French Commercial Code:

- Authorises the Board of Directors, with powers of sub-delegation, to purchase shares of the Company on the stock market for the following purposes :
  - Ensure market-making under a liquidity contract compliant with practices permitted by the applicable regulations,
  - Purchase shares for retention and subsequent allocation for trade or payment as part of an external growth operation, with the clarification that the shares acquired for this purpose cannot exceed 5% of the Company's capital, and that the Company cannot directly or indirectly hold more than 10% of its capital,
  - Ensure coverage of plans to allocate bonus shares or share purchase options, and more generally all shareholding plans for the Group's staff and corporate officers
  - Ensure the coverage of securities entitling the holder to the allocation of Company shares under applicable regulations,

- Sets the duration of this authorisation at eighteen (18) months from the date of this General Meeting, with the possibility of use on one or more occasions, and acknowledges that this authorisation supersedes, for its unused portion, any previous authorisation having the same purpose.

This share buyback programme may also be used by the Company for any other purpose authorised or that may be authorised by law or applicable regulations, notably to implement any market practice that may be accepted by the French Financial Markets Authority (Autorité des marchés financiers). In such a case, the Company would inform its shareholders by way of a press release.

The maximum number of shares that may be purchased is set at 482,909 shares (representing 10% of the share capital). The General Meeting decides that the maximum purchase price per share may not exceed €60. In the event of a capital transaction, notably a share split or reverse split or a free share allocation, the above amount shall be adjusted in the same proportions (multiplication factor equal to the ratio between the number of shares forming the share capital before the transaction and the number of shares after the transaction).

The maximum total amount of the transaction is therefore set at €28,974,540.

Shares may be purchased through market transactions or through block acquisitions, in accordance with applicable legal and regulatory provisions. Block acquisitions may represent the entire programme.

The number of shares held under execution of this authorisation may not exceed 10% of the share capital, i.e. 482,909 shares, as adjusted if applicable to take into account any capital increases that may occur during the term of the programme.

Each year, the Board of Directors shall report to shareholders, in its report to the Ordinary General Meeting, on share purchases and disposals carried out.

Full powers are granted to the Board of Directors to carry out all formalities required for the implementation of this authorisation.

FOURTEENTH RESOLUTION

Powers for the completion of formalities

The General Meeting gives full powers to the holder of copies or extracts of this report to fulfil all legal formalities.


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DEMO COMMERCIAUX

PART 02

ACCOUNTING & FINANCIAL ITEMS

(CONSOLIDATED FINANCIAL STATEMENTS)

1. CONSOLIDATED BALANCE SHEET

In €K Assets	Note n°	Period 2025	Period 2024
Non-current assets			
Goodwill	8.1	71 036	86 091
Intangible assets	8.2	5 634	9 440
Tangible assets	8.3	65 848	95 276
Rights of use	8.4	6 447	12 438
Non-current financial assets	8.5	2 740	3 260
Deferred tax assets	8.19.3	5 129	4 997
Total non-current assets		**156 834**	**211 502**
Current assets			
Inventories and work in progress	8.6	96 489	134 447
Trade receivables	8.7	50 893	98 768
Other receivables	8.8	28 248	23 254
Financial assets	9.1	1 042	1 547
Cash and cash equivalents	8.9	37 497	41 648
Assets held for sale	7.4	19 219	26 559
Total current assets		**233 388**	**326 222**
TOTAL ASSETS		**390 222**	**537 725**

In €K Liabilities	Note n°	Period 2025	Period 2024
Shareholders' equity			
Capital		32 055	32 055
Additionnal Paid-in capital		39 645	39 645
Consolidated reserves		59 422	98 386
Consolidated net income		(39 668)	(33 764)
Shareholders' equity (Group share) :	4	**91 455**	**136 322**
Minority interests :	4	**2 673**	**4 061**
Total shareholders' equity		**94 128**	**140 383**
Non-current liabilities			
Non-current provisions	8.11	18 569	13 326
Long-term debt	8.12	59 980	90 122
Long-term rental liabilities	8.4	4 796	11 055
Debts arising from business combinations - non-current	8.13	7 542	10 574
Deferred tax liabilities	8.19.3	2 131	4 772
Total non-current liabilities		**93 017**	**129 849**
Current liabilities			
Short-term financial liabilities	8.12	59 226	66 000
Short-term lease liabilities	8.4	2 171	2 328
Trade payables	8.14	62 791	121 277
Financial liabilities	9.1	208	3 666
Business combination liabilities – current	8.13	2	
Other liabilities	8.14	59 331	51 765
Liabilities of disposal groups held for sale	7.4	19 347	22 456
Total current liabilities		**203 077**	**267 493**
TOTAL LIABILITIES		**390 222**	**537 725**

2. COMPREHENSIVE INCOME STATEMENT

2.1 Consolidated income statement

In €K	Note n°	Period 2025 12 months	Period 2024 12 months (restated)
Revenue	**9.2**	**445 496**	**494 388**
Change in inventories and goods in progress		(2 080)	2 616
Goods and raw materials purchased		(240 599)	(284 183)
Personnel expenses	8.15	(117 278)	(130 097)
Subcontracting and external expenses		(45 061)	(43 453)
Taxes		(3 311)	(3 889)
Depreciation, amortization and provisions	8.16	(17 241)	(13 537)
Other income and expenses		1 162	4 490
Current operating profit	**9.2**	**21 088**	**26 335**
Other operating income and expenses	8.17	(4 117)	(6 680)
Impairment of goodwill			
Operating income		**16 971**	**19 655**
Finance income and expenses	8.18	(3 305)	(7 345)
Income tax expense	8.19	(4 792)	(4 514)
Share of profit (loss) of equity-accounted companies			
Net income from continuing operations		**8 874**	**7 796**
Net income from discontinued operations		(56 019)	(57 021)
Consolidated net income		**(47 145)**	**(49 225)**
Net income - Minority interests	4	(7 477)	(15 460)
Net income - Group share		**(39 668)**	**(33 764)**
Basic earnings per share (in €)	8.10	(8,45)	(7,21)
Diluted earnings per share (in €)	8.10	(8,38)	(7,15)

2.2 Net income and gains and losses recognized directly in equity

In €K	Note n°	Period 2025 12 months	Period 2024 12 months
Net income		(47 145)	(49 225)
Currency translation adjustments		(2 122)	2 216
Revaluation of hedging instruments		(105)	(811)
Actuarial gains and losses on defined benefit plans		172	116
Total gains and losses recognized directly in equity (1)		**(2 055)**	**1 522**
Net income and Gains and losses recognized directly in equity	**4**	**(49 200)**	**(47 702)**
Group		(41 836)	(31 590)
Minority interests		(7 362)	(16 112)

(1) Amount net of tax.

3. CASH FLOW STATEMENT

In €K	Note n°	Period 2025 12 months	Period 2024 12 months (restated)
CASH FLOW FROM OPERATING ACTIVITIES			
NET INCOME		**(47 145)**	**(49 225)**
NET INCOME FROM DISCONTINUED OPERATIONS		**(56 019)**	**(57 021)**
NET INCOME FROM CONTINUING OPERATIONS		**8 873**	**7 796**
- Income tax expense for the period from continuing operations		4 792	4 066
Consolidated pre-tax income		**13 665**	**11 862**
Elimination of non-cash or non-operating income and expenses :			
- Net depreciation, amortization and provisions		18 865	16 329
- Gains and losses on disposals, net of tax		2 034	2 026
- Calculated income and expenses related to changes in fair value		(1 359)	1 694
Taxes paid		**(2 665)**	**(415)**
Gross operating cash flow of fully consolidated companies		**30 540**	**31 497**
Dividends received from equity-accounted companies			
Change in working capital related to operations		**28 032**	**13 759**
CASH FLOWS FROM OPERATING ACTIVITIES RELATED TO CONTINUING OPERATIONS		58 571	45 256
CASH FLOWS FROM OPERATING ACTIVITIES RELATED TO DISCONTINUED OPERATIONS		(19 181)	(15 953)
NET CASH GENERATED FROM OPERATING ACTIVITIES		**39 390**	**29 303**
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure (PP&E and intangible assets)	8.2/8.3/7.4	(8 549)	(11 130)
Financial investments		(267)	(277)
Disposals of assets, net of tax		561	601
Cash related to acquisitions and disposals of businesses	7.3	5	1 893
CASH FLOWS FROM INVESTING ACTIVITIES RELATED TO CONTINUING OPERATIONS		(8 250)	(8 913)
CASH FLOWS FROM INVESTING ACTIVITIES RELATED TO DISCONTINUED OPERATIONS		5 447	(5 208)
NET CASH USED IN INVESTING ACTIVITIES		**(2 803)**	**(14 121)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Dividends paid to shareholders		(159)	(3 732)
Changes in other equity instruments		(2)	(59)
Proceeds from borrowings		6 530	16 934
Impact of sale and leaseback transactions			
Repayments of borrowings		(24 894)	(21 357)
Repayments of lease liabilities	8.4.2	(2 566)	(2 786)
CASH FLOWS FROM FINANCING ACTIVITIES RELATED TO CONTINUING OPERATIONS		(21 091)	(11 000)
CASH FLOWS FROM FINANCING ACTIVITIES RELATED TO DISCONTINUED OPERATIONS		(2 602)	(1 352)
NET CASH USED IN FINANCING ACTIVITIES		**(23 694)**	**(12 351)**
Effect of exchange rate changes		2 083	(1 182)
Change in cash		**14 976**	**1 648**
Opening cash and cash equivalents		9 101	12 453
Reclassification of cash related to assets held for sale			(5 000)
Closing cash and cash equivalents	8.5	23 378	9 101

4. CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

In €K Position on closing	Note	Share capital	Share premiums	Consolidated reserves	Period result	Other		Total shareholders' equity - Group share	Non-controlling interests	TOTAL shareholders' equity
						Currency translation differences	Shares of consolidating company			
Period 12/31/2023		**32 055**	**39 645**	**104 261**	**4 268**	**524**	**(2 839)**	**177 914**	**12 142**	**190 056**
Appropriation of net income for the year				4 268	(4 268)					
Dividend Distributions				(3 433)				(3 433)	(346)	(3 779)
Change in treasury stock				(118)			60	(59)		(59)
Commitments to purchase of minority interests	8.13			1 627				1 627		1 627
Free allocation of shares				240				240		240
Net income for the year					(33 764)			(33 764)	(15 460)	(49 225)
Gains and losses recognized directly in equity				(695)		2 868		2 174	(652)	1 522
Net income and Gains and losses recognized directly in equity				**(695)**	**(33 764)**	**2 868**		**(31 590)**	**(16 112)**	**(47 702)**
Recognition of loss-making non-controlling interests assumed by the Group (1)				(8 377)				(8 377)	8 377	
Period 2024		**32 055**	**39 645**	**97 773**	**(33 764)**	**3 392**	**(2 779)**	**136 323**	**4 061**	**140 383**
Period 12/31/2024		**32 055**	**39 645**	**97 773**	**(33 764)**	**3 392**	**(2 779)**	**136 323**	**4 061**	**140 383**
Appropriation of net income for the year				(33 764)	33 764					
Dividend Distributions				(157)				(157)		(157)
Capital increases										
Change in treasury stock				(374)			373	(2)		(2)
Commitments to purchase of minority interests	8.13			3 062				3 062		3 062
Free allocation of shares				40				40		40
Net income for the year					(39 668)			(39 668)	(7 477)	(47 145)
Gains and losses recognized directly in equity				67		(2 237)		(2 169)	115	(2 054)
Net income and Gains and losses recognized directly in equity				**67**	**(39 668)**	**(2 237)**		**(41 836)**	**(7 362)**	**(49 199)**
Group assumption of minority interests (1)				(5 974)				(5 974)	5 974	
Period 2025		**32 055**	**39 645**	**60 673**	**(39 668)**	**1 155**	**(2 406)**	**91 455**	**2 673**	**94 128**

(1) Corresponds to loss-making non-controlling interests assumed and reclassified within Group reserves.

5. LIST OF CONSOLIDATED COMPANIES

The companies included in the scope of consolidation are presented below:

Company and legal form	Registered office	Note	Period 2024		
			Consolida-tion Method	% of interest	
SOCIETE CONSOLIDANTE					
LACROIX GROUP	ST HERBLAIN	1	PARENT	100,00%	
SOCIETES INTEGREES					
LACROIX 2	ST HERBLAIN		FC	100,00%	
Activité LACROIX Electronics					
LACROIX ELECTRONICS FRANCE	BEAUPREAU	1	FC	100,00%	
LACROIX ELECTRONICS BEAUPREAU	BEAUPREAU		FC	75,25%	
LACROIX ELECTRONICS zoo	POLOGNE		FC	100,00%	
LACROIX ELECTRONICS TUNISIE	TUNISIE		FC	100,00%	
LACROIX ELECTRONICS TUNIS	TUNISIE		FC	100,0%	
LACROIX ELECTRONICS SERVICE TUNISIE	TUNISIE		FC	100,0%	
LACROIX ELECTRONICS Gmbh	ALLEMAGNE		FC	100,0%	
LACROIX ELECTRONICS CESSON	CESSON-SÉVIGNÉ	1	FC	100,0%	
LACROIX ELECTRONICS MICHIGAN	MICHIGAN, USA		FC	88,2%	
LACROIX NORTH AMERICA	DELAWARE, USA		FC	100,0%	
Activité LACROIX Environment					
LACROIX ENVIRONMENT	ST HERBLAIN	1	FC	100,0%	
LACROIX SOFREL	VERN SUR SEICHE	1	FC	100,0%	
LACROIX SOFREL S.r.l.	ITALIE		FC	100,0%	
LACROIX SOFREL ESPANA S.L.U.	ESPAGNE		FC	100,0%	
LACROIX SINGAPOUR PTE. LTD	SINGAPOUR		FC	100,0%	
LACROIX GERMANY Gmbh	ALLEMAGNE		FC	100,0%	
LACROIX SAE GmbH & Co KG	ALLEMAGNE		FC	100,0%	
LACROIX SMART LIGHTING FRANCE	LES CHÈRES	1	FC	100,0%	
LACROIX SMART LIGHTING BELGIUM	BELGIQUE		FC	100,0%	
Activité LACROIX City					
LACROIX CITY	ST HERBLAIN	1	FC	100,0%	
LACROIX CITY CARROS	ST HERBLAIN		FC	0,0%	(3)
LACROIX CITY MADRID	ESPAGNE		FC	0,0%	(3)
LACROIX CITY PLOUFRAGAN	NANTES		FC	0,0%	(3)
LTI SUD EST	CARROS		FC	0,0%	(2) (3)

FC = Full Consolidation
(1) French tax consolidation scope as of 12/31/2025
(2) Ad hoc entity
(3) Entities deconsolidated as of February 28, 2025

Please note that Lacroix City has been merged into Lacroix Environment, and that the ownership percentage of Lacroix Electronics Michigan has increased by 26% following the acquisition of minority interests.

6. ACCOUNTING STANDARDS, CONSOLIDATION METHODS, VALUATION METHODS AND RULES

6.1 General information on the Company

Listed on Euronext Paris, Compartment C, LACROIX Group is a French public limited company (société anonyme) governed by French law.

The Group's registered office is located at 17 rue Océane, 44800 Saint-Herblain, France.

Beyond the "direct" footprint of its activities, LACROIX carries a broader mission for society, embodied through its offering, which represents the Group's true purpose and a timeless link uniting all its employees.

Its mission: to provide its customers with simple and robust technologies that help build a more sustainable and safer world

Through its activities, LACROIX leverages its technological expertise to:

- Digitalize and optimize the management of water and energy infrastructures. Drawing on its deep understanding of operators' businesses, LACROIX contributes to improving network performance, preserving increasingly scarce resources, and protecting the environment.

- Design and manufacture electronic products in critical sectors such as automotive, aeronautics, home automation, and Industry 4.0, supporting customers in their challenges related to automation, digitalization, and environmental performance.

6.2 Accounting standards

6.2.1 General principles

The annual financial statements are presented for the year ended 31 December 2025 in accordance with all IFRS standards issued by the IASB (International Accounting Standards Board) and adopted by the European Union. All texts adopted by the European Union are available on the European Commission's website:

http://ec.europa.eu/finance/accounting/ias/index_fr.htm

These accounting policies are identical to those applied in the consolidated financial statements as of 31 December 2024.

The Group does not apply IFRS standards that have not yet been approved by the European Union at the reporting date. The Group has not opted for early adoption of standards or interpretations whose application was not mandatory for fiscal year 2025.

6.2.2 Presentation of the Financial Statements

Assets are classified as "current assets" when they are expected to be sold or consumed in the normal operating cycle, or within twelve months after the reporting date, as well as cash and cash equivalents.

"Current liabilities" correspond to liabilities due within the normal operating cycle or within twelve months after the reporting date.

All other assets or liabilities are classified as "non-current".

6.3 Use of Estimates

The preparation of the consolidated financial statements requires Group management to exercise judgment, make estimates, and use assumptions that have an impact on the application of accounting policies and on the amounts recognised in the financial statements.

These estimates and underlying assumptions are based on past experience and on other factors considered reasonable under the circumstances, and are reviewed on an ongoing basis. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed continuously. The impact of a change in an accounting estimate is recognised in the period in which the change occurs if it affects only that period, or in the period of the change and future periods if they are also affected by the change.

6.4 Consolidation methods

6.4.1 Consolidation methods

Group subsidiaries :

- A subsidiary is an entity controlled by the Group. The Group controls a subsidiary when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control is obtained until the date on which control ceases.

- Non-controlling interests are measured at their proportionate share of the acquiree's identifiable net assets at the acquisition date. Changes in the Group's ownership interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

Associates and joint ventures

- Associates are entities over which the Company has significant influence over financial and operating policies, without having control or joint control. A joint venture is a partnership in which the Group has joint control and whereby it has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities. Associates and joint ventures are accounted for using the equity method. The consolidated financial statements include the Group's share of the total profit or loss of equity-accounted associates and joint ventures up to the date on which significant influence or joint control ceases.

Methods applied by the Group

- Based on an assessment of the provisions of IFRS 11 (structure of the arrangement, legal form of the separate vehicle, contractual arrangements and other facts and circumstances), the Group does not have any joint ventures.

The scope of consolidation and the list of subsidiaries are presented in Note 5.

6.4.2 Methods for Translating the Financial Statements of Foreign Subsidiaries

The financial statements of foreign subsidiaries are translated as follows:

- The balance sheet is translated at the closing exchange rate.
- The income statement is translated at the average exchange rate for the year.
- Translation differences are recognized directly in equity under "Translation adjustments".

The table below shows the changes in the exchange rates applied.

1ML = €X	Opening	Average	Closing	Average N-1
Zloty (PLN)	0,23392	0,23587	0,23691	0,23225
Dollar (USD)	0,96256	0,88497	0,85106	0,92389
Dollar SG (SGD)	0,70602	0,67770	0,66203	0,69166

Foreign currency transactions are recorded at the exchange rate prevailing on the transaction date. Gains and losses arising from the settlement of these transactions and from the translation of foreign-currency denominated receivables and payables are recognized in the income statement.

6.4.3 Elimination of Intra-group Transactions

In accordance with applicable regulations, balance-sheet items and unrealised income and expenses arising from intra-group transactions are eliminated when preparing the consolidated financial statements. Unrealised gains and losses resulting from transactions with associates are eliminated against the carrying amount of the equity-accounted investments.

6.4.4 Business Combinations

Goodwill is tested for impairment at least once a year, and more frequently when events or circumstances indicate a potential impairment loss.

Impairment tests are performed at the level of Cash-Generating Units (CGUs). The test consists in comparing the carrying amount of the CGU with its recoverable amount.

- The recoverable amount is defined as the higher of its fair value less costs of disposal and its value in use.

The Group applies an impairment-testing methodology based on the DCF (Discounted Cash Flow) method, using Business Plans prepared for each activity (each activity corresponding to a CGU).

The assumptions used are detailed in Note 8.1.

6.5 Measurement and Valuation Methods

The principles and methods applied by the Group are as follows:

6.5.1 Intangible Assets

Intangible assets are recognized at their acquisition cost, less accumulated amortisation and any impairment losses.

Research and Development Costs

Research expenses are recognized in profit or loss.

Regarding development costs, the Group has implemented a procedure to track expenditures, enabling the identification, measurement, and monitoring of all relevant information.

When development expenditures meet all the capitalization criteria, they are recognized as intangible assets. Otherwise, they are expensed as incurred.

Amortisation and Impairment

Intangible assets with a finite useful life are amortised on a straight-line basis over their estimated useful lives.

	Duration
Concessions, patents, licences	Shorter of the legal period of protection or the useful life of the asset
Software and R&D costs	When capitalisable, from 3 to 10 years

Intangible assets are tested for impairment whenever there is an indication of a potential loss in value.

Intangible assets with an indefinite useful life are tested for impairment annually. Impairment tests are based on discounted future cash flows.

Amortisation charges on intangible assets are recognised under "Depreciation, amortisation and impairment" in the income statement.

6.5.2 Property, Plant and Equipment

Non-current tangible assets

Property, plant and equipment are measured at their acquisition cost, less accumulated depreciation and any impairment losses, or at production cost for assets manufactured by the Group.

When an item of property, plant and equipment includes significant components with different useful lives, each component is accounted for and depreciated separately.

Depreciation and Impairment

Depreciation is recognized on a straight-line basis over the estimated useful life of each asset.

The depreciation periods applied are as follows:

	Duration
Land improvements	7 to 30 years
Buildings for operations	25 to 50 years
Building installations and fixtures of properties owned by the Group	15 to 40 years
Building installations and fixtures of properties rented by the Group	Shorter of the term of the lease (including potential renewals) and the useful life of the asset
Equipment and tools	8 to 15 years
Transportation equipment	5 years
Office equipment and furniture	3 to 15 years

The carrying amounts of property, plant and equipment are tested for impairment whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. When the carrying amount of an asset exceeds its estimated recoverable amount, an impairment loss is recognized.

6.5.3 Lease Contracts

In accordance with IFRS 16, when entering into a lease contract, the Group recognises a liability on the balance sheet corresponding to the discounted value of the fixed lease payments, with a corresponding right-of-use asset recognised on the asset side and amortised generally over the lease term.

In line with the exemptions permitted by the standard, the Group excludes lease contracts with a remaining term of less than twelve months and those relating to low-value assets.

The amount of the lease liability depends significantly on the assumptions used regarding the lease term and, to a lesser extent, the discount rate.

The lease term generally used to calculate the liability is the initial non-cancellable term of the contract, excluding any early-termination or extension options, unless specific circumstances require otherwise.

In accordance with the IFRS Interpretations Committee ("IFRS IC") decision, when the lease commitment is shorter than 12 months but assets have been capitalised in connection with the contract, the Group recognises a lease liability over a period consistent with the expected useful life of the invested assets.

The standard requires the discount rate for each lease contract to be determined by reference to the lessee subsidiary's incremental borrowing rate. In practice, the incremental borrowing rate used is generally composed of the risk-free rate for the corresponding maturity, a currency swap component where relevant, the Group's credit risk, and an additional adjustment depending on the nature of the underlying asset.

6.5.4 Financial Assets

Non-current financial assets include investments in unconsolidated equity interests and financial loans and receivables with a maturity exceeding twelve months.

- Equity investments are classified as financial assets measured at fair value through profit or loss.
- Their fair value is determined based on the market price at the reporting date for listed securities. For unlisted securities, in the absence of specific events, their acquisition cost or the Group's share of net assets is considered the best available estimate of fair value.
- Financial loans and receivables are classified as assets generated by the business. They are measured at amortised cost and are subject to an impairment allowance whenever there is an indication of a loss in value.

6.5.5 Financial Risk Management

Foreign exchange and interest rate hedging

- Hedging transactions are reviewed by an independent expert to ensure they are treated in accordance with IAS 32 and IFRS 9 when they are considered significant.

6.5.6 Inventories and Work in Progress

Inventories and work in progress are measured at the lower of cost and net realisable value. Cost is determined using the weighted average cost method and includes direct material and labour costs, as well as indirect production costs strictly attributable to manufacturing.

Internal margins included in inventories are eliminated in the consolidated income statement.

Impairment allowances are recognised for the difference between the gross value (determined based on the principles above) and the probable net realisable value.

6.5.7 Trade Receivables

Trade receivables and related accounts are measured at fair value. Since their maturity is less than one year, they are not discounted. Impairment is recognised when applicable based on the probability of recovery at the reporting date.

At the initiative of certain major partner customers, the Group has implemented non-recourse reverse factoring programmes. The substance-based analysis required under IFRS 9 confirmed that the three main derecognition criteria applicable—especially for transfers of receivables—were met, namely:

- expiry or transfer of the contractual rights to the asset's cash flows,
- transfer of substantially all risks and rewards associated with ownership of the asset (credit risk related to debtor insolvency, carrying risk due to timing mismatches, and dilution risk arising from disputes and settlement discrepancies),
- loss of control over the asset.

Furthermore, in June 2025, a factoring agreement was implemented for several Group entities. An analysis of the agreement was carried out with regard to the conditions set out in IFRS 9, confirming its derecognition treatment.

6.5.8 Cash and Cash Equivalents

"Cash and cash equivalents" include bank balances and immediately available investments.

Bank overdrafts are included in borrowings under current liabilities in the balance sheet.

6.5.9 Share Capital and Reserves

When the Group buys or sells its own shares:

- The purchase price, including directly attributable transaction costs net of tax, is deducted from equity under "treasury shares" until disposal.
- On disposal, any gain or loss is recognised directly in equity.

6.5.10 Government Grants

Grants are recognised when there is reasonable assurance that:

- the Group will comply with the conditions attached to the funding, and

- the grants will be received.
- For government grants related to assets, the Group has elected to present the funding as a deduction from the carrying amount of the related asset.

6.5.11 Provisions for Risks and Charges

When the Group has a present obligation (legal or constructive) resulting from a past event, and when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, a provision is recognised, provided that the amount of the obligation can be estimated reliably.

6.5.12 Employee Benefits

Retirement Indemnities

- The Group recognises provisions for retirement indemnities based on applicable collective agreements. This is a defined-benefit plan. The valuation of the provision is performed by an independent actuary. Note 8.11 presents the assumptions used.
- These valuations take into account, in particular, expected future compensation levels, the probable length of employee service, life expectancy, and employee turnover.
- The present value of the obligation thus measured is recognised on the balance sheet, net of the fair value of plan assets contributed to financial institutions by the Group's entities.
- Actuarial gains and losses—mainly arising from changes in actuarial assumptions and differences between estimated and actual results—are fully recognised in equity.
- The financial cost and the service cost are recognised as expenses for the period.

Share-based Payments

- Share subscription or purchase options granted to employees must be measured at their fair value, which is recognised in the income statement over the vesting period (between 2 and 4 years) with a corresponding entry in equity.
- The fair value of the options is determined using the Black-Scholes valuation model. The resulting expense is recognised over the vesting period against an increase in equity.
- The fair value of free shares is determined using a binomial model to take performance conditions into account.

6.5.13 Borrowings

Borrowings are initially recognised at fair value, net of directly attributable transaction costs, and are subsequently measured at amortised cost.

The portion of financial liabilities maturing within less than one year is classified as current financial liabilities.

6.5.14 Commitments to Purchase Minority Interests

Minority shareholders of certain subsidiaries consolidated using the full consolidation method benefit from put options granted by the Group.

The Group recognises these commitments as follows:

- the value of the commitment at the reporting date is recognised under "Liabilities arising from business combinations";
- the commitment is recognised against equity as a component of Group equity;
- subsequent changes in the value of these commitments are recognised in equity, including the effects of unwinding the discount.

When a service-condition clause is attached to these instruments, the Group recognises the corresponding portion of the instrument as an expense in the income statement, amortised over the contractual vesting period.

6.5.15 Current and Deferred Taxes

Deferred tax is recognised for all temporary differences between the carrying amounts of assets and liabilities in the consolidated balance sheet and their tax bases.

The tax rate used is the rate that the Group expects to apply or recover from tax authorities and that has been enacted or substantively enacted at the reporting date.

Deferred tax assets and liabilities are not discounted and are classified as non-current assets and liabilities on the balance sheet.

Deferred tax assets are recognised when it is considered probable that sufficient taxable profit will be available to recover these amounts in future periods.

Deferred tax assets and liabilities are offset for a given tax entity. For this purpose, the French tax consolidation group (of which LACROIX Group is the parent company) is considered a single tax entity. This tax scope is detailed in Note 5.

Tax rate by country:

	Period 2025
Germany	30,0%
United States	21,0%
Spain	25,0%
France	25,8%
Italy	27,9%
Poland	19,0%
Tunisia	10,0%

6.5.16 Assets and Disposal Groups Held for Sale and Discontinued Operations

A discontinued operation is either a component of an entity that has been disposed of, or an operation classified as held for sale and that:

- represents a major and distinct line of business or geographical area;
- forms part of a single, coordinated plan to dispose of a major and distinct line of business or geographical area; or
- is a subsidiary acquired exclusively with a view to resale.

Classification as a discontinued operation occurs at the date of disposal or at an earlier date when the operation meets the criteria to be classified as held for sale. When an operation is classified as discontinued, the comparative income statement and cash flow statement are restated as if the operation had met the criteria for discontinued operations from the beginning of the comparative period.

In addition, all assets and liabilities related to discontinued operations or those held for sale are presented on separate lines in the balance sheet, as they would appear on disposal, after elimination of intra-group positions.

Details of operations held for sale are presented in Note 7.4.

6.5.17 Revenue

Revenue from the sale of goods and services is recognised when control of the good or service is transferred to the customer.

Depending on the Group's various revenue streams and, where applicable, contractual specifics, control may be transferred at a point in time or over time.

When the Group is determined to satisfy its performance obligations over time, revenue is recognised using the input method (costs).

Amounts recognised as revenue are based on the transaction prices specified in the contracts and represent the consideration the Group expects to receive under the contractual terms.

Transaction prices do not include any significant variable consideration requiring the use of estimates. The Group's contracts do not include payment terms exceeding one year; therefore, no financing component is recognised.

Incremental costs of obtaining contracts, when significant, are recognised as an asset and amortised over the duration of the contract. The Group applies this rule when such transactions are identified.

6.5.18 Other operating income and expenses

"Other operating income and expenses" comprise income and expenses related to operating activities that do not arise from the Group's ordinary and recurring operations. They mainly correspond to significant items that are unusual in nature and/or infrequent in occurrence, presented separately in order to improve the understanding of operating performance. These items exclude financial income and expenses as well as income tax.

6.5.19 Earnings per share

Basic earnings per share are calculated by dividing net income attributable to shareholders by the weighted average number of shares outstanding during the financial year, excluding shares purchased by the Company and held as treasury shares.

Diluted earnings per share are calculated by dividing net income attributable to shareholders by the weighted average number of shares outstanding during the financial year, adjusted for the conversion of dilutive instruments into ordinary shares. The Group has dilutive instruments corresponding to free shares.

The Group has dilutive instruments corresponding to free shares.

6.5.20 Segment Information

The Group's segment information is presented on the basis of business segments. The choice of this level and its structure reflect the Group's organisational model and the differences in risks and returns.

The business segment is the primary level of segment information. The Group has identified the following two main operating segments:

- LACROIX Electronics
- LACROIX Environment

The City-Mobility segment, presented as discontinued operations in 2024, was disposed of in February 2025.

6.5.21 Implementation of the Pillar Two Amendment

Following the OECD Pillar Two recommendation, which introduced a minimum tax regime for large international groups in November 2021, the European Union adopted on 14 December 2022 a directive rendering this regime effective from 1 January 2024, or from the date of transposition by EU Member States if later.

EU Member States were required to transpose the directive by 31 December 2023, and France adopted this transposition as part of the 2024 Finance Act.

To date, LACROIX Group is not yet subject to this amendment because the required thresholds have not been met.

7. COMPARABILITY OF ACCOUNTS AND SIGNIFICANT EVENTS OF THE PERIOD

7.1 Accounting Changes

See 6.2.1 General Principles

7.2 Changes in Scope and Entry of Minority Interests

On 28 February 2025, all entities of the Mobility Business Unit, except for Lacroix City, were deconsolidated from the LACROIX Group following the final disposal of this segment (see Section 7.3 – Key Events below).
This concerns the following companies: Lacroix City Carros, Lacroix City Madrid, Lacroix City Ploufragan, and LTI Sud Est.

7.3 Significant Events

7.3.1 Key Events of the Period

Exit from the North American Electronics activity

On 15 May 2025, LACROIX announced its decision to withdraw from its Electronics business in North America. In this context, the Group acquired 26% of the minority interests in its subsidiary Lacroix Electronics Michigan and initiated an exit process.

Since 30 June 2025, the Group has assessed the application of IFRS 5 – 'Non-current assets held for sale and discontinued operations' in light of this announcement and has drawn the following conclusions and accounting impacts.

- As LACROIX considered, as from 30 June 2025, that the disposal of these activities was highly probable within the following twelve months, and that the business was available for immediate sale in its current condition, the related assets and liabilities were reclassified under the specific line items of the consolidated balance sheet, with the exception of cash and cash equivalents, for which the Group will remain liable.
- The activity of Lacroix Electronics Michigan, which corresponds to a distinct geographical area and displays the characteristics of a CGU, represents a significant contribution to the consolidated financial statements. As it is intended to be permanently removed from LACROIX's portfolio of operations, it is now treated as a discontinued operation in the consolidated income statement and statement of cash flows. The 2024 financial year has been restated accordingly.

On 9 September 2025, LACROIX entered into a partial transfer of assets for the Grand Rapids site in Michigan, covering property, plant and equipment and inventories at a value close to their net carrying amount.

At the Juarez site, production ended during December and part of the property, plant and equipment and inventories was disposed of.

As of 31 December 2025, all assets that had not been sold were remeasured at their recoverable amount. Note 7.4 'Assets held for sale and discontinued operations' provides additional details on this accounting treatment.

Finalisation of the disposal of the Mobility Business Unit:

On 22 May 2024, LACROIX announced the transfer of the Street Lighting segment to the Environment activity, as well as the planned disposal of the City-Mobility segment, in order to focus on markets with higher potential and positive impact.

As a reminder, in accordance with IFRS 5 – Non-current assets held for sale and discontinued operations, the accounting and presentation impacts in the 2024 financial statements were as follows:

- The Street Lighting segment was presented within the Environment activity;
- The assets and liabilities of the City-Mobility segment were reclassified under specific line items of the consolidated balance sheet;

- As the City-Mobility activity was intended to be permanently removed from the Group's portfolio of operations, it was presented as a Discontinued Operation in the consolidated income statement and consolidated statement of cash flows.

On 28 February 2025, LACROIX confirmed the completion and finalisation of the definitive disposal of the City-Mobility segment to the SWARCO Group, following the agreement signed on 21 January 2025.

Consequently, as of 31 December 2025, the activity of the Mobility BU from 1 January to 28 February 2025 is included in the consolidated income statement and consolidated statement of cash flows within the various aggregates related to "discontinued operations".

Tax audits:

Since the first half of 2024, several LACROIX Group companies have been notified of a tax audit by the French tax authorities.

The various audits, depending on the company, cover the financial years 2020 to 2023.

The audits notably concern the assessment of research and development (R&D) work eligible for the research tax credit (CIR). Although interruption notices have been received, expert reviews and discussions are still ongoing with the DRARI (Regional Academic Delegation for Research and Innovation) and the tax authorities. LACROIX Group intends to use all possible avenues of appeal to challenge any reassessments that have been or may be notified. However, given the potential risk, an amount of €2,435 k was provisioned for the year, in addition to the €1,266 k recognised in 2024, bringing the total provision for risks at year-end to €3,701 k (for a total CIR amount of €7,568 k over the audited period).

Factoring agreement

In June 2025, a factoring agreement was implemented for several Group companies. An analysis of the agreement was conducted with regard to the conditions set out in IFRS 9, resulting in the derecognition of €19.5 million in receivables as of 31 December 2025.

7.4 Assets held for sale and discontinued operations

7.4.1 Assets and liabilities held for sale

In €k Assets	Period 2025
Non-current assets	
Goodwill	
Intangible fixed assets	
Property, plant and equipment	3 696
Rights of use	237
Non-current financial assets	
Investments in associates	
Deferred tax assets	
Total non-current assets	**3 933**
Current assets	
Inventories and work-in-progress	3 399
Accounts receivable	10 332
Other receivables	1 554
Financial instruments assets	
Cash and cash equivalents	
Total current assets	**15 286**
Total assets of discontinued operations	**19 218**

In €k Liabilities	Period 2025
Non-current liabilities	
Non-current provisions	
Long-term debt	
Long-term rental liabilities	1 001
Debts arising from business combinations - non-current	
Deferred tax liabilities	
Total non-current liabilities	**1 001**
Current liabilities	
Short-term borrowings	
Short-term rental liabilities	
Trade payables	17 325
Financial instrument liabilities	
Payables on business combinations - current	
Other liabilities	1 011
Total current liabilities	**18 336**
Total liabilities of discontinued operations	**19 347**

The cash (assets and liabilities) remaining under the Group's responsibility has not been reclassified within assets and liabilities held for sale.

With respect to other assets and liabilities, and in accordance with IFRS 5, the Group carried out a measurement in accordance with the standards applicable to them, which resulted in additional impairments for the following amounts:

- A total amount of €10.1 million of reallocated goodwill (see Note 8.1 on the reallocation of goodwill) and €4.4 million relating to 'Customer Relationships';
- €14.4 million on property, plant and equipment in order to reflect their most probable disposal value;
- €4.5 million on current assets (mainly inventories and trade receivables), based on management's best estimate at the reporting date of the risk of impairment of these assets.

In addition, the useful lives of lease contracts restated under IFRS 16 have been revised based on the Group's minimum contractual commitment.

7.4.2 Net income from discontinued operations

Net income from discontinued operations	Period 2025 (12 months)	Period 2024 (12 months)
Revenue	105 087	171 982
Operating expenses	(118 098)	(195 641)
Current operating income	**(13 083)**	**(23 659)**
Other operating income and expenses (1)	(44 502)	(32 273)
Operating income	**(57 584)**	**(55 933)**
Net financial income	(1 294)	(5 260)
Taxes	2 860	4 171
Net income from discontinued operations	**(56 019)**	**(57 022)**

(1) Including €18.9 million relating to impairments on property, plant and equipment and current assets (see Note 7.4.1), as well as €14.5 million relating to the impairment of goodwill and "Customer Relationships".
It should also be noted that €2.5 million in fees related to the support for the exit from North America, and €1 million in residual costs relating to the Mobility activity, were recognised.

8. EXPLANATION OF BALANCE SHEET AND INCOME STATEMENT ACCOUNTS AND THEIR VARIATIONS

The tables below form an integral part of the consolidated financial statements.
Unless otherwise indicated, amounts are expressed in €k.

8.1 Goodwill

	Gross value				Depreciation				Net value	
	Opening	Assets and businesses held for sale	Currency translation adjust-ments	Closing	Opening	Assets and businesses held for sale	Reallo-cation of activities	Closing	Opening	Closing
LACROIX Electronics	60 640	(10 147)	(4 908)	45 585	(5 991)			(5 991)	54 648	39 593
LACROIX Environment	38 264			38 264	(6 821)			(6 821)	31 443	31 443
Total	**98 904**	**(10 147)**	**(4 908)**	**83 849**	**(12 812)**			**(12 812)**	**86 091**	**71 036**

IAS 36 specifies that when an activity that forms part of a Cash-Generating Unit (CGU) is disposed of, the goodwill relating to the activity being sold must be "measured on the basis of the relative values of the operation being disposed of and the portion of the CGU that is retained, unless the entity can demonstrate that another method better reflects the goodwill associated with the operation being disposed of."

The relative values were determined by the Group using the DCF (Discounted Cash Flow) method. This analysis led to the identification of an amount of €10,147k to be allocated to the U.S. Electronics activity as part of the IFRS 5 restatement.

As there was no longer any prospect of continued activity, this amount was fully impaired when reviewing the values to be reclassified on the balance sheet in accordance with IFRS 5. These impacts are presented under "assets held for sale" (see Note 7.4.1).

8.1.1 Impairment of Goodwill

The main operational assumptions used for goodwill impairment testing are as follows:

- Discount rate:
  - 8.80% for the ENVIRONMENT CGU
  - 9.70% for the ELECTRONICS CGU

- Cash flows based on five-year business plans
- Terminal growth rate: 2%
- The ROC used by CGUs is derived from the latest plan approved by the Group's Executive Committee (4.1%) for the Electronics CGU and 18.4% for the Environment CGU in terminal values),
- Working capital changes are based on CGU closing balance sheet data and normalised when necessary to eliminate non-recurring deviations
- Investments considered are replacement investments only

The recoverable amounts determined accordingly correspond to the value in use for each CGU.

In general, these assumptions are corroborated by past performance. When there is a material deviation, it is analysed to determine whether it is temporary or structural and re-contextualised within the entire plan approved by the Board of Directors.

The discount rates used reflect all inherent risks considered in assessing the possible evolution of the activity.
A reasonably possible change (approximately 0.5 percentage point) in the discount rate or ROC rate would not result in an impairment of goodwill for the ENVIRONMENT CGU.

As of 31 December 2025, the scope of the ELECTRONICS CGU changed since, following the disposal of the US subsidiary, it now only covers the EMEA geographical area, and part of the historical US goodwill was reallocated to it (see previous note). Consequently, a reasonably possible change (of around 0.5 percentage point) in discount rates or in the ROC rate would not result in any impairment of the goodwill of the ELECTRONICS CGU.

8.2 Intangible assets

	Opening	Additions	Disposals	Assets and businesses held for sell	Currency translation differences	Other variations	Closing
Gross values							
Set-up costs	10						10
Research and development costs	2 892	1 461				38	4 391
Concessions, patents, licenses, software	10 247	389	(636)		(29)	561	10 531
Other intangible assets	44 151	132		(37 054)	(4 854)		2 375
Intangible assets in progress	600					(171)	430
Advances and deposits paid							
Total	**57 899**	**1 981**	**(636)**	**(37 054)**	**(4 883)**	**428**	**17 737**
Depreciation and provisions							
Set-up costs	(10)						(10)
Research and development costs	(954)	(409)				(38)	(1 400)
Concessions, patents, licenses, software	(8 191)	(703)	568		26	(245)	(8 545)
Other intangible assets	(39 306)	(4 378)		37 054	4 481		(2 149)
Total	**(48 459)**	**(5 489)**	**568**	**37 054**	**4 507**	**(284)**	**(12 102)**
Total intangible assets, net	**9 440**	**(3 508)**	**(67)**	**(0)**	**(375)**	**145**	**5 634**

(1) 'Other intangible assets' are mainly composed of the 'Customer Relationships' asset identified during the purchase price allocation process of Lacroix Electronics MI in 2021, which was fully impaired this year and reclassified under IFRS 5 – Assets held for sale (impact of €4.3 million).

The amounts presented under 'Assets and operations held for sale' refer to the assets of Lacroix Electronics Michigan reclassified as Assets held for sale.

8.3 Property, plant and equipment

	Opening	Increase	Decrease	Change in scope of consoli-dation	Assets and activities held for sale	Currency translation adjust-ments	Other variations	Closing
Gross values								
Land	2 584	5				2		2 591
Buildings	41 591	2 041	(1 123)			16		42 524
Plant, equipment & out.	133 012	2 883	(1 753)		(40 598)	(3 482)	(1 191)	88 870
Other tangible fixed assets	23 743	1 424	(683)		(2 712)	(208)	91	21 655
Assets under construction	2 487	296	(1 072)			2	(897)	817
Advance payments	656	292	(811)			2	(107)	31
Total	**204 072**	**6 940**	**(5 443)**		**(43 310)**	**(3 668)**	**(2 104)**	**156 488**
Depreciation and provisions								
Land	(44)	(1 216)				(5)		(1 265)
Buildings	(16 166)	(1 283)	957		585	(19)	1	(15 925)
Plant, equipment & out.	(73 651)	(5 985)	1 744		14 927	1 765	5 316	(55 885)
Other tangible fixed assets	(18 936)	(1 490)	585		2 151	164	(41)	(17 566)
Total	**(108 796)**	**(9 974)**	**3 285**		**17 663**	**1 905**	**5 277**	**(90 641)**
Total property, plant and equipment	**95 277**	**(3 034)**	**(2 158)**		**(25 647)**	**(1 763)**	**3 173**	**65 848**

The amounts presented under “Assets and liabilities held for sale” refer to the assets of Lacroix Electronics Michigan that were reclassified as Assets held for sale.

8.4 Lease contracts

8.4.1 Rights of use

Rights of use Gross values	Opening	New contracts	Effects of changes in assump-tions	Contract termina-tions	Assets and activities held for sale	Currency translation adjust-ments	Closing
Real estate	18 843		2 502	(2 572)	(5 912)		12 861
Others	4 140	1 072	14	(1 714)			3 512
Total	**22 984**	**1 072**	**2 516**	**(4 286)**	**(5 912)**		**16 373**
Rights of use Depreciation and provi-sions	Opening	Deprecia-tion for the period	Effects of changes in assump-tions	Contract termina-tions	Assets and activities held for sale	Currency translation adjust-ments	Closing
Real estate	(8 549)	(1 641)			1 940		(8 249)
Others	(1 998)	(965)		905			(1 677)
Total	**(10 546)**	**(2 606)**		**905**	**1 940**		**(9 926)**
Total Net rights of use	**12 437**	**(1 534)**	**2 516**	**(3 381)**	(3 972)		**6 447**

Lease contracts classified under the “Furniture and equipment” category mainly relate to company and service vehicles. The effects of changes in assumptions relate primarily to the renewal of lease agreements and the application of indexation adjustments.

The amounts presented under “Assets and liabilities held for sale” refer to the assets of Lacroix Electronics Michigan that were reclassified as Assets held for sale.

8.4.2 Lease liabilities

Lease liabilities	Opening	New contracts	Effects of changes in assumptions	Principal repayments	Contract terminations and expiries	Assets and activities held for sale	Translation differences	Other changes	Closing
Real estate	11 387	0	2 502	(1 617)	(1)	(6 488)	(6)	(500)	5 277
Others	1 995	1 072	14	(1 046)	(260)			(85)	1 690
Total	**13 382**	**1 072**	**2 516**	**(2 663)**	**(261)**	**(6 488)**	**(6)**	**(585)**	**6 966**

8.5 Non-current financial assets

	Opening	Increase	Decrease	Change in scope of consolidation	Assets and activities held for sale	Translation differences	Other changes	Closing
Gross value								
Investments in associates	843							843
Receivables from investments								
Other long-term investments	118							118
Loans	963					(112)		851
Deposits and guarantees	1 512	68	(417)				(65)	1 100
Other long-term receivables								
Total	**3 435**	**68**	**(417)**			**(112)**	**(65)**	**2 911**
Provisions for impairment								
Investments in associates	(114)							(114)
Receivables from investments								
Other long-term investments	(61)							(61)
Loans								
Deposits and guarantees								
Total	**(174)**							**(174)**
Total net non-current financial assets	**3 260**	**68**	**(417)**			**(112)**	**(65)**	**2 739**

8.6 Inventories and work-in-progress

Inventories and work-in-progress break down as follows :

	Period 2025	Period 2024
Gross values		
Raw materials	75 422	102 969
Work in progress	9 946	13 285
Intermediate and finished products	15 720	19 443
Goods	1 902	3 268
Total	**102 990**	**138 965**
Provisions for depreciation		
Raw materials	(5 761)	(3 948)
Work in progress	(46)	(21)
Intermediate and finished products	(588)	(444)
Goods	(106)	(105)
Total	**(6 501)**	**(4 517)**
Total net inventories	**96 489**	**134 447**

8.7 Accounts receivable

Trade receivables break down as follows:

	Period 2025	Period 2024
Trade receivables	52 157	99 160
Impairment	(1 264)	(392)
Total net trade receivables	**50 893**	**98 768**

The amount of receivables subject to a reverse factoring agreement (see §6.5.7), not yet due as of 31 December 2025 and paid before that date, amounts to €17.5 million, compared with €19.8 million as of 31 December 2024.

The amount of receivables sold under the factoring agreement implemented during the year amounts to €19.5 million.

Below are the gross values and impairment amounts of trade receivables, broken down by ageing:

Aged balance at 12/31/2025	Total trade recei-vables	On time - Not overdue	Past due < 30 days	Between 30 and 90 days past due	90 to 180 days past due	Overdue > 180 days	Doubtful customers	Invoices to be issued
Total receivables	52 157	40 850	6 774	2 651	1 735	(255)	462	(59)
Total impairment	(1 264)					(809)	(456)	
Total receivables net of impairment	**50 893**	**40 850**	**6 774**	**2 651**	**1 735**	**(1 064)**	**7**	**(59)**

8.8 Other receivables and current assets

	Period 2025	Period 2024
Gross value		
Advances paid to suppliers	1 137	1 311
Social security receivables	245	275
Tax receivables (1)	12 950	12 659
Other miscellaneous receivables	12 151	6 563
Prepaid expenses	1 764	2 445
Total	**28 248**	**23 254**
Provisions for impairment		
Impairment		
Total Other receivables and current assets, net	**28 248**	**23 254**

(1) Tax receivables include, among others, €5.4 million relating to the Research Tax Credit (CIR) as of 31 December 2025.
(2) The increase in other receivables is explained by adjustments to factor accounts (€2.8 million) as well as the receivable related to the pre-financing of the research tax credit (CIR) (€2.9 million).

8.9 Cash and cash equivalents

	Period 2025	Period 2024
Marketable securities [1]	23 458	18 236
Cash and cash equivalents	14 039	23 412
Impairment		
Total cash and cash equivalents	**37 497**	**41 648**
Bank overdrafts	(14 119)	(32 546)
Total net cash and cash equivalents	**23 378**	**9 101**

(1) These include money-market funds, certificates of deposit, and other investment products.

Cash and cash equivalents include bank balances, cash on hand, and short-term deposits with an initial maturity of less than three months.

8.10 Shareholders' equity

8.10.1 Share capital of the consolidating entity

As of 31 December 2025, the share capital is composed of 4,829,096 shares with a nominal value of €6.64 each.

8.10.2 Movements in Treasury Shares

The number of treasury shares changed as follows:

	Period 2025
Opening	146 794
Purchases	27 443
Disposals	(27 592)
Grants under a free share plan (AGA)	(13 904)
Closing	**132 741**

The value of treasury shares held by Lacroix Group as of 31 December 2025, as recorded in the Company's statutory accounts, amounts to €2,391k. Based on the average share price for December 2025, this value stands at €1,593k.

8.10.3 Free Shares

The General Meetings held on 28 August 2020 and 6 May 2022 approved free share plans benefiting certain employees, with the following characteristics:

2023 Performance Plan
3,999 free shares, subject to performance conditions, were granted to Group employees. These performance-based free shares vest in three tranches, from 2023 to 2025.

2023 Presence Plan
5,086 free shares, subject to service conditions, were granted to Group employees. These service-based free shares vest in three tranches, from 2023 to 2025.

2024 Performance Plan
2,000 free shares, subject to performance conditions, were granted to Group employees. These performance-based free shares vest in three tranches, from 2024 to 2026.
In addition, 2,000 free shares, subject to the achievement of specific objectives, were granted to Group employees. These shares vest in two tranches, in 2025 and 2026.

2024 Presence Plan
7,697 free shares, subject to service conditions, were granted to Group employees. These service-based free shares vest in three tranches, from 2024 to 2026.

2025 Performance Plan
4,776 free shares, subject to performance conditions, were granted to Group employees. These performance-based free shares vest in three tranches, from 2025 to 2027.
In addition, 1,500 free shares, subject to the achievement of specific objectives, were granted to Group employees. These shares vest in two tranches, in 2026 and 2027, as well as 2,280 free shares vesting in a single tranche.

2025 Presence Plan
8,422 free shares, subject to service conditions, were granted to Group employees. These service-based free shares vest in three tranches, from 2025 to 2027.
In addition, 10,000 free shares, also subject to a one-year service condition, were granted.

In accordance with IFRS 2, the expense recognised for the free share plans amounts to €40k for the year ended 31 December 2025; it amounted to €240k in 2024.

The changes in the number of free shares during the period are detailed below:

	Period 2025
Opening	**40 646**
Granted	(1 614)
New plan(s)	(12 290)
Cannot be activated (due to departure)	28 978
End of plan	(18 148)
Closing	**37 572**

The opening amount was revised to correspond to the 2024 closing balance of free shares allocated to a plan.

8.10.4 Earnings per share

Earnings per share break down as follows:

Earnings per share	**Period 2025**	**Period 2024**
Weighted average number of shares before treasury stock	4 829 096	4 829 096
Number of treasury shares	(132 741)	(146 794)
Weighted average number of shares used to calculate earnings per share	4 696 355	4 682 302
Number of dilutive instruments (AGA)	37 572	37 366
Weighted average number of shares used for diluted earnings per share	4 733 927	4 719 668
Net income - Group share €k	**(39 668)**	**(33 764)**
Basic earnings per share (in €)	(8,45)	(7,21)
Diluted earnings per share (in €)	(8,38)	(7,15)

8.11 Provisions for liabilities and charges

Changes in provisions for liabilities and charges can be analyzed as follows:

	Opening	Charges	Used reversals	Change in scope of consolidation	Variation périmètre	Assets and businesses held for sale	Translation adjustments	Other changes	Closing
Provisions for end-of-career indemnities (1)	9 621	982	(168)	(861)			5	(836)	8 742
Prov. for customer warranties	545	846		(86)				(5)	1 300
Provisions for risks and litigation (2)	2 288	5 291		(258)			1	334	7 656
Prov. for other risks (3)	872								872
Total	**13 326**	**7 119**	**(168)**	**(1 205)**			**6**	**(507)**	**18 569**

(1) The valuation of the retirement benefit provisions was performed by independent actuaries using the projected unit credit method. Other changes correspond to the effect of revisions to actuarial assumptions, primarily changes in discount rates.

(2) Provisions for risks and disputes notably include the tax risk provision related to the research tax credit (CIR), recognised in 2024 for €1,266 k and supplemented in 2025 for an amount of €2,435 k; as well as a provision for litigation in connection with the disposal of the Mobility activity, up to the amount of the indemnity guarantee.

(3) As part of stock-option exercises by employees of the Sofrel activity, the Group had undertaken to repurchase the shares upon request of the beneficiaries. The amount of €872k corresponds to the estimated theoretical buyback cost of these shares at end-December 2025.

The assumptions used for the calculations for the French scope are as follows:

- Discount rate of 3.80% (versus 3.35% in 2024)
- Salary increases, including inflation, are based on the following schedule:

Age groups	LACROIX
< under 29	5,00%
30 to 39 years old	3,50%
40 to 44 years old	3,00%
45 to 49 years old	3,00%
50 to 54 years old	2,50%
> over 55	2,00%

- The mortality tables used are the INSEE F 2016–2018 tables.
- The retirement age is 64 for non-executives and 66 for executives. All departures are assumed to be at the employee's initiative.
- A turnover probability is applied according to the table below:

Age groups	LACROIX City / LACROIX Group	Other entities
< under 29	15,00%	8,00%
30 to 39 years old	8,00%	5,00%
40 to 44 years old	5,00%	3,00%
45 to 49 years old	5,00%	3,00%
50 to 54 years old	3,00%	2,00%
55 to 59 years	1,00%	1,00%
> over 60	0,00%	0,00%

For the German scope, the following assumptions were applied:

- Discount rate of 4.19% (versus 3.41% in 2024)
- Inflation rate of 2.10%
- Salary increase rate of 3%
- Average turnover rate of 5%
- Retirement age of 64 for non-executives and 65 for executives

A reasonably possible change (±0.5 percentage point) in the discount rate and/or salary increase rate would have the following effects on the retirement benefit obligations:

Impact on pension provisions (€k)	(-0.5 point)	(+0.5 point)
Discount rate	371	(282)
Annual salary increases	(229)	245

8.12 Borrowings and financial debt

8.12.1 Nature and maturity of borrowings

Borrowings can be broken down by maturity as follows:

	Period 2025	Period 2024	Schedule 2025 (1)	
			<1 year (Current)	> 1 year (non-current)
Borrowings from credit institutions	79 246	100 447	31 066	48 180
Other borrowings (2)	25 841	23 129	14 041	11 801
Bank overdrafts	14 119	32 546	14 119	
Total borrowings	**119 206**	**156 122**	**59 226**	**59 980**

(1) Non-current portion of financial liabilities: including €3,936 k maturing in more than 5 years.
(2) Including: current account with VINILA INVESTISSEMENTS (shareholder) for €10,134 k, and the pre-financing of part of the 2023 and 2024 research tax credit (CIR) for €2,955 k, set up in 2025

8.12.2 Change in borrowings

	Period 2025	Period 2024
Opening	123 575	127 015
Subscriptions	7 095	16 934
Repayments	(24 892)	(21 357)
Change in scope of consolidation		
Assets and businesses held for sale		
Translation adjustments	(304)	495
Other changes	(388)	488
Borrowings excluding bank overdrafts	**105 087**	**123 575**
Bank overdrafts	14 119	32 546
Total borrowings	**119 206**	**156 122**

8.12.3 Breakdown by interest rate

The breakdown of debt between fixed and variable rates is as follows:

	Period 2025	Period 2024
Fixed-rate borrowings	33 983	41 593
Variable-rate borrowings (1)	45 263	58 854
Total borrowings	**79 246**	**100 447**

(1) Of which 33% is hedged through financial instruments (see §9.1.2).

8.12.4 Breakdown by main currencies

	Period 2025	Period 2024
Borrowings denominated in euros	78 496	95 088
Borrowings denominated in foreign currencies	749	5 359
Total borrowings	**79 246**	**100 447**

8.13 Debts arising from business combinations

	Period 2025	Period 2024
Opening	10 575	12 088
Change in scope of consolidation		
Revaluation with equity impact (1)	(3 062)	(1 627)
Payments (2)		
Translation adjustments	31	114
Other changes		
Debts arising from business combinations	**7 544**	**10 575**

(1) This corresponds to the impact of unwinding and remeasurement of the existing cross-options held with the minority shareholders of Lacroix Electronics Beaupréau, as well as the reversal of the existing cross-options held with the minority shareholders of Lacroix Electronics Michigan.

8.14 Current liabilities

Other current liabilities comprise the following items :

	Period 2025	Period 2024
Suppliers	62 791	121 277
Advances received from customers	10 118	9 232
Tax and social security liabilities	35 862	32 453
Other miscellaneous payables	7 326	5 343
Deferred income	6 025	4 737
Total other current liabilities	**122 123**	**173 042**

8.15 Personnel

8.15.1 Personnel expenses

	Period 2025	Period 2024 (restated)
Salaries and wages	(80 549)	(63 682)
Social security charges	(29 204)	(30 560)
Profit-sharing	(3 850)	(3 431)
Non-Group employees	(3 862)	(32 079)
Pension expenses	227	(105)
Share-based compensation (IFRS 2) and/or target-based compensation following integration of newly-acquired entities	(40)	(240)
Total employee-related expenses	**(117 278)**	**(130 097)**

8.15.2 Workforce

The workforce employed by the Group's activities at the end of the year breaks down as follows:

	Europe EEE		Tunisia		Others		Total	
	Period 2025	Period 2024	Period 2025	Period 2024	Period 2025	Period 2024	Period 2025	Period 2024
Corporate	53	67					53	67
Electronics	1 582	1 790	759	758			2 341	2 548
Environment	452	439			1	1	453	440
Total workforce	**2 087**	**2 296**	**759**	**758**	**1**	**1**	**2 847**	**3 055**

Headcount of fully consolidated entities.

8.16 Depreciation, amortization and provisions, net of reversals

Depreciation, amortization and provisions, net of reversals, included in recurring operating income can be broken down as follows:

	Period 2025	Period 2024 (restated)
Net charges to and reversals of non-current assets	(10 168)	(9 958)
Net allowances and reversals on rights of use	(2 773)	(2 423)
Net charges to and reversals of inventories	(2 269)	(1 280)
Net charges to and reversals of other current assets	(295)	170
Net charges to and reversals of provisions for liabilities and charges	(1 737)	(45)
Net charges to and reversals of other assets		
Total depreciation, amortization and provisions, net (1)	**(17 241)**	**(13 536)**

(1) Excluding reversals used, charged directly to the income statement items affected.

8.17 Other operating income and expenses

	Period 2025	Period 2024 (restated)
CReorganization expenses (1)	(1 682)	(1 329)
Asset disposals (2)		(3 707)
Litigation (3)		(113)
Other non-current expenses (4)	(2 435)	(1 531)
Total	**(4 117)**	**(6 680)**

(1) The restructuring costs for the 2025 financial year correspond to non-replaced departures.
(2) The 2024 asset disposals corresponded to the impacts of the disposal of the Signalisation Business Unit.
(3) The income recognised in 2024 in relation to litigation resulted from the enforcement of the asset and liability guarantee as part of a previous acquisition.
(4) This item mainly relates to provisions for tax audits concerning the Research Tax Credit (CIR).

8.18 Financial income and expense

Net financial expense breaks down as follows

	Period 2025	Period 2024 (restated)
Cost of gross financial debt (1)	(4 265)	(3 741)
Income from cash and cash equivalents	0	503
Net cost of debt	**(4 265)**	**(3 238)**
Foreign exchange gains/(losses)	2 213	(1 834)
Other financial income and expenses (2)	(1 253)	(2 271)
Total financial income by nature	**(3 305)**	**(7 343)**
Summary		
Total income	6 821	4 482
Total expenses	(10 126)	(11 827)
Total financial income	**(3 305)**	**(7 345)**

(1) The cost of financial debt mainly includes interest expenses (€3.7 million).
(2) Including: €353 k in financial expenses related to the provision for end-of-career benefits, €281 k in financial expenses on lease liabilities, €647 k in financing costs in connection with receivables transferred under reverse factoring agreements, and €267 k in costs related to the new factoring agreement.

8.19 Corporate income tax

8.19.1 Analysis of corporate income tax

Income taxes break down as follows:

	Period 2025	Period 2024 (restated)
Current tax	(3 206)	(2 167)
Deferred tax	(1 585)	(2 348)
Income tax	**(4 792)**	**(4 515)**

8.19.2 Proof of tax

Tax rationalization	Period 2025
Consolidated net income	(47 145)
Neutralization of share in net income of ME companies	
Income tax	(4 792)
Net income before tax	(42 353)
Theoretical tax at 25,83%	(10 940)
Tax differential	**(15 731)**

The reconciliation between corporate income tax in the income statement and the theoretical tax that would be payable at the current French rate is as follows:

Analysis of this difference	
Change in tax rate	
Effect of permanent differences between consolidated income and taxable income [1]	(2 671)
Previously unrecognized tax loss carryforwards utilized or capitalized during the year	
Losses of tax loss-making subsidiaries not capitalized	(11 415)
Deactivation or utilization of previously recognized tax losses	(101)
Reduced or increased tax rates for certain categories of transactions	(1 403)
Taxation of subsidiaries' earnings at rates different from those of the parent company	(399)
Tax credits [2]	402
Other income taxes (CVAE)	(195)
Adjustments relating to prior periods	51
	(15 731)

(1) Including €10,000k relating to the U.S. subsidiary classified under IFRS 5.
(2) The Research Tax Credit (CIR) recognised in 2025 amounts to €1,359k.

8.19.3 Analysis of deferred taxes

Details of deferred tax assets and liabilities are as follows:

	Opening	Impact on reserves	Currency translation adjustment	Impact on income	Changes in scope of consolidation	Other changes	Closing
Deferred tax assets							
C3S and construction effort	50						50
Employee profit-sharing	423						423
Retirement indemnities	1 239	(60)		(43)			1 136
Margins on inventories	187			76		(1)	262
Other deferred taxes Poland	207	99		(247)			59
Losses carried forward [1]	8 404	(11)	(177)	(424)		(2 022)	5 770
Other	217			49	(10)		219
DTA/DTL offset [*]	*(5 730)*				*2 903*		*(2 827)*
Total DTA	**4 997**	**28**	**(177)**	**(589)**	**2 893**	**(2 023)**	**5 129**
Deferred tax liabilities							
Regulated provisions	(2 561)	(13)		(303)	64		(2 813)
Finance leases	114			1	2		117
Amortization method Non-current assets	(34)						(34)
Effect of net foreign investments	(883)	1 369					486
Fair value of real estate assets	(591)			22	105		(464)
Intangible assets on acquisitions [2]	(7 022)		428	(290)		4 881	(2 003)
Fair value of financial instruments	468	99	(10)	(546)		(224)	(213)
Other	7			121	(161)		(32)
DTA/DTL offset [*]	*5 730*				*(2 903)*		*2 827*
Total DTL	**(4 772)**	**1 455**	**418**	**(994)**	**(2 893)**	**4 657**	**(2 131)**
Total net DT	**225**	**1 483**	**241**	**(1 585)**		**2 634**	**2 998**

(1) The recognised deferred tax assets within the French tax consolidation group amount to €14.1 million, corresponding to the entirety of the tax loss carryforwards.
(2) The Group recognises deferred tax liabilities on the tax amortisation of goodwill. Following its impairment (see Note 8.2), the deferred tax liabilities relating to the accounting amortisation of "Customer Relationships" in the United States were reversed.

(*) This line reflects, after a comprehensive analysis of net deferred tax assets (DTA) and net deferred tax liabilities (DTL) by nature, the requirement to present deferred taxes on a net basis within the boundaries of the tax consolidation group (see Note 6.5.15).

9. OTHER INFORMATION

9.1 Group exposure to financial risks

9.1.1 Foreign exchange risk

Outside the LACROIX Electronics activity, the Group is only marginally exposed to foreign-exchange risk.
Within the Electronics activity, the Group is exposed primarily to foreign-exchange risk arising from component purchases, which are frequently denominated in USD or JPY, as well as from certain personnel costs and/or service purchases invoiced in TND, MXN and PLN.

For purchases in USD and JPY, the Company has contracts with its main customers allowing sales prices to be adjusted based on EUR/USD exchange rate movements. As a result, the FX risk is controlled for this portion. For the remaining exposure, the Company enters into partial hedges of its forecast needs in order to secure a target rate defined for each budget year. Annual purchases in USD and JPY amount to approximately €50 million, of which 80% is passed on to the customer through contractual clauses. For the remaining portion, FX hedges are executed to secure a "budget rate".

For expenses in TND and PLN (amounting to approximately €43 million), these mainly relate to wages and social charges for employees at the Tunisian, Mexican and Polish sites, along with certain local purchases. The Group's policy is to enter into forward hedges based on forecast needs, enabling the Group to secure a "budget rate" over a one-year horizon. Changes in labour costs are also taken into account in new commercial offers.

As a general rule, the use of financial instruments is strictly limited to covering operational needs, with no speculative intent whatsoever.

In addition, specifically regarding financing activities, the Group had implemented Cross-Currency Swaps (CCS) in USD at the end of 2021 on a €30 million loan, which was settled during the year.

9.1.2 Interest Rate Risk

The "Borrowings and financial liabilities" note (8.12.3) shows that, out of €79,246k of borrowings, €33,983k bear fixed interest rates and €45,263k bear variable interest rates.

The Group uses financial instruments with various maturities to limit this risk. As of end-December 2025, 33% of the nominal amount of variable-rate borrowings was hedged through CAP, SWAP and COLLAR instruments. Total borrowings (fixed-rate and variable-rate combined) were 62% hedged.

9.1.3 Liquidity Risk

The Group's gross debt amounts to €119,206 k, while available cash amounts to €37,497 k. With a strongly positive free cash flow, the Group therefore considers itself to be only lightly exposed to this risk.

9.1.4 Credit Risk

Each business activity within the Group has implemented its own customer-risk monitoring and management system, sometimes supplemented by credit-insurance contracts, enabling protection against potentially risky customers.

The breakdown of customers by business sector is as follows:

Activities	Typology of main customers
Electronics	French and international companies
Environment	Public bodies and major players in water and electricity management

9.1.5 Capital risk

The Group closely monitors its capital by controlling changes in its debt-to-equity ratio.

	Period 2025	Period 2024
Borrowings and financial debts	105 087	123 576
Bank overdrafts	14 119	32 546
Other net financial assets and liabilities	(869)	(1 152)
Cash and cash equivalents (Note 8.9)	(37 497)	(41 648)
Net indebtedness (1)	**80 840**	**113 323**
Total shareholders' equity	94 128	140 383
Gearing ratio	**85,9%**	**80,7%**

(1) Debts arising from business combinations are not included in the Group's debt-to-equity ratio.

9.1.6 Classification of financial assets and liabilities measured at fair value by fair value hierarchy

hierarchy. The categories are defined as follows:

Level 1: direct reference to quoted (unadjusted) prices in active markets for identical assets or liabilities.
Level 2: valuation techniques based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3: valuation techniques based on unobservable inputs.

At 12/31/2025

ASSETS	Amortized cost	Fair value by OCI	Fair value by P&L	Balance sheet value	Level
Financial assets at fair value through profit or loss			843	843	2
Other long-term investments at amortized cost	1 897			1 897	
Trade receivables	50 893			50 893	
Financial instruments with hedge accounting (1)		1 042		1 042	2
Marketable securities			23 458	23 458	1
Cash and cash equivalents	14 039			14 039	
LIABILITIES					
Long-term debt at amortized cost	59 980			59 980	
Liabilities arising from business combinations accounted for at cost by the equity method		7 544		7 544	2
Short-term financing	45 107			45 107	
Trade payables	62 791			62 791	
Financial instrument liabilities with hedge accounting (1)		208		208	2
Bank overdrafts	14 119			14 119	

(1) The ineffective portion of hedging instruments is recognized in the income statement.

At 12/31/2024

ASSETS	Amortized cost	Fair value by OCI	Fair value by P&L	Balance sheet value	Level
Financial assets at fair value through profit or loss			843	843	2
Other long-term investments at amortized cost	2 417			2 417	
Trade receivables	98 768			98 768	
Financial instruments with hedge accounting		1 547		1 547	2
Marketable securities			18 236	18 236	1
Cash and cash equivalents	23 412			23 412	
LIABILITIES					
Long-term debt at amortized cost	90 122			90 122	
Liabilities arising from business combinations accounted for at cost by the equity method		10 574		10 574	2
Short-term financing	33 454			33 454	
Trade payables	121 277			121 277	
Financial instrument liabilities with hedge accounting [(1)]		3 666		3 666	2
Bank overdrafts	32 546			32 546	

(1) The ineffective portion of hedging instruments is recognized in the income statement.

9.2 Segment reporting

9.2.1 Consolidated income statement

The segment financial information presented below corresponds to the Group's internal reporting system and provides insight into the internal segmentation used by Management to monitor and assess performance.

Inter-segment sales correspond to intra-Group transactions and are carried out at market prices.

The results by operating segment for the year ended 31 December 2025 are detailed below:

	LACROIX Electronics		LACROIX Environment		LACROIX Signalisation		Holding		Total Group	
	Period 2025	Period 2024 (restated)	Period 2025	Period 2024 (restated)	Period 2025 (*)	Period 2024 (restated)	Period 2025	Period 2024 (restated)	Period 2025	Period 2024 (restated)
Revenue from ordinary activities										
Sales to external customers	319 687	369 736	141 668	123 790		17 952			461 355	511 478
Inter-segment sales	(15 440)	(16 669)	(419)	(367)		(54)			(15 859)	(17 090)
Total revenue activities	**304 247**	**353 067**	**141 248**	**123 423**		**17 898**			**445 496**	**494 388**
Operating income before non-recurring items	**(6 799)**	**5 298**	**30 268**	**21 687**	**(279)**	**251**	**(2 103)**	**(901)**	**21 088**	**26 335**
Net depreciation of property, plant and equipment and intangible assets	9 876	9 508	2 558	2 406			506	469	12 941	12 383
Share-based compensation (IFRS 2) and/or target-based compensation following integration of newly acquired entities							40	240	40	240
EBITDA	**3 077**	**14 806**	**32 826**	**24 093**	**(279)**	**251**	**(1 557)**	**(192)**	**34 068**	**38 958**

Alternative Performance Measures

The recurring EBITDA ("Earnings Before Interests, Taxes, Depreciation and Amortization") used by LACROIX is an operational, non-GAAP measure that corresponds to recurring operating income, adjusted for:

- depreciation and amortisation of property, plant and equipment, intangible assets and right-of-use assets, and where applicable, amortisation recognised as part of a business combination;
- IFRS 2 "share-based payment" expense and/or the achievement of post-acquisition integration objectives for newly acquired entities.

Revenue Breakdown

The Group's top 10 customers account for 50% of total consolidated revenue.
Among these, the largest customer represents slightly more than 10% of the Group's total revenue.

9.2.2 Consolidated Balance Sheet

The table below details segment assets and liabilities, as well as acquisitions of non-current assets for the period:

	LACROIX Electronics		LACROIX Environment		LACROIX City		Holding		Total Group	
	Period 2025	Period 2024	Period 2025	Period 2024	Period 2025	Period 2024	Period 2025	Period 2024	Period 2025	Period 2024
Segment assets										
Non-current assets	103 372	122 550	46 444	45 448			7 018	43 504	156 834	211 502
Current assets of which held for sale	132 545	166 932	20 489	61 090	51	26 559	80 302	71 641	233 388	326 222
Total segment assets	**235 917**	**289 482**	**66 933**	**106 538**	**51**	**26 559**	**87 320**	**115 145**	**390 222**	**537 724**
Segment liabilities										
Non-current liabilities	36 394	52 332	14 184	9 004			42 440	68 513	93 017	129 849
Current liabilities	116 296	179 902	38 149	29 316	1 084	22 456	47 547	35 819	203 077	267 493
Total current and non-current liabilities	**152 690**	**232 234**	**52 333**	**38 320**	**1 084**	**22 456**	**89 987**	**104 332**	**296 094**	**397 342**
Acquisitions of non-current assets	**5 090**	**13 330**	**3 457**	**3 225**		**119**	**2**	**25**	**8 549**	**16 699**

9.2.3 Geographical Breakdown

In accordance with IFRS 8.33, we present below the revenue and non-current assets attributable to individually significant countries, namely Germany, the United States, Poland and Tunisia.

For the Electronics activity, certain geographical areas primarily represent manufacturing locations, rather than the final end-use market, which is not known to us (customer factories receiving our products integrate them and may then ship them to various countries within a continent).
As a result, revenue recognised in Poland and Tunisia mainly corresponds to sales ultimately destined for the European continent

	FR	GER	USA	PL	TN	Other	Total
Total income from ordinary activities 2025	156 243	57 738		160 915	52 376	18 224	445 496
Total income from ordinary activities 2024 (restated)	187 499	57 289		169 662	62 787	17 151	494 388

	FR	GER	USA	PL	TN	Other	Total
Non-current assets 2025	94 184	25 802		20 728	8 002	8 118	156 834
Non-current assets 2024	66 178	26 679	80 130	20 882	9 863	7 770	211 502

9.3 Off-balance sheet commitments

Commitments given or received by the Group break down as follows:

Commitment category	Period 2025	Period 2024
Commitments given		
For financing purposes (1)	18 317	52 114
Leases commencing after the balance sheet date		

(1) The commitments mentioned are already recognised in the Group's consolidated balance sheet. The table above merely restates these amounts when real guarantees or collateral are provided to financial institutions in exchange for asset financing or authorised bank overdrafts.

The amount of €18.3 million includes €15 million of a guarantee granted in 2021 as part of one of the loans obtained to finance the acquisition of Lacroix Electronics MI (versus €22.5 million in 2024), as well as €1.7 million of hedged financial liabilities relating to Lacroix Electronics Michigan (versus €28 million in 2024).

The Group companies have also provided guarantees and sureties in the course of their commercial relationships (performance guarantees, refund of advances) for a total amount of €6,160 thousand.

9.4 Related parties

9.4.1 Related-party transactions

Note 8.12.1 reports the existence of a liability (a current account) owed to one of the shareholders, VINILA INVESTISSEMENTS.

Management services fees paid to VINILA INVESTISSEMENTS are disclosed in Section 9.4.2.1.

9.4.2 Executive compensation

The compensation allocated during the year to members of the Group's governing and management bodies, in respect of their functions within the Group, is broken down as follows:

9.4.2.1 Executive Management

	Period 2025	Period 2024
Short-term benefits	626	540
Post-employment benefits	70	69
Other long-term benefits		
Share-based payments (1)		
Management benefits paid to related parties	39	49
Total amounts allocated	**734**	**658**

Among the total amounts allocated for the year, variable compensation is subject to approval by the General Meeting.

(1) Corresponds to a total plan of 4,375 free shares subject to performance conditions, vesting through 2025.

9.4.2.2 Board of Directors

The compensation allocated and recognised during the year for the members of the Board of Directors is broken down as follows:

	Period 2025	Period 2024
Short-term benefits	75	66
Post-employment benefits		
Other long-term benefits		
Share-based payments		
Payment in shares		
Total	**75**	**66**

9.5 Auditors' fees

The table below gives details of the fees paid by the Group to the auditors and members of their networks, in accordance with AMF 2006-10.

	Ernst & Young				Mazars			
	2025	%	2024	%	2025	%	2024	%
Audit								
Statutory auditors	**249**	**94%**	**290**	**97%**	**392**	**90%**	**312**	**83%**
Issuer	64		56		60		51	
Fully consolidated subsidiaries	152		178		307		237	
Certification of sustainability information	45		56		25		24	
Other procedures and services directly related to the statutory auditors' engagement	**16**	**6%**	**9**	**3%**			**6**	**2%**
Issuer	2		1				1	
Fully consolidated subsidiaries	14		9				5	
Sub-total Audit	**277**	**100%**	**299**	**100%**	**392**	**90%**	**318**	**84%**
Other services								
Legal, tax, social security							60	
Other services								
Sub-total Other services					**42**	**10%**	**60**	**16%**
Total	**277**	**100%**	**299**	**100%**	**434**	**100%**	**378**	**100%**

9.6 Subsequent events

None


LACROIX

PART 03

ACCOUNTING & FINANCIAL ITEMS

(ANNUAL FINANCIAL STATEMENTS)

1. BALANCE SHEET

BALANCE SHEET - ASSETS (in €K)	Note	Period 2025			Period 2024
		Brut	Amort & Prov	Net	Net
Intangible assets	**3.3.1**	**699**	**681**	**18**	**130**
Development costs		420	420		102
Concessions, patents and similar rights		279	261	18	29
Property, plant and equipment	**3.3.1**	**1 447**	**788**	**658**	**798**
Buildings		24	23	1	3
Other property, plant and equipment		1 418	766	652	790
Assets under construction		5		5	5
Financial assets	**3.3.1**	**218 781**	**116 250**	**102 531**	**124 946**
Investments		183 174	82 381	100 793	85 793
Other non-current securities		73	60	13	13
Loans		33 391	33 391		37 766
Other financial assets		2 143	418	1 724	1 374
NON-CURRENT ASSETS		**220 926**	**117 720**	**103 207**	**125 875**
Receivables		**65 804**	**7 860**	**57 944**	**146 440**
Trade receivables and related accounts	3.3.2	6 129	2 886	3 242	7 602
Other receivables	3.3.2	59 150	4 974	54 176	138 376
Prepaid expenses	3.3.8	526		526	462
Cash and other items		**25 045**		**25 045**	**19 590**
Marketable securities – including treasury shares: €950k	3.3.3	24 830		24 830	19 454
Cash and cash equivalents		215		215	136
CURRENT ASSETS		**90 850**	**7 860**	**82 989**	**166 029**
Translation adjustments – assets		1 606		1 606	
TOTAL ASSETS		**313 382**	**125 580**	**187 802**	**291 904**

BALANCE SHEET - LIABILITIES (in €K)	Period 2025	Period 2024
Share capital	32 055	32 055
Premiums for issuance, merger, and contribution	39 645	39 645
Legal reserve	3 206	3 206
Other reserves	83 951	105 000
Balance carried forward		1 948
Regulated provisions	61	89
Income	(61 985)	(22 997)
SHAREHOLDERS' EQUITY	**96 932**	**158 945**
Provisions for other liabilities and charges	766	819
PROVISIONS	**766**	**819**
Financial liabilities	**84 920**	**123 146**
Borrowings from credit institutions (2)	70 038	85 712
Other financial borrowings and liabilities	14 882	37 434
Operating liabilities	**4 991**	**4 628**
Trade payables and related accounts	2 783	2 534
Tax and social liabilities	2 208	2 094
Other liabilities	**193**	**671**
Other	193	671
TOTAL DEBTS (1)	**90 104**	**128 445**
Currency translation differences - liabilities		3 695
OVERALL TOTAL	**187 802**	**291 904**
(1) Liabilities and deferred income maturing in less than one year	48 382	60 380
(2) Including short-term bank overdrafts and credit balances	2	14

2. INCOME STATEMENT

CONSOLIDATED INCOME STATEMENT (in €K)	Note	Period 2025	Period 2024
Sales of goods		13 336	15 463
Operating grants		15	21
Reversals of depreciation, amortisation and provisions		69	402
Other income			
OPERATING INCOME		**13 421**	**15 887**
Other external purchases		10 031	8 960
Taxes and related duties		303	319
Wages and salaries	3.5.1	5 098	5 647
Social security contributions	3.5.1	2 235	2 508
Depreciation of fixed assets		254	239
Provisions for current assets		2 886	
Provisions for risks and charges		64	81
Other expenses		74	66
OPERATING EXPENSES		**20 946**	**17 821**
OPERATING PROFIT (I) (1) (2)		**(7 525)**	**(1 934)**
Income from investments (3)		9 774	8 688
Income from other securities and receivables for capital assets (3)			
Other Inter. & Simil. income (3)		5 527	10 295
Reversals from provisions & Transfer of charges		925	10 375
Income / disposals of short-term deposits		471	82
FINANCIAL INCOME		**16 698**	**29 440**
Depreciation, amortisation and provisions		72 443	49 955
Interest & Comparable Expenses (4)		3 440	4 076
Expenses / disposals of short-term deposits		643	373
FINANCIAL EXPENSES		**76 526**	**54 404**
NET FINANCIAL INCOME (LOSS) (II)		**(59 828)**	**(24 964)**
OPERATING PROFIT BEFORE TAXES (I + II)		**(67 353)**	**(26 898)**
Extrordinary income		34	36
Extrordinary expenses		7	134
EXTRAORDINARY PROFIT	**3.4.1**	**28**	**(98)**
Employee contributions (IX)			
Taxes on profits (X)	3.4.2	(5 340)	(4 000)
Total income		**30 153**	**45 363**
Total expenses		**92 138**	**68 360**
PROFIT OR LOSS		**(61 985)**	**(22 997)**

(1) Including income relating to prior periods		
(2) Including expenses relating to prior periods		5
(3) Including income relating to related companies	14 861	18 484
(4) Including interest relating to related companies	861	1 269

3. APPENDIX

3.1 Major events of the financial year

Disposal of the City-Mobility Business Unit

On 21 January 2025, the LACROIX Group announced the signing of an agreement for the sale of the City-Mobility business unit to the SWARCO Group, a transaction that was completed on 28 February 2025.

Other events

On 15 December 2025, LACROIX approved a capital increase of its subsidiary Lacroix North America through the conversion of its current account for an amount of €33,765k. These shares were fully impaired in 2025, as were the loans and current-account advances to this subsidiary (€38,365k).

3.2 Accounting principles and methods

French accounting principles and methods have been applied in compliance with the prudence principle, and in accordance with the following fundamental assumptions:

- going concern,
- consistency of accounting methods from one period to the next,
- period-by-period independence,

and in accordance with the general rules for preparing and presenting annual financial statements under ANC Regulation No. 2014-03 relating to the French General Chart of Accounts (Plan Comptable Général), as amended by ANC Regulation No. 2022-06 on the modernisation of financial statements, applicable to periods beginning on or after 1 January 2025.

The basic method used for the measurement of items recognised in the financial statements is the historical cost method.

Change in accounting policies, measurement and estimates

Regulation No. 2022-06, endorsed by decree on 26 December 2023 and effective from 1 January 2025, mainly relates to the modernisation and simplification of financial statement formats, a new presentation of notes, a new definition and presentation of exceptional income and expenses, and the removal of the “charge transfer” technique.

Under French GAAP, a change in accounting regulation constitutes a change in accounting policy. The impacts of this new regulation have been described in the corresponding notes whenever deemed necessary.

The main methods applied are as follows:

3.2.1 Intangible Assets

Intangible assets are measured at acquisition cost and amortised on a straight-line basis:

- Concessions, patents, licences,
- Software: 1 to 10 years, straight-line
- Research and development costs: 3 to 5 years

3.2.2 Property, Plant and Equipment

Property, plant and equipment are measured at acquisition cost (purchase price and ancillary costs, excluding asset acquisition costs) or at production cost. Borrowing costs directly attributable to the production of qualifying assets are not included in the cost of such assets.

Depreciation is calculated on a straight-line basis over the expected useful life:

- Installations and improvements: 9 to 30 years
- Office IT equipment: 3 to 6 years
- Furniture: 15 years

3.2.3 Financial Assets

The gross value of equity investments and other non-current securities corresponds to the purchase cost excluding ancillary expenses. Receivables related to equity interests and loans are measured at historical cost.

An impairment loss is recognised when the recoverable amount (value in use) of an investment is lower than its gross carrying amount. Value in use is assessed on a case-by-case basis, considering in particular the general situation, business outlook, and results of each entity concerned, and in line with the Group’s development plans.

3.2.4 Receivables

Receivables are measured at nominal value. An impairment loss is recognised when the recoverable amount is lower than the carrying amount.

3.2.5 Marketable Securities

Their gross value corresponds to the purchase cost excluding ancillary expenses. When the carrying amount determined based on the closing market price is lower than the gross value, an impairment provision is recognised at year-end.

Stock options are recorded under marketable securities.

3.2.6 Foreign Currency Transactions

Expenses and income denominated in foreign currencies are recorded at their euro equivalent on the transaction date. Liabilities, receivables and cash denominated in foreign currencies are recognised in the balance sheet at their euro equivalent based on the year-end exchange rate.

The difference resulting from the remeasurement of foreign-currency payables and receivables at this closing rate is recognised in the balance sheet under "translation differences" (écarts de conversion). Unrealised foreign-exchange losses that are not offset by gains are subject to a provision for risks.

3.2.7 Provisions for Risks and Charges

Provisions for risks and charges are recognised in order to reflect the company's obligations to third parties when it is probable or certain that these obligations will lead to an outflow of resources without at least equivalent consideration, and when neither the timing nor the amount can be determined with precision. Provisions are measured based on the information available and, where appropriate, after consulting the company's experts and advisers.

The provision for retirement benefits is measured using the actuarial "projected unit credit" method (also known as the "unit credit method"). No deferred tax asset has been recognised in this respect.

Since the closing of the 2013/2014 financial year, the company has applied ANC Recommendation R 2013-02. The company has opted for Method No. 2, which allows actuarial gains and losses to be treated using the corridor method. Under this method, actuarial variances within the corridor are recognised off-balance-sheet as commitments, whereas those outside the corridor are amortised through profit or loss.

3.2.8 Exceptional Items

Following the application of ANC Regulation No. 2022-06, which redefines exceptional items, these now include only income and expenses directly related to a major and unusual event, accounting entries arising solely from tax requirements, and, where applicable, changes in accounting policies and the correction of errors; this applies as from 1 January 2025.

3.2.9 Income Tax

LACROIX GROUP (the parent company) and its fully-owned subsidiaries (all owned at more than 95%) elected, on 27 September 1996, to apply the French tax consolidation regime provided for in Articles 223 A et seq. of the French Tax Code, for a period of five years starting on 1 October 1996. Since 1 October 2001, this election has been renewed automatically.

The tax borne by the subsidiaries corresponds to the amount they would have paid had they not been part of the tax consolidation, while the parent company recognises in profit or loss the temporary or definitive differences arising from the application of the regime.

As of 31 December 2025, the tax consolidation scope includes the following entities:

List of subsidiaries	Registered office
LACROIX Electronics	BEAUPREAU-EN-MAUGES
LACROIX Electronics Cesson	CESSON-SEVIGNE
LACROIX Sofrel	VERN SUR SEICHE
LACROIX Environment	SAINT HERBLAIN
LACROIX VI	SAINT HERBLAIN
LACROIX City Les Chères	LES CHÈRES
LACROIX II	SAINT HERBLAIN

Note: Lacroix City was merged into Lacroix Environment.

3.3 Balance sheet notes

Unless otherwise stated, the amounts are in €K.

3.3.1 Variation in capital assets, amortizations and provisions

GROSS VALUES	Opening	Additions	Disposals	Closing
INTANGIBLE ASSETS				
Preliminary and development expenses	420			420
Other intangible assets	279			279
TANGIBLE ASSETS				
Buildings, office equipment, IT, installations	1 445	2		1 447
FINANCIAL ASSETS				
Investment securities	134 409	48 765		183 174
Other long-term investments	73			73
Loans and other financial assets (1)	40 028		4 494	35 534
TOTAL	**176 654**	**48 767**	**4 494**	**220 926**

Amortizations and provisions	Opening	Additions	Deductions	Closing
INTANGIBLE ASSETS				
Preliminary and development expenses	318	102		420
Other intangible assets	250	11		261
TANGIBLE ASSETS				
Buildings, office equipment, IT, installations	647	142		788
FINANCIAL ASSETS				
Investment securities (2)	48 615	33 765		82 381
Other long-term investments	60			60
Loans and other financial assets	888		470	418
TOTAL	**50 779**	**34 019**	**470**	**84 328**

Movements in loans and other financial assets relate to treasury shares not allocated to the various plans, as well as to the liquidity contract.

(1) Other financial assets amounting to €35,534k, including:
- two loans of €28,900k and €4,491k granted to LACROIX North America, measured at 31 December 2025 and fully impaired;
- security deposits amounting to €699k.

(2) The shares of Lacroix North America were fully impaired for a total amount of €82,381k.

3.3.2 Status of receivables and liabilities

STATUS OF RECEIVABLES & LIABILITIES		Gross amount	At 1 year max.	At over 1 year and at 5 years max.	At over 5 years
Status of receivables					
Receivables from investments					
Loans		33 391			33 391
Other financial assets		2 143	97		2 045
Doubtful or disputed trade accounts					
Other trade accounts receivable		6 129	6 129		
Receivables representing loaned securities					
Personnel and related accounts					
Social security and other social bodies		1	1		
State and other public authorities	Taxes on profits	7 906	7 906		
	Value added tax	313	313		
	Other taxes, duties, and similar				
	Sundry	7	7		
Group and associates		50 904	50 904		
Miscellaneous debtors		20	20		
Prepaid expenses		526	526		
TOTALS		**101 338**	**65 902**		**35 436**
Status of debts					
Convertible bonds					
Other convertible bonds					
Bank borrowings	At 1 year max. from origin				
	At over 1 year from origin	70 038	28 316	38 865	2 857
Borrowings and other financial debts		2 955	2 955		
Suppliers and related accounts		2 783	2 783		
Personnel and related accounts		986	986		
Social security and other social bodies		713	713		
State and other public authorities	Taxes on profits				
	Value added tax	397	397		
	Guaranteed bonds				
	Other taxes, duties, and similar	112	112		
Debts on capital assets and related accounts					
Group and associates		11 927	11 927		
Other debts		193	193		
Debts representing loaned securities					
Deferred income					
TOTALS		**90 104**	**48 382**	**38 865**	**2 857**
Borrowings taken out during the financial year		2 500			
Borrowings repaid during the financial year		18 955			

LACROIX GROUP contracted new borrowings for a total amount of €2,500k during the financial year.

3.3.3 Short-term deposits

	Period 2025	Period 2024
Treasury shares (1)	950	1 280
Investment (2)	23 880	18 173
TOTAL	**24 830**	**19 454**
PROVISIONS		
NET VALUES	**24 830**	**19 454**

(1) At year-end, the Company held 44,536 shares for a total amount of €950k.
The treasury shares held fully cover the commitments relating to the ongoing free-share plan.

(2) Other investments, consisting of money-market funds, certificates of deposit and other investment products, amounted to €23,880k as of 31 December 2025.

3.3.4 Capital

The share capital is composed of 4,829,096 shares for a total amount of €32,055,239. A double voting right is granted to all registered shares held for more than three years by the same shareholder, representing 2,821,933 shares.

3.3.4.1 Changes in shareholders' equity

	Opening balance	Allocation Previous year net income	Variation	Closing balance
Share capital	32 055			32 055
Share premiums	39 645			39 645
Legal reserve	3 206			3 206
Other reserves	105 000	(22 997)	1 948	83 951
Balance carried forward	1 948		(1 948)	
Net income	(22 997)	22 997	(61 985)	(61 985)
Regulated provisions	89		(28)	61
TOTAL	**158 945**		**(62 013)**	**96 932**

No dividends were distributed for the financial year.

3.3.4.2 Movements in Treasury Shares

The number of treasury shares changed as follows:

	Period 2025
Opening	**146 794**
Acquisitions	27 443
Disposals	(27 592)
Variation	(13 904)
Closing	**132 741**

At 31 December 2025, the value of treasury shares recorded in LACROIX GROUP's statutory accounts at historical cost amounts to €2,391k, net of impairment.

The treasury shares are allocated as follows: 44,536 shares recognised under marketable securities and 88,205 treasury shares recognised under non-current securities.

3.3.5 Etat des provisions

	Opening	Additions	Deductions	Closing
Provisions for other liabilities and charges				
- Stock option exercising contingencies				
- Exchange losses				
- Retirement benefits	297	36	23	311
- Other liabilities	20	94		114
- Other charges (1)	502	341	502	341
TOTAL	**819**	**472**	**524**	**766**

(1) Provisions for other charges correspond to the free share plans implemented since January 2021.

The Company recognises provisions for retirement indemnities based on the applicable collective agreement.

This is a defined-benefit plan. The provision is measured by an independent actuary using the projected unit credit method.

The assumptions used for the calculations for the French scope are as follows:

- Discount rate: 3.80% (versus 3.35% in 2024)
- Average salary increase according to the table below (including inflation):

Age brackets	**LACROIX Group**
< 29 years old	5,00%
30 to 39 years old	3,50%
40 to 44 years old	3,00%
45 to 49 years old	3,00%
50 to 54 years old	2,50%
> 55 years old	2,00%

- The mortality tables used are those of INSEE F 2016-2018.
- The retirement age is 64 for non-managerial staff and 66 for managerial staff.
  Reason for retirement: 100% of departures are at the initiative of the employee.
- Staff turnover probability as per the table below:

Age brackets	**LACROIX Group**
< 29 years old	15,00%
30 to 39 years old	8,00%
40 to 44 years old	5,00%
45 to 49 years old	5,00%
50 to 54 years old	3,00%
55 to 60 years old	1,00%
> 60 years old	0,00%

3.3.6 Stocks options

No stock-option plan was outstanding at year-end.

3.3.7 Free Share Plan

The General Meetings held on 28 August 2020 and 6 May 2022 approved free-share plans benefiting certain employees.

The plans resulted in a provisional allocation of 28,978 shares for the 2025 financial year.

These shares are subject to financial and non-financial performance conditions, as well as service conditions. Final vesting will occur by 2026.

The retention period for the shares is set at two years, starting from the grant date.

The expense recognised for the period in respect of the free-share plans amounts to €304k, together with €37k in employer contributions, estimated based on the share value of €12 at 31 December 2025.

The number of shares is detailed below:

	Period 2025	Period 2024
Opening	**40 646**	**24 200**
Opening adjustment	(1 614)	3 280
Options granted	(12 290)	(3 030)
New plan(s)	28 978	16 196
Options lost and expired	(18 148)	
Closing (1)	**37 572**	**40 646**

(1) Including 4,375 free shares provisioned under a total performance-based plan vesting through 2025.
The 2024 column has been reviewed to reflect all movements affecting free shares during the year.

3.3.8 Adjustment accounts

Accrued income

	Period 2025	Period 2024
Trade accounts receivable and related accounts	898	1 466
French State		
Accrued interest		91
Miscellaneous accrued income		22
Total	**898**	**1 580**

Prepaid expenses

	Period 2025	Period 2024
Operating expenses	526	462
Financial expenses		
Total	**526**	**462**

Accrued expenses

	Period 2025	Period 2024
Bank borrowings	67	118
Trade accounts payable and related accounts	614	1 146
Tax and social debts	1 467	1 303
Cash in hand, accrued expenses	88	
Other debts	193	643
Total	**2 429**	**3 211**

3.4 Net Income

Unless otherwise stated, the amounts are in €K.

3.4.1 Breakdown of exceptional income and expenses

	Period 2025	Period 2024
Expenses in previous financial years		5
Disposal of capital assets		
Disposals of short-term deposits		
Share buy-back loss		118
Allowance for special tax amortizations	7	11
Provision for investment securities		
Other		
Total expenses	**7**	**134**
Disposal of capital assets		
Disposal of short-term deposits		
Share buy-back gains		
Reversal of provision for other liabilities and charges		
Reversal of special tax amortizations	34	36
Total income	**34**	**36**
EXTRAORDINARY PROFIT	**28**	**(98)**

Following the application of ANC Regulation 2022-06, part of the income and expenses previously presented under exceptional items has been reclassified within operating and financial income/expense.

Only reversals and charges relating to regulated depreciation ("amortissement dérogatoire"), which arise from accounting entries of a purely tax-driven nature, continue to be presented under exceptional items.

3.4.2 Tax breakdown

	Profit before taxes	Tax	After taxes
Operating Profit	(67 353)		(67 353)
Extraordinary Profit	28		28
Investment			
Tax Consolidation: Tax Income		5 340	5 340
NET PROFIT	**(67 325)**	**5 340**	**(61 985)**

3.4.3 Tax consolidated companies

The Company is the parent of a tax-consolidated group. The list of entities included within this tax scope is presented in Note 3.2.9.

The difference between the tax expense recognised and the theoretical tax expense calculated in the absence of tax consolidation represents a tax saving of €5,340k.

3.4.4 Increases and decreases in future tax debts

	Opening		Changes		Closing	
	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities
TYPE						
I. Certain or potential differences						
Temporarily non tax-deductible expenses						
Provision for taxes						
Retirement benefits	297		14		311	
Other						
II. Impact of items to be charged						
(previous to tax consolidation)						
Amortizations deemed deferred						
Tax loss carryforwards						
Long-term capital losses						
III. Tax consolidation regime						
Amortizations deemed deferred						
Tax loss carryforwards	16 184		(2 075)		14 109	
Net long-term capital losses						
IV. Potential taxation elements						
Unrealised capital gains (securities)						
Amount of special reserve for long-term capital gains (tax base)						
Net long term capital gains						

3.5 Miscellaneous details

3.5.1 Workforce

	Period 2025	Period 2024
Manual		
Employees	4	4
Technical (and Supervisors)	1	1
Managerial	46	57
Apprenticeship contract	2	8
TOTAL	**53**	**70**

3.5.2 Identity of consolidating company

VINILA INVESTISSEMENTS
Simplified joint-stock company with a share capital of €65,000
SIRET no.: 354 034 993 00023

3.5.3 Financial commitments

	Period 2025
Endorsements and guarantees given to subsidiaries	
Debts guaranteed by security interests	
Derivative financial instruments	(38)
Commitments concerning pensions, retirement, and benefits	(59)
Commitment to share buy-backs	872

3.5.4 Compensation of the company officers

The compensation paid during the financial year to the members of the Company's governing and management bodies, in respect of their functions within the Company, amounts to €627k.

The compensation allocated to the members of the governing bodies for the financial year has been accrued for €90k, but had not been paid as of 31 December 2025.

The overall compensation is determined on the proposal of the Compensation Committee and depends on participation in the various governance bodies (Board of Directors, Strategic Committee, Audit Committee, Compensation Committee).

3.5.5 Subsidiaries and investments

	Share capital (3)	Other equity (3)	Share of capital held	Book value of securities held		Loans and advances granted and not repaid	Amount of guarantees and in-vestments given	Revenue before taxes for the last financial year	Income for the last financial year	Dividends received during the financial year
				Gross	Net					
1. Subsidiaries held at more than 50%										
LACROIX ENVIRONMENT	13 575	(30 244)	100%	28 574	28 574	15 510		9 836	6 324	9 774
LACROIX ELECTRONICS	15 000	(6 941)	100%	61 427	61 427	21 895		10 463	(7 975)	
LACROIX VI	5	(1)	100%	5	5					
LACROIX NORTH AMERICA INC (1)	92 900	(137 537)	100%	82 381		38 365			(107 538)	
LACROIX II	5		100%	5	5					
LACROIX SINGAPORE (2)	610	(410)	100%	406	406				5	
LACROIX ENVIRONMENT GMBH	25	8 313	100%	10 387	10 387	6 782			942	
2. Shares between 10 and 50%										
None										
3. Shares less than 10%										
Other shares										
TOTAL				**183 184**	**100 803**	**82 552**				**9 774**

(1) the subsidiary's result in USD was translated into euros using the closing rate.
Loans and advances are fully impaired.
(2) the subsidiary's result in SGD was translated into euros using the closing rate.
(3) in local currency

3.5.6 Post-closing events

None


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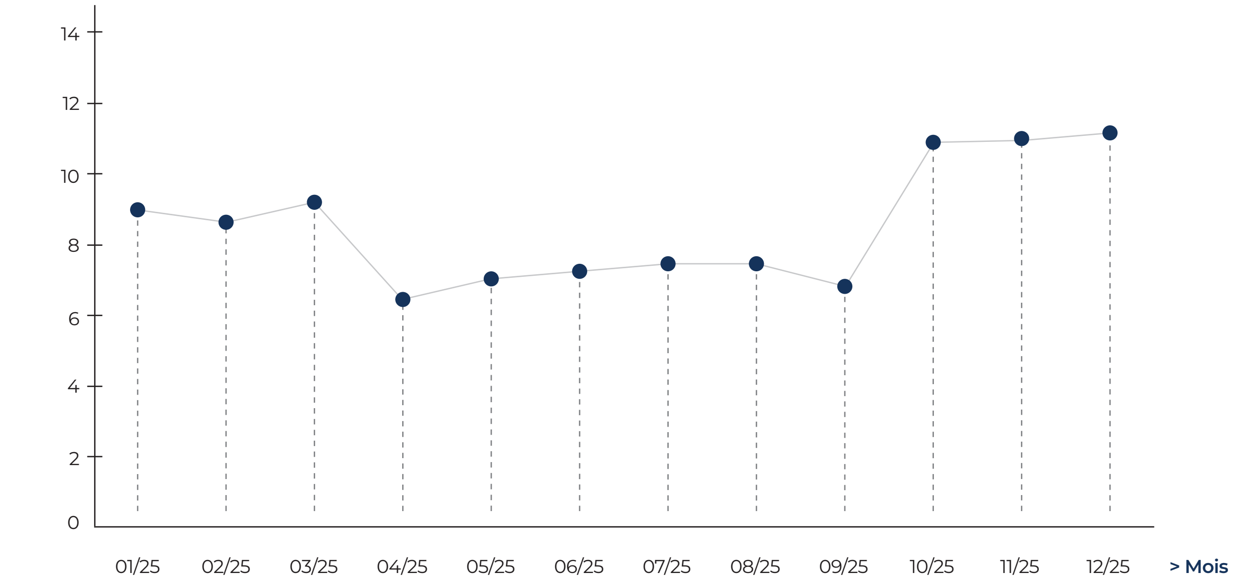
PART 04

SHARE PRICE TREND

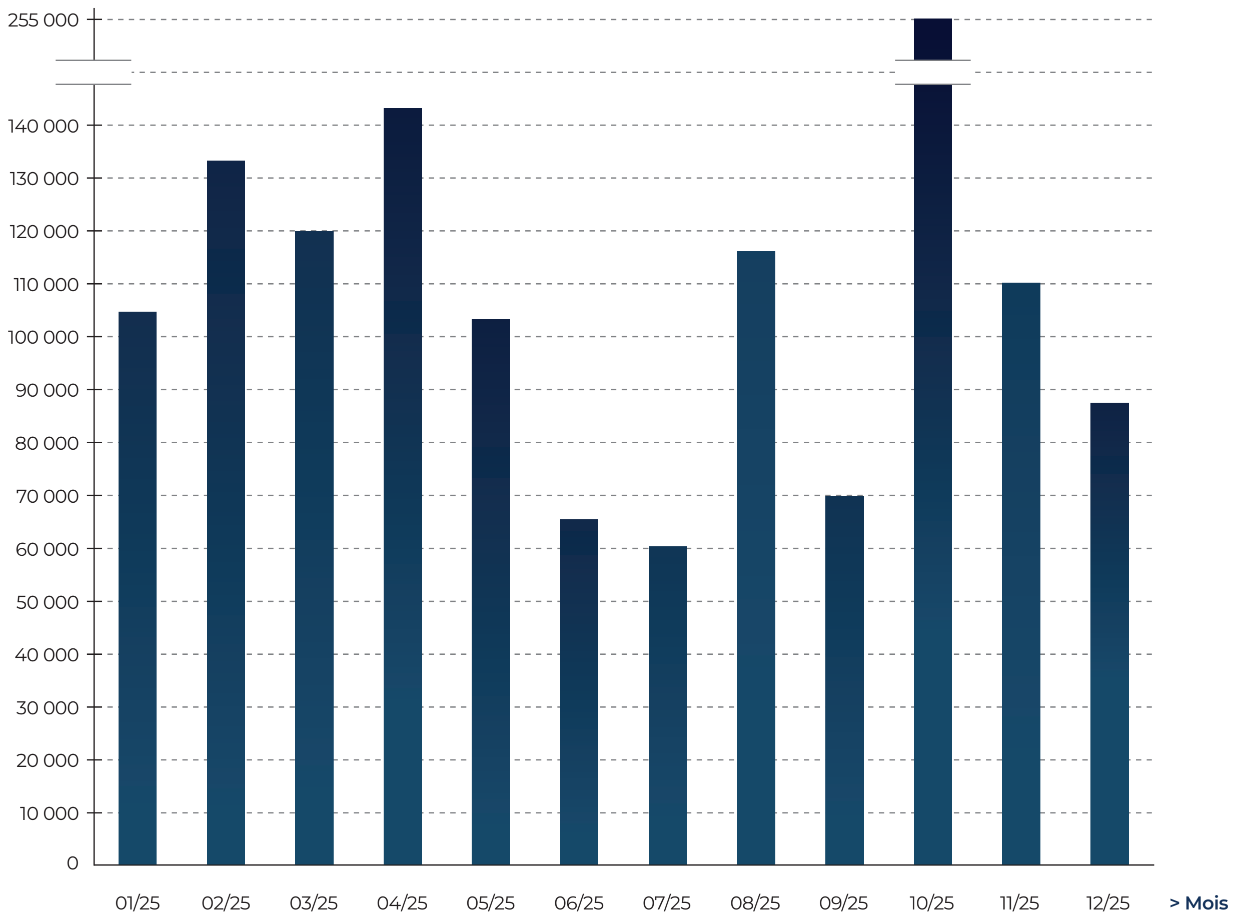
1 - CHANGES IN SHARE PRICE

Weighted average price (in euros)



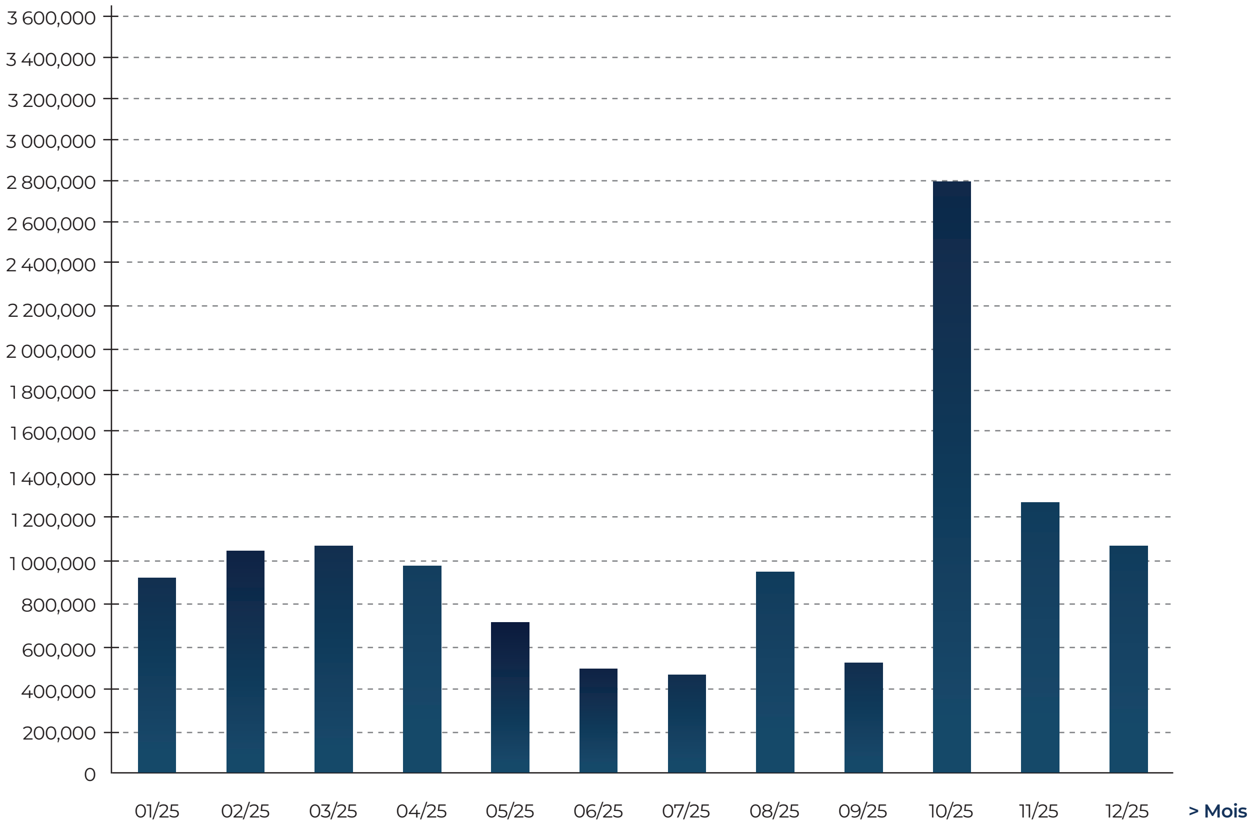
2 - NUMBER OF SHARES TRADED

Number



3 - CAPITAL TRADED IN EUROS

Number of shares X value of shares



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