



URD 2025

Universal Registration Document

Delfingen

Contents

Introduction.....	4
SECTION 1 - THE GROUP AND ITS ACTIVITIES	5
1.1 Essentials.....	6
1.2 Our history.....	9
1.3 Foundation.....	13
1.4 Key Figures.....	15
1.5 Objectives and Strategy	19
1.6 Description of activities	28
1.7 Organisation.....	36
SECTION 2 - RISK FACTORS AND INTERNAL CONTROL	38
2.1 Risk factors and risk control.....	40
2.2 Insurance policy and risk coverage.....	45
2.3 Internal control and risk management procedures.....	46
CHAPTER 3 – SUSTAINABILITY REPORT..	50
3.1 General information.....	55
3.2 Environment.....	82
3.3 Social.....	104
3.4 Governance.....	123
SECTION 4 BOARD OF DIRECTORS’ - REPORT ON CORPORATE GOVERNANCE.....	145
4.1 Presentation of Governance.....	147
4.2 Compensation and Benefits.....	155
SECTION 5 - CAPITAL AND SHAREHOLDING	158
5.6 Information on capital.....	166
5.1 Shareholding.....	160
5.2 Stock Market Data.....	162
5.3 Communication with Shareholders.....	165
5.4 Dividends.....	165
5.5 Share Buyback Programme.....	166
5.6 Information on capital.....	166
SECTION 6 - COMMENTS ON THE FISCAL PERIOD. 	168
6.1 Group Management Report.....	170
6.2 Events after year-end.....	174
6.3 Evolution and perspectives.....	174
6.4 Company Management Report.....	175
6.5 Results and other information on the last five fiscal periods.....	178

SECTION 7 FINANCIAL - STATEMENTS. **AFR**179

7.1	Consolidated financial statements.....	181
7.2	Corporate financial statements.....	223

CHAPTER 8 – GENERAL ASSEMBLY247

8.1	Agenda.....	249
8.2	Text of Resolutions	250

CHAPTER 9 – ADDITIONAL INFORMATION255

9.1	Company information.....	256
9.2	Statutory Auditors.....	258
9.3	Documents accessible to the public	258
9.4	Persons responsible.....	258
9.5	Declaration by the person responsible.....	259
9.6	Glossary.....	260
9.7	Concordance tables.....	261

CSRD Corporate Sustainability Reporting Directive

AFR Annual Financial Report



The Universal Registration Document was filed on April 28, 2026, with the French securities commission (*Autorité des Marchés Financiers - AMF*), in its capacity as the competent authority under Regulation (EU) 2017/1129 without prior approval, in accordance with Article 9 of said regulation.

The Universal Registration Document may be used for the purposes of an offer to the public of financial securities or the admission of financial securities to trading on a regulated market if supplemented by a securities note and, where applicable, a summary of any amendments made to the Universal Registration Document. All registration documents were approved by the *Autorité des Marchés Financiers* in accordance with Regulation (EU) 2017 /1129.

Copies of the Universal Registration Document are available on the Company's website, www.delfingengroup.com, and the *Autorité des Marchés Financiers'* website, www.amf-france.org.

Introduction



By Gérald Streit Chairman and CEO

In recent years, we have had to face significant challenges, from pandemics and wars to supply chain disruptions, and so on. These events have created uncertainties that are affecting economies and all areas of the Delfingen Group's business. At the time of writing, a new global crisis is taking shape in the Persian Gulf, the full impact of which cannot yet be assessed.

Our aim is to be our customers' trusted supplier of all electrical wire protection products, whether these are plastic tubes, textile sleeves or injection-moulded parts.

In 2024, as part of the IMPULSE 2026 plan, we launched a number of key strategic initiatives to improve our economic performance and secure the company's long-term future. The year 2025 demonstrated the effectiveness of this plan and a marked improvement in our economic performance.

“

“Our aim is to achieve **qualitative, ethical and responsible growth.**”

We are continuing our work under this two-year plan, focusing on our strategic activities, increasing production capacity in high-potential sectors, streamlining our geographical footprint and simplifying our organisational structure.

It is important to note that, whilst addressing these immediate challenges relating to economic performance, we remain committed to our long-term objectives of reducing our carbon footprint and tackling plastic pollution.

Our aim is to achieve high quality, ethical and responsible growth.



CHAPTER 1

PRESENTATION OF THE GROUP AND ITS ACTIVITIES

1.1

Essentials

70 Years of history



From a family business... to a global industrial group

40 sites worldwide in 20 countries across 4 continents, dedicated to product development, innovation, production, logistics and marketing.

Key figures



A family business spanning
3 generations



Founded in **1954**



Over **3,800** Employees



Leader in cable protection solutions



Expert in technical tube for fluid transfers



400 Million euros in turnover



Paris Stock Exchange
Euronext Growth

Americas

- Brazil
- Canada
- United States
- Honduras
- Mexico

Europe & Africa

- Germany
- Spain
- France
- Italy
- Morocco
- Portugal
- Romania
- Tunisia

Asia

- China
- South Korea
- UAE
- India
- Japan
- Philippines
- Thailand

24

Plants

10

R&D
centres

18

Sales
offices

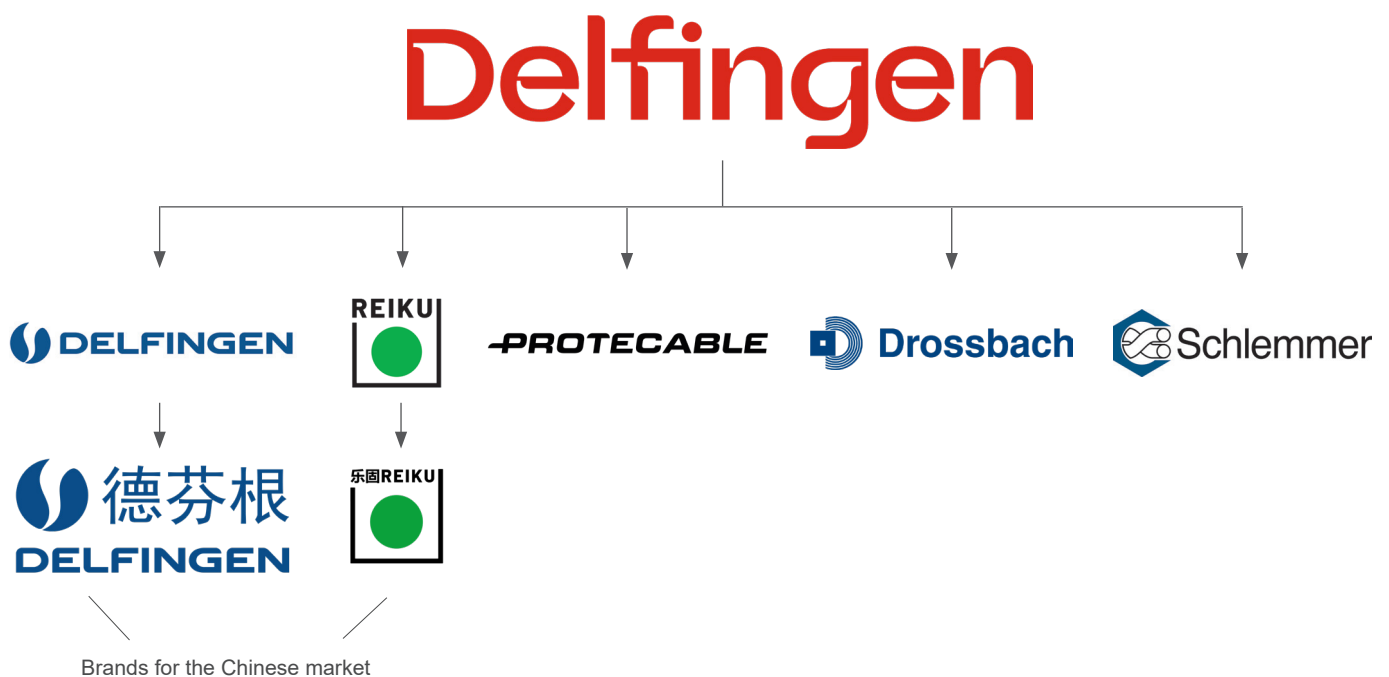
6

Logistics
centres

A brand strategy that supports the group's strategy

The Delfingen Group is undergoing significant change. Guided by our strategic plan **IMPULSE 2026**, we are transitioning from a company that has historically been single-brand and single-market (DELFINGEN, focused on the automotive sector) to a **multi-market Group** (Automotive, Robotics, Off-road Mobility, Agriculture) and multi-brand (DELFINGEN, DROSSBACH, REIKU, SCHLEMMER, etc.).

To distinguish the Delfingen Group from its various brands, the group's logo is changing:



This change is essential to better meet our customers' specific expectations and ensure our growth.

A local partner

A trusted global partner

In addition to the geographical proximity of its plants and engineering centres, this local presence reflects the meaningful relations forged with its customers.

Delfingen is there to support them, through its responsive teams, flexible industrial organisation and the co-development of products and processes.

40 sites
worldwide in
20 countries



Delfingen's commitment

A reliable and preferred supplier

'Best-in-class' products and services

Quality

Logistics

Responsiveness

The widest range on the market

Plastic tubing

Textile sleeves

Cable channels

Fastening and branching parts

Unique expertise

Development and design of solutions for its customers

70 years of experience serving our customers

A global player that is close to its customers

20 countries

40 locations

24 production plants

R&D and decision-making centres close to customers

1.2

Our history

“ It was the boldness, courage and determination of women and men that helped transform the small family business into a global automotive equipment supplier, now a leader in its market”

Gérald Streit, *Chairman CEO*

1954

Emile Streit, originally from Radelfingen in Switzerland, founds SOFANO in Anteuil, France.



1973

Bernard Streit, son of Emile, joins SOFANO and becomes its manager in 1984.



1992

First foreign venture (Spain), and deployment and growth in Europe.



1998

Acquisitions in the United States (APTC, Truesdell, Markel, Jenisco).



2000

New sites in North Africa, Eastern Europe, South America and Asia.



2007

SOFANO becomes Delfingen.



2013

New sites in China, India and Germany.



2015

Gérald Streit, son of Bernard, who joined the Group in 2011, takes over as CEO.



2017

With its acquisition of DROSSBACH, DELFINGEN enters the industrial market.



2020

Acquisition of Schlemmer Europe / Africa.



2023

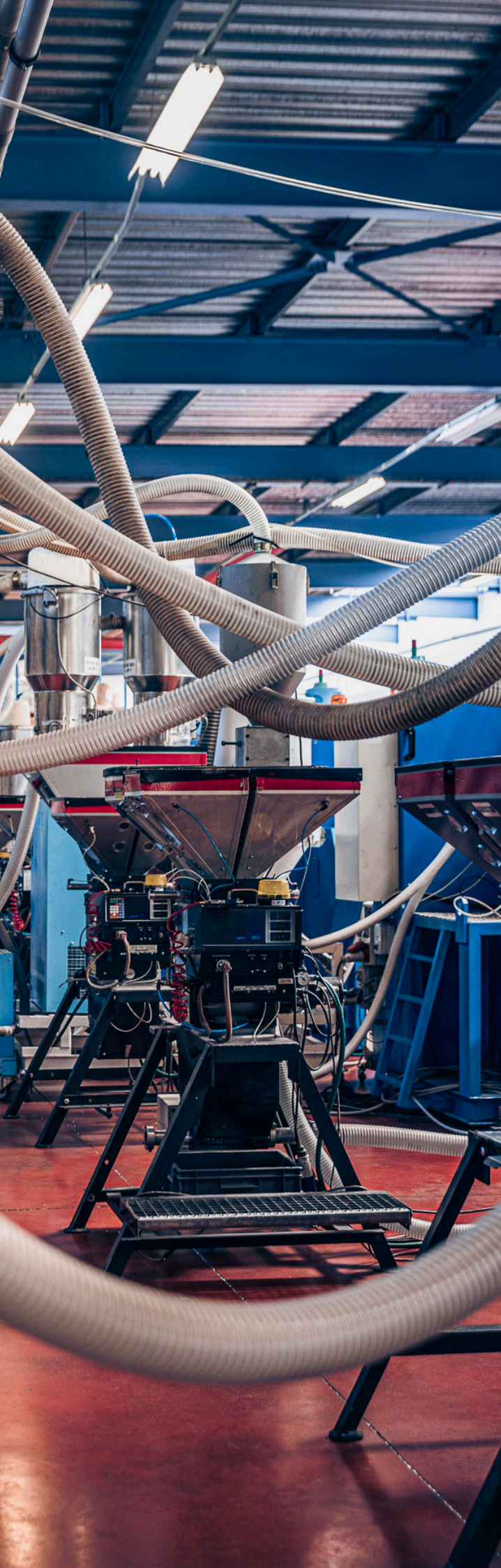
Acquisition of the companies AHN Chem and REIKU.



2024

Celebration of the company's 70th anniversary.
IMPULSE 2026 Plan





Company roots

It all began in the small Swiss village of Radelfingen in early 1900. Christian Streit, a farmer of modest means, left Radelfingen to find work in France. As was the case for so many women and men around the world, his bold decision was driven by his duty to provide for his family.

His son, Emile, would therefore become be a farmer. Very soon he demonstrated his skills and dexterity with tools. He repaired and built things and showed a passion for mechanics, practising his craft in businesses in the region.

Emile and his brother René set up a small business producing plastic sleeves to provide a job for their polio-stricken sister Jeanette. From the very beginning, the company has been built on the values of mutual support and solidarity – principles that remain at the heart of the Delfingen story at every stage of its development.

Emile acquired a taste for entrepreneurial spirit and production expanded to making plastic bags for Peugeot. SOFANO was born.

The first extruder was purchased in 1958 and installed in the family home in Anteuil. The company subsequently expanded into a garage and its first workshop in 1964.

Bernard, son of Emile, joined the company after completing his military service in 1973. Self-taught, he listened and learned. In 1984, Bernard took over the business and embarked on what would prove to be a strategic move. After 30 years of small-scale production, SOFANO joined the industrial era.

The automotive industry entered a period of tremendous change. It was all about gaining expertise, diversifying the customer portfolio and expanding business. The company then turned to the extrusion of convoluted tubing for the protection of on-board wiring harnesses.

A strategy for growth

Two ambitious plans were put in place to give the company a global reach. The first focused on the European market in the 1990s, followed by a second aimed at the US market in the 2000s. The aim is to position the company as a leader in these strategic geographical areas.

These initiatives were supported by financial partners and bolstered by floating the company on the stock market in Paris in 1996.

In the 2000s, the Delfingen Group expanded into emerging countries (Brazil, China,

India and Thailand), with the aim of strengthening its presence in Asia – one of Delfingen's main strategic challenges. This approach illustrates the company's constant determination to be bold, to develop and to be enterprising.

In 2007, all the Group's entities were brought together under a single entity: Delfingen, a name chosen to pay tribute to the small Swiss village of Radelfingen, the birthplace of a Group which has since grown into a global company.

New markets and new activities

| 2010

Keen to diversify its products, in 2010 the Delfingen Group created a new fluid transfer business, making the company a key player in the fuel tank environment. With the advent of new vehicle transmission systems (electrification, hybridisation), which have a particular need for battery cooling, this business has become even more strategic for the Delfingen Group.

| 2014

The acquisition of two German companies, LANGENDORF and MBG, strengthened Delfingen's presence among German equipment suppliers and auto manufacturers, as well as its technological substance in textile sleeves, offering the most comprehensive range on the market for the protection of wiring harnesses and hoses.

| 2017

In 2017, the Delfingen Group acquired DROSSBACH North America, a group specialising in the manufacture and distribution of cable protection solutions for transportation, industrial, environmental and robotics markets.

| 2020

Delfingen pursued its growth strategy with the acquisition of Schlemmer's Europe/Africa activities. This growth operation was of particular importance structurally: it enabled the Group to lead its sector, consolidate its position in the German automotive market, and strengthen its capacity to innovate and build solutions for hybrid and electric vehicles.

| 2023

The Group enhanced its growth potential with the acquisition of two companies, AHN Chem (South Korea), specialising in textile sleeves, and REIKU (Germany), known in the industrial market for its cable management and protection solutions for robotics.





Strong governance

Gérald Streit, who represents the third generation, took over as CEO in 2015, and then as Chairman and CEO in 2018. He chairs a board of directors comprising eight members. Gérald Streit is supported by a nine-member executive committee, representing the Delfingen Group's main functions, activities and geographical regions.

Keen to strike the right balance with Delfingen's shareholders, Gérald Streit and members of the executive committee regularly attend investor meetings to discuss the Group's strategy and its different markets (automotive, industrial, etc.).

Under Gérald Streit's guidance, a strategy based on ethical and responsible leadership is underway, with a strong environmental focus. The Group is also expanding its presence in the industrial market, acquiring several well-know brands in this market (DROSSBACH, SCHLEMMER, REIKU, etc.), and bringing its products and customer approach to this global market.

1.3

The Delfingen Foundation

The Delfingen Foundation is reinventing itself: a spirit of solidarity, new tools, and a vision for the future

The **Delfingen Foundation** has always been a cornerstone of our corporate culture. It is the link that unites our employees and the regions where we operate, taking concrete action to promote the **development of humans and future generations, as well as environmental protection**. After more than 15 years of commitment, our Foundation is entering a new phase in its history, marked by changes that will enhance its impact.

We'd like to share with you the highlights of 2025, our ambitions for 2026, and the major new developments that will enable us to go even further.

Our new look: seeing better and being seen

To better serve our beneficiaries and donors, the Foundation is undergoing a transformation:

New Logo

We have decided to update our visual identity. This new logo is more than just a cosmetic change. It is designed to be more striking and memorable, ensuring greater recognition on the ground amongst the communities we support. It is the symbol of our renewed commitment.

New Website

Our new website is now the central hub for our commitment. The aim is threefold:

1. **Make the impact visible** by sharing the stories behind our projects.
2. **Shine the spotlight** on our volunteers from the Delfingen Group who give up their time.
3. **Simplify the donation process** so that every act of support is easy.

Delfingen
Foundation

2025: The year of action and commitment

This website also highlights the group's commitment through its Corporate Social Responsibility (CSR) strategy, thereby enhancing transparency and dialogue with its entire ecosystem.



The Major Partnership with the Solar Impulse Foundation



The highlight of this new era is the announcement of our strategic partnership with the prestigious **Solar Impulse Foundation**, led by the explorer and visionary **Bertrand Piccard**.

This partnership is rooted in the **shared values** of our founding family and those of the Foundation: boldness, innovation, and the belief that progress must benefit both people and the planet.



In practical terms, what does that mean?

Greater reach: we are giving our environmental initiatives a wider voice thanks to the renown of Solar Impulse.

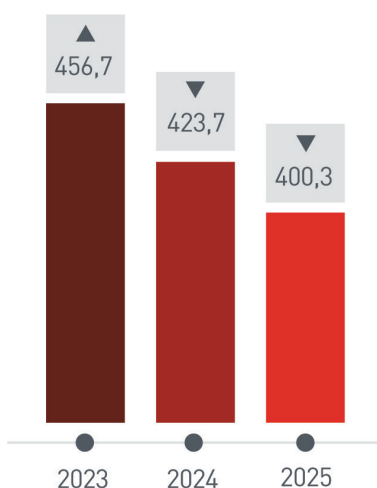
Guaranteed solutions: we will be able to partner with the '**Efficient Solutions**', approved by the Bertrand Piccard Foundation. This means that when we fund a project – such as the renovation of a home or the installation of equipment (under the Housing or Environment pillar) – we will ensure that it uses environmentally sound and economically viable solutions.

This marks a new step towards ensuring that our actions contribute not only to human dignity, but also to the protection of our environment, in the most intelligent way possible.

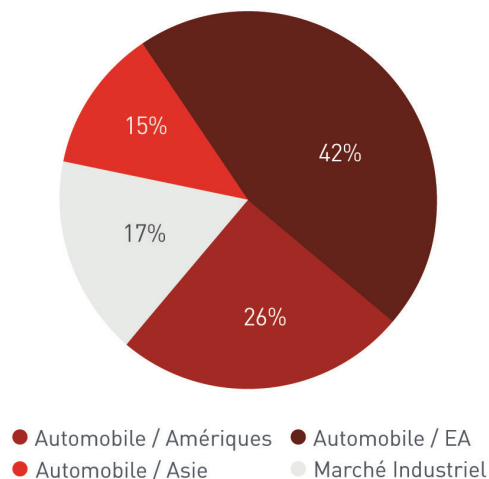
1.4

Key figures for 2025

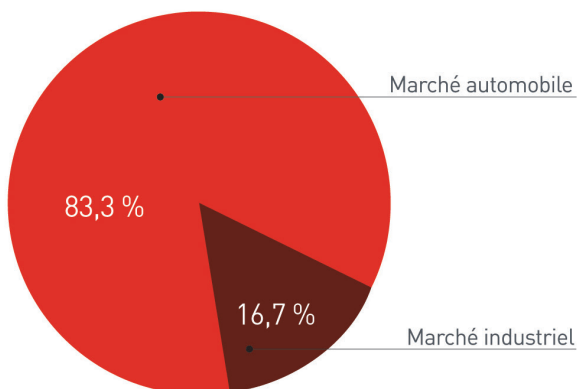
CHIFFRE D'AFFAIRES (M€)



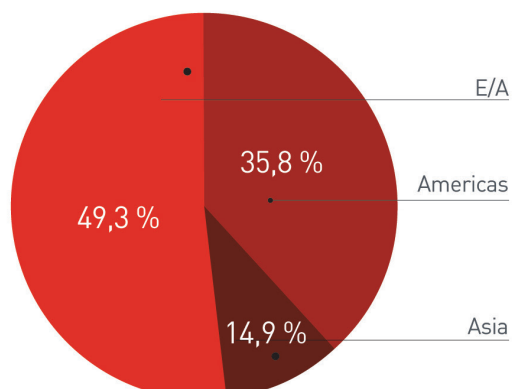
CA PAR SECTEUR (M€)



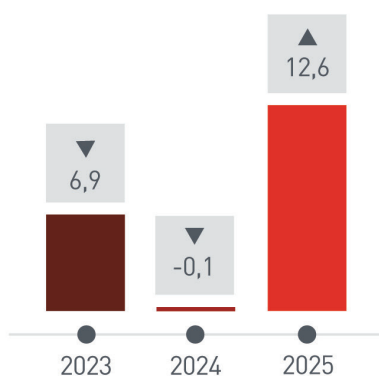
RÉPARTITION DU CHIFFRE D'AFFAIRES D'AFFAIRES PAR MARCHÉ



RÉPARTITION DU CHIFFRE D'AFFAIRES PAR ZONE GÉOGRAPHIQUE



RÉSULTAT NET PART GROUPE (M€)



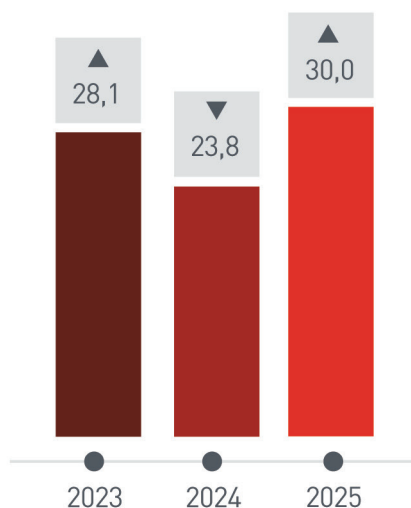
CAFICE ET INVESTISSEMENTS INDUSTRIELS (M€)

CAFICE : capacité d'autofinancement avant impôts et coût de l'endettement financier net

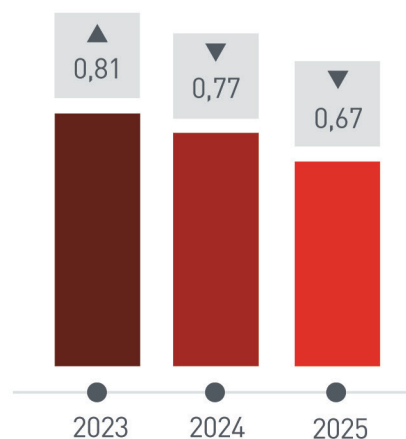
	CAFICE	INVESTISSEMENTS
2023	45,5	20,3
2024	46,2	18,7
2025	51,6	14,4

Les investissements correspondent aux «acquisitions d'actifs non courants» tels que présentés dans la note 42 de l'annexe aux comptes consolidés.

RÉSULTAT OPÉRATIONNEL COURANT (M€)

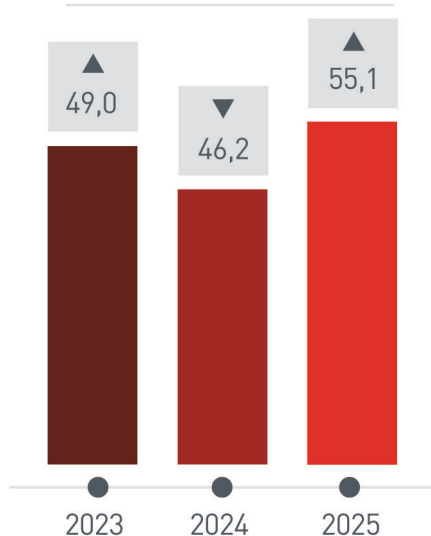


RATIO ENDETTEMENT FINANCIER NET / CAPITAUX PROPRES AU 31 DÉCEMBRE*

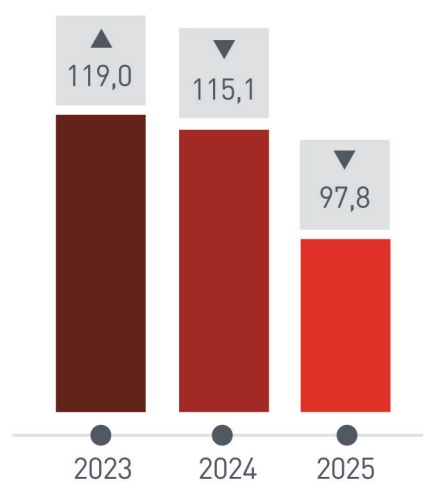


* hors IFRS 16

EBITDA (M€)

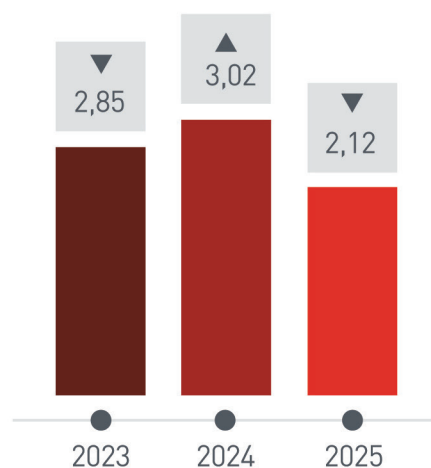


ENDETTEMENT FINANCIER NET (M€)*

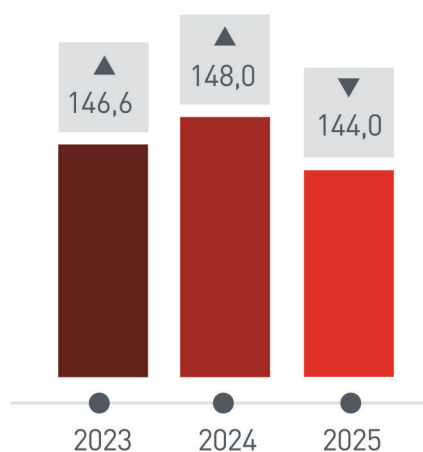


* hors IFRS 16

LEVERAGE RATIO*



CAPITAUX PROPRES PART DU GROUPE (M€)



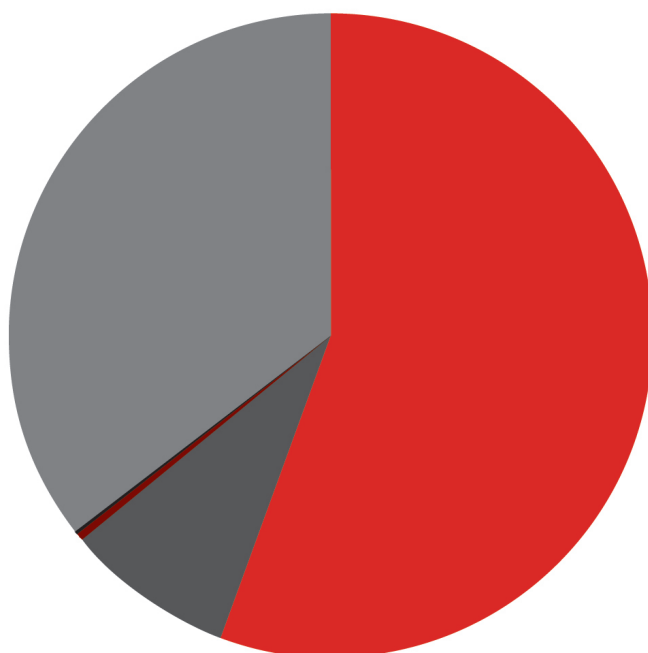
* hors IFRS 16



Shareholder structure

ON 31 DECEMBER 2025

- DELFINGEN Group - 57,04%
- Public - 29,90%
- Auto-détention 0%
- Contrat de liquidité 0,01%
- ASCOM Participation 13,05%



Non-financial figures for 2025



Ethical commitment

94%*

Percentage of employees who are happy working at Delfingen

*internal survey 2025

81/100

Gender equality index

63,315

Hours of training

Over 70
years of history

1.5

Objectives and strategy

Delfingen has been on a human and industrial adventure for over 70 years. We've come a long way!

The Delfingen Group is constantly renewing itself in anticipation of the demands of markets and customers: movement, dynamism, growth.

That is why, in addition to the quality of its products, the excellence of its industrial organisation, and its capacity to innovate, the Delfingen Group has invested in its women and men for so many years. These same women and men have the capacity to understand their environment and adapt to it individually and collectively, and to meet the challenges they face every day.

Talent, Values, Interaction and Exchange give meaning to what we do and help make Delfingen a sustainable company, and a company like no other.

94% of our employees think Delfingen is a great place to work.



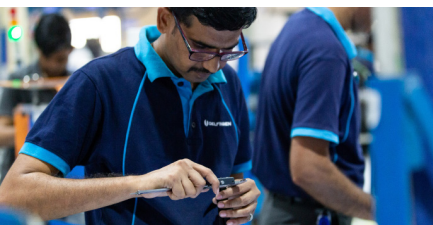
ENTREPRENEURSHIP

- Having the freedom to turn an idea into an outcome through action, within the scope of job and mission.
- Encouraging initiative, daring to bring change, and learning from our mistakes.
- Demanding the best of ourselves.



SOLIDARITY

- Promoting the collective interest in all circumstances to ensure the company's long-term future.
- Providing help and support so that everyone can carry out their mission.
- Being kind.



HARMONY

- Seeking balance in human relationships.
- Developing a relationship of trust and exposing disagreements to reach a consensus.
- Listening and striving to question ourselves.



RESPONSIBILITY

- Making and being accountable for decisions related to our job.
- Being aware of the consequences of our actions and taking responsibility for them.
- Honouring our individual and collective commitments.

An organisation that supports growth

Customers

A “customer centric” approach, close to customer needs.

Women and men

A local organisation strongly based on common values and considering the special characteristics of each region.

Profits

Improving our financial performance, guaranteeing our long-term future.

Strong Performance

Full integration of quality procedures in all of our processes.

Decarbonisation Plan

Aiming to reduce our greenhouse gas emissions and promoting moderation in our actions.



Innovation, a key issue

Delfingen, constantly adapts its products and services to market needs, while also working to streamline its offering. Delfingen is the company offering the widest range of cable protection technologies, thanks to its extrusion, textiles and injection expertise, offering each customer a unique solution.

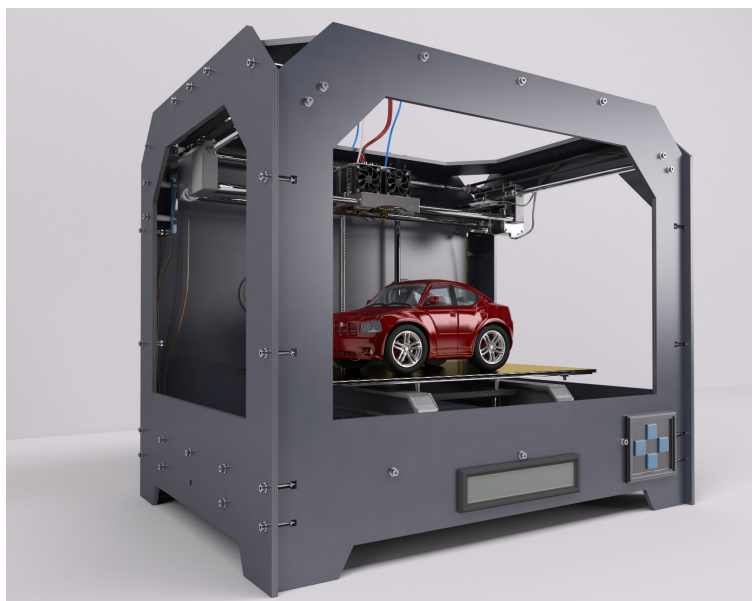
To accelerate its growth, Delfingen continues to invest to stay at the cutting edge of technological developments in new products and production process optimisation.

Innovation: creativity & co-development

Developing partnerships with strategic players, such as research centres, competitive clusters, engineering schools and universities, helps to expand our body of knowledge

The innovation process

Innovation is driven every day by a strong interaction among multidisciplinary teams, which goes beyond R&D to involve the marketing, sales, purchasing, quality, industrialisation and production teams. These regular exchanges, a veritable laboratory of ideas, create a dynamic environment and encourage the emergence of new concepts.





The innovation process undergoes continuous testing and improvement:

- Workshops dedicated to meeting prototyping and feasibility validation needs;
- Test and metrology laboratories for testing solutions to performance limits and carrying out experimental designs;
- An IATF 16949-compliant development process that includes technical and economic validation at every key stage of the project: from idea to industrialisation;
- An advanced engineering team.

Areas of innovation

Delfingen's true strength lies in its extensive and unique technical expertise

- development of comprehensive, innovative plastics and/or textile solutions
- simultaneous product/process engineering
- development of special machines adapted to these new processes
- development and qualification of new material formulations
- sourcing of materials worldwide
- ISO 14001 Certification: recycling and reducing the ecological footprint of products and processes
- cleanliness control: production in a controlled environment

Delfingen's innovation groups are constantly working to anticipate and respond to customer needs.

To achieve this, Delfingen closely monitors the technological landscape in its areas of activity and expertise: changes in standards, raw materials, new technologies, patents filings, etc. Product co-development with its customers is also a key factor for success and essential for any new market launch. Pairing Delfingen's teams with those of its customers, along with their long-term commitment, help to strengthen cooperation and achieve common goals.



R&D at Delfingen

R&D is organised around centres of expertise:

- Plastics processing (extrusion, injection, etc.)
- Technical textiles and coatings
- Forming and assembly technologies & new processes



R&D is structured into a network of teams spread around the world:

FRANCE (ANTEUIL)	GERMANY (MARKTRODACH, ASCHHEIM)	CHINA (HEBI)	SOUTH KOREA (DAEGU)
UNITED STATES (ROCHESTER HILLS, NIAGARA FALLS)	PHILIPPINES (CEBU)	INDIA (CHENNAI)	ROMANIA (SATU MARE)

R&D in figures

TheGroup is pursuing its research and development efforts, with an annual expenditure budget of €7.9 million in 2025, compared with €10.3 million in 2024. This expenditure includes all research and development costs, except for:

- direct costs of patents, models and trademarks, which are capitalised;
- development costs, which are capitalised.



Operational excellence is in our DNA

A global industrial organisation

Delfingen deploys its system of operational excellence at every stage of its organisation, sharing this mindset with employees and customers alike.

In order to be as close as possible to the Delfingen Group's organisations and teams, the management has been reorganised to set up a decision-making centre for each region (Americas, Europe/Africa and Asia). At the head of each region, an executive committee member leads a team of experts.

With the acquisition of DROSSBACH North America in 2017, SCHLEMMER Europe/Africa in 2020, and REIKU in 2023, Delfingen enjoys genuine brand recognition across the industrial market.

**Excellence, proximity
and responsiveness
to serve customers
worldwide**

Delfingen, a ‘global and local’ player

Global, because its international deployment enables Delfingen to serve its customers wherever their needs may be, with the same level of quality and excellence. Local, because it is located as close as possible to equipment suppliers, auto manufacturers and industrialists, enabling Delfingen to deliver customised and local solutions, in terms of lead times and packaging.

Close to customers

With 40 locations in 20 countries, Delfingen's production and assembly plants are located close to its customers' factories, ensuring just-in-time delivery with very short lead times from the moment the order is received.

Responsiveness and involvement

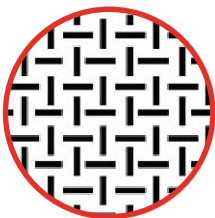
In addition to the physical proximity of its plants, Delfingen's close cooperation with its customers' teams, its constant drive to serve them better, the standardisation of its production tools, and the homogenisation of its methods enable it to adapt in real time to its customers' demands, particularly in an emergency.

Continuous improvement

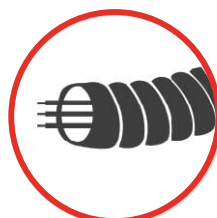
Continuous improvement is central to Delfingen's operations. Deployed at all sites, which follow the same methods, the Continuous Improvement Plan enhances the performance and efficiency of Delfingen's internal processes and QCDR optimisation (Quality, Costs, Deadlines, Responsiveness) for customers.

Industrial performance

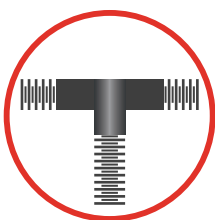
Delfingen's production facilities are organised around its business expertise.



Technical textiles
(braiding, weaving, knitting
and coating)



Plastics processing
(extrusion)



Custom-designed injection-
moulded parts (fittings,
ducts and connectors)



Forming and assembly
technologies

‘Supply chain’ performance

An integrated model

The supply chain is a key part of operations in a global just-in-time industry. Anticipating fluctuations in activity, avoiding supply and delivery disruption, controlling inventories, and reducing transportation costs are just some of the challenges Delfingen’s teams face on a daily basis.

The supply chain process requires knowledge and skills to manage:

- supplies planning;
- customer delivery calls;
- stock management;
- data management;
- procurement sourcing;
- customer relationship management.

Aware of the environmental impact of supply chain activities, Delfingen is developing its indicators and, alongside financial indicators (transport cost, storage cost) and operational indicators (stock level, service rate, lead integrate time), integrates others such as the measurement of its CO2 footprint.





Quality performance

A certain mindset

Quality is a must for manufacturers and equipment suppliers. Delfingen's quality approach goes beyond methods and tools to become firmly rooted in the company's culture. The Delfingen Group's approach to quality is in line with the values shared by all its employees.

Rather than limiting itself solely to regulatory requirements, Delfingen focuses its quality activities primarily on customer satisfaction, effectiveness and the efficiency of its management system.

The continuous improvement of our processes, production methods and QMS helps, on the one hand, to reduce quality incidents (however, should any quality issues arise, particularly with customers, Delfingen is committed to

responding as swiftly as possible, supported by trained, experienced, multidisciplinary teams using recognised tools such as the 8D method). Meanwhile, capitalisation and mainstreaming, essential steps in 8D processes, are indispensable to Delfingen and its commitment to serve its customers with the same high standards.

Environmental issues are fully integrated into its Quality Performance System, and play a key role at Delfingen. Compliance with local regulations, the ongoing optimisation of natural resource and energy consumption, and waste reduction are central to its activities. Protecting the environment is central to its actions.

1.6

Description of activities

Impulse 2026

Dans un environnement économique toujours aussi volatile, incertain et complexe, l'enjeu est de continuer à faire du groupe Delfingen, une entreprise indépendante, prospère et pérenne dans le respect de ses valeurs.

1

Accélérer

sur les activités et les marchés les plus stratégiques.

2

Améliorer

notre performance industrielle et logistique.

3

Simplifier

notre organisation et alléger notre structure de coûts.

4

Renforcer

la structure financière et se désendetter.

Automotive

Strategic positioning to meet the challenges of the sector

The automotive industry is in the midst of a radical transformation. In 10 years' time, the cars we see will be very different from those on our roads today.

Faced with the dual challenge of ecological and digital transition, mobility must adapt to better meet the expectations of users and society as a whole. Delfingen has anticipated these trends and developed its strategy accordingly.

Its status as a world leader in cable protection and on-board wiring systems, along with its recent acquisitions, are opening up a growing number of development opportunities.



Mobility is going through a **period of change.**

Delfingen meets the needs of its automotive customers through two brands whose history and technical reputation are key distinguishing features:



Founded in 1954 in France, DELFINGEN is a global automotive supplier that provides advanced solutions to protect on-board electrical systems for safety (high voltage) and comfort (low voltage).

In response to the new challenges facing the mobility sector, DELFINGEN is developing innovative solutions tailored to electrification and the sector's technological evolution towards more sustainable mobility. DELFINGEN is supporting these changes by developing a low-carbon range offering protection solutions designed to meet the industry's rigorous standards, as well as protection solutions specifically tailored to vehicle electrification.



Launched in 2018, the PROTECABLE brand the group's full expertise to enthusiasts of classic cars and motor racing. The range developed by PROTECABLE – sold exclusively online via its website, protecable.com – is designed to meet the needs of car tuners, collectors and other motorsport enthusiasts.



Une mobilité plus durable, connectée, partagée et pensée

Le secteur de l'automobile est en pleine évolution, avec le développement de nouvelles technologies (IA, robotique, voiture autonome ...) toujours plus ambitieuses. À mesure que la population prend conscience des enjeux climatiques pour les futures générations, la demande mondiale se tourne de plus en plus vers des solutions de transport plus durables et responsables mais aussi vers des véhicules autonomes et connectés qui améliorent notre sécurité. Ces évolutions agitent la recherche et l'innovation de tout un écosystème d'acteurs.

Parmi les tendances sous-jacentes, nous retrouvons l'émergence des voitures électriques depuis une dizaine d'années. Le déploiement de l'électrification devrait suivre une croissance exponentielle plutôt que linéaire. Ce mouvement a récemment pris de l'ampleur avec l'arrivée de nouveaux concurrents et la sortie de nouveaux modèles de véhicules.

Même si les véhicules électriques ne constituent pas une solution miracle, les potentielles améliorations des méthodes de fabrication et des composants des batteries permettront vraisemblablement de réduire l'impact carbone total de ces moyens de transport.



70%

des véhicules en service seront électriques d'ici 2030.

L'électrification du parc automobile mondial devrait poursuivre sa progression rapide et représenter ainsi 70% des véhicules en service d'ici 2030. L'électrification généralisée sera nécessaire pour atteindre les objectifs de l'Union Européenne de zéro émission nette de carbone d'ici à 2050.

Les véhicules autonomes prennent aussi de l'ampleur. Ils promettent de réduire le nombre d'accidents graves et de fluidifier le trafic grâce à la communication inter-véhicules. D'ici 2030, 79% des véhicules vendus dans le monde auront une autonomie de niveau 2 ou plus* (Source: Rapport UBS, 2021). Avec la création de voitures autonomes, c'est tout l'habitacle du véhicule qui doit être repensé. C'est également tout le réseau et les infrastructures urbaines qui bénéficieront de cette avancée. La prochaine décennie sera clé pour le véhicule autonome: l'assouplissement de la législation, à venir, va permettre des phases de test plus poussées.

Nos véhicules seront remplis d'électronique, d'intelligence artificielle, de batteries, de capteurs, de logiciels... Cette tendance à la mobilité zéro émission dépend donc de la constitution d'un écosystème coordonné qui inclut des fournisseurs d'infrastructures et d'énergie.

*LES 6 NIVEAUX D'AUTONOMIE D'UN VÉHICULE

	ACCÉLÉRATION FREINAGE & VOLANT	SURVEILLANCE DE LA ROUTE	CONTRÔLE EN CAS DE PROBLÈME
Niveau 0			
Niveau 1			
Niveau 2			
Niveau 3			
Niveau 4			
Niveau 5			

Protection des réseaux embarqués

Sécurité, confort, aide à la conduite, réduction des émissions, etc... les innovations ne cessent de se multiplier. Le développement des propulsions hybrides et électriques, la quantité grandissante de capteurs dans les véhicules, génèrent une complexification des systèmes et architectures des véhicules.

NOTRE SAVOIR-FAIRE:

Protéger les réseaux électriques et de fluides dans des environnements très contraignants.

Nous proposons des solutions performantes et fiables de protection des réseaux électriques et de fluides pour l'industrie et l'automobile.

Que ce soit par des tubes plastiques, ou des gaines textiles, nous offrons un large choix de solutions de protection face aux environnements les plus exigeants : abrasion, température, radiation, bruit, vibration, nuisances électromagnétiques....

La gamme des produits de protection est enrichie par des produits de cheminement, de fixation et de dérivation, de manière à offrir des solutions complètes aux clients.

Les réseaux électriques et de fluides sont le véritable système nerveux du véhicule. Avec l'enrichissement des contenus média, des fonctions de sécurité, de confort, d'autonomie et le développement des motorisations hybrides et électriques, l'architecture de ce système nerveux se complexifie. Grâce à notre expérience et nos savoir-faire, nous proposons les solutions les plus adaptées, répondant aux attentes du secteur automobile en termes de qualité et de performance.



Delfingen est le seul acteur à proposer à la fois des solutions de protection par des tubes plastiques et des gaines textiles. Sur le marché de la protection par des tubes plastiques, le principal concurrent est Fränkische.

68 %
DU CHIFFRE
D'AFFAIRES TOTAL

Concernant les tubes plastiques, Delfingen est le leader sur les Amériques, leader en Europe et challenger sur la région Asie. Concernant le marché de la protection par des gaines textiles, le numéro 1 mondial est l'américain Tenneco, challengé par Delfingen et Relats.

Technical tubes for fluid transfer solutions

Electrification, along with stricter standards for internal combustion engines, is leading to higher expectations for fluid transfer systems (increased pressures, physical properties of materials).

The challenge is to meet these physico-chemical constraints while ensuring that its products are easy to mount and have a long service life.



Drawing on our expertise in extrusion and plastics processing, we work closely with our customers to design and produce dedicated solutions for their fluid transfer needs in vehicles. Integrated at the design stage, we provide manufacturers and equipment suppliers with tubes for routing, filling, draining, transferring and distributing low-pressure fluids.

Cooling systems:

In a restricted environment like the area inside the battery compartment, there are a numerous different technical requirements. Through our tried-and-tested solutions, we meet expectations in terms of material compatibility, flexibility, space requirements and reliability.

Washing systems:

An important element of vehicle safety, our washing solutions route the liquid from the filling pipe to the vehicle's spray nozzle. The variety of materials used for the tubes and associated connectors are ideal for cleaning windshields, headlights and sensors.

Fuel environment:

Through the millions of tubes we produce every year, we bring our expertise to bear whenever the requirements call for technical skill and expertise. Our validated, certified tubing solutions for both vapour and fluids incorporate product (i.e. materials) and process (i.e. multi-layer convolute extrusion) solutions to ensure maximum efficiency and quality for our customers.

Delfingen is a niche player in this market, an expert in designing and manufacturing highly technical tubes for customers such as Phinia, Coavis, Vitesco, TI Automotive, etc. Delfingen is recognised as the 'no issue supplier'.



17%
OF TOTAL
SALES REVENUE

Industrial market

Cable protection in the industrial market is a priority goal for Delfingen. Drawing on its experience, Delfingen provides its customers across a range of market sectors (industrial machinery and equipment, railways, renewable energy, agriculture, robotics, etc.) with solutions to meet their diverse cabling protection needs.

As the population grows more aware of the climate issues facing future generations, the world's manufacturers are turning increasingly to sustainable production methods. These developments are driving research and innovation across an entire ecosystem of players.

The roll-out of electrification, which has already begun in industry, is now accompanied by that of digitalisation. This movement, which is increasingly supported by artificial intelligence to speed up the decarbonisation of our planet, is also being driven by the use of renewable energy.

For example, access restrictions in the city centres of major urban areas are expected to facilitate the increased deployment of new, light and/or autonomous urban rail vehicles, with growth of 8 to 9% per year between now and 2031. Widespread electrification will be necessary to meet the European Union's target of zero net carbon emissions by 2050. This trend towards decarbonisation in industry therefore relies on the building of a coordinated ecosystem that includes infrastructure and energy suppliers.

Industry must therefore adapt to better meet the expectations of both customers and society as a whole. Delfingen has anticipated these trends and developed its strategy accordingly. Its status as a world leader in cable protection and on-board wiring systems in sectors associated with the sustainable economy, the ability to adapt to the major regional markets by differentiated brand management along with its recent acquisitions open up a growing number of development opportunities.



Delfingen meets the needs of its industrial customers through three brands, whose history and technical reputation are key distinguishing features:



DROSSBACH, one of the pioneers of the convoluted tubing industry, began operations in Germany in 1919, before expanding into its current form in the United States and Canada more than 45 years ago. Today, the brand is recognised in the industrial market for the quality of its products and its ability to customise components. Thanks to its extensive product range, DROSSBACH serves customers across numerous markets, including construction, leisure vehicles (boats, quad bikes, etc.), as well as emergency vehicles and heavy goods vehicles.

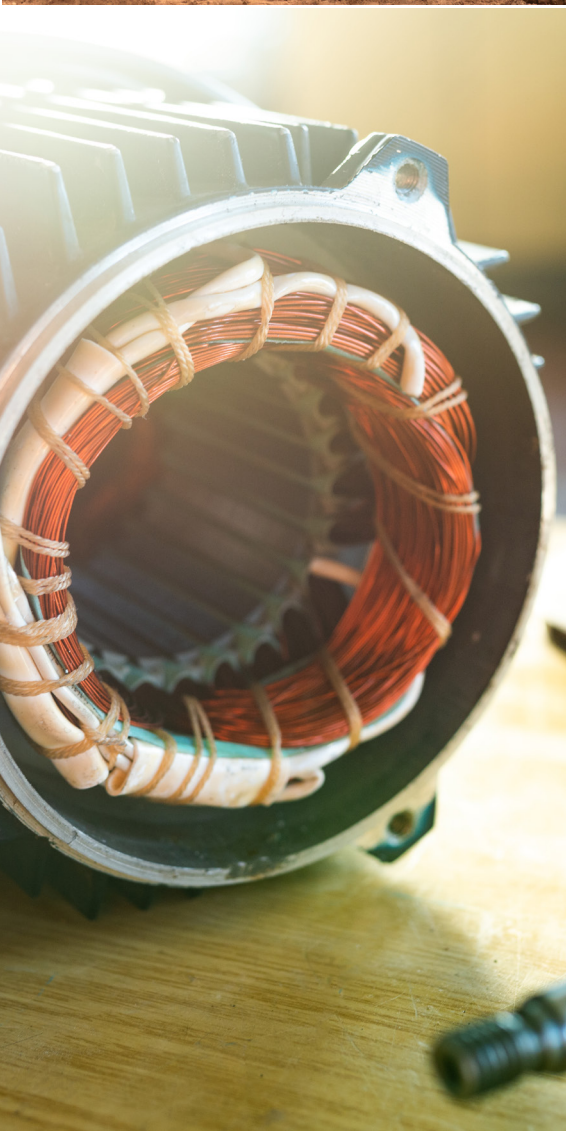


Founded in Munich in 1954 as a spare parts retailer, SCHLEMMER specialises in innovative solutions for cable management and air and fluid systems, serving key sectors such as agricultural machinery, railways, construction, renewable energy and machine installations. SCHLEMMER products are designed to deliver excellence, meeting the specific needs of our customers. With a dedicated global team, SCHLEMMER's expertise enables it to help shape industry standards in terms of quality, efficiency and sustainability.



REIKU was founded in 1969 by Mr Hans Hennemann to sell a niche product (plastic tubes with zip fastenings), the German name for which (Reißverschluss-Kunststoff-Ummantelungen) inspired the company's name. With its own development, processing and manufacturing plant in Wiehl (around 40 km east of Cologne), REIKU is now synonymous with high-quality innovation. With over 50 years' experience, REIKU is constantly focused on optimising its partners' production processes through its capacity for innovation and its understanding of customer needs.





Through its brands, Delfingen offers its extensive product range to key sectors (e.g. agricultural equipment, robotics, railways, construction, renewable energies, machine installations and leisure equipment). Our products are designed for excellence, meeting needs such as mechanical and anti-abrasion protection, compression resistance, shock resistance, noise reduction, radiant heat protection, electromagnetic shielding, resistance to climate constraints and cable and conduit routing and fastening.

Our complete range of network protection and routing solutions, including convoluted tubing and technical textiles, is made from high-performance materials such as polyamide (PA6, PA66), polypropylene (PP), polyester (PET) and tin-plated copper (CuSn). These materials are selected for their exceptional durability and flexibility, making our products the ideal choice for protecting and organising cables and conduits. Specially designed to withstand the environmental challenges experienced by our customers, ranging from UV exposure to rodents, oil and abrasion, our network protection systems guarantee optimal routing in complex assemblies while preserving cable and conduit integrity and functionality.

Supported by a team of specialists in the various sectors of the industrial market, our

product range is meticulously tailored to our customers' needs and is designed to overcome all risk factors for the cabling and conduits used in their applications.

Finally, to ensure Delfingen meets its customers' needs as closely as possible, it can draw on:

- an extensive network of trusted distributors, whose long-standing presence in certain market segments enables it to meet customers' needs in the best possible way;
- a robust digital strategy, designed to make it easy to access specific product information (specifications, 3D drawings, etc.), and enabling our parts to be quickly incorporated into customers' drawings.

Delfingen protective and insulating sleeves are used by ABB, Alstom, Baldor, CAT, DB, Emerson, General Electric, Kuka, Leroy Somer, Liebherr, Schneider Electric, Siemens, SNCF, Toshiba, etc.

Our main competitors are Atkins & Pearce, Flexa, Fränkische, Techflex, Tenneco Systems Protection and Varflex.

1.7

Organisation

Legal structure

Diagram of consolidated companies owned by Delfingen on 31 December 2025*.

Delfingen Group (France)

Delfingen
(France)

Americas

Delfingen US Holding (USA)

Delfingen US Inc. (USA)

Delfingen US-Texas (USA)

Delfingen US-New York (USA)

Drossbach CN-Ontario (CAN)

Drossbach US-Ohio (USA)

Delfingen US-Central America
(USA)

o Delfingen HN-Cortes (HN)

Delfingen US-Mexico (USA)

o Delfingen MX-Coahuila (MX)

Delfingen BR-Sao Paulo (BR)¹

¹ Delfingen BR-Sao Paulo is 100% owned
by Delfingen

Europe / Africa

Delfingen (FR)

Delfingen Europe Africa

Delfingen DE-Marktrodach (DE)

Delfingen DE-Aschheim (DE)

o Delfingen DE-Hassfurt (DE)

Delfingen FR-Anteuil (FR)

Delfingen IT-Verona (IT)

o Delfingen MA-Tanger 2 (MA)

o Delfingen TN-Fouchana (TN)

Delfingen MA-Casablanca (MA)

Delfingen PT-Porto (PT)

Delfingen RO-Satu Mare (RO)

Delfingen RO-Transilvania (RO)

Delfingen SK-Nitra (SK)

Delfingen TN-Tunis (TN)

REIKU (DE)

Asia

Delfingen Asia Pacific Holding (SG)

Delfingen Automotive Parts (Hebi)
(CN)

o Delfingen CN-Shanghai (CN)

o Wuhan Delfingen Automotive

Tubing (CN)

Delfingen India PVT (IN)

Delfingen Japan-K.K. (JP)

Delfingen PH-ROHQ (PH)

Delfingen SG-Filipinas (SG)

o Delfingen PH-Cavite (PH)

o Delfingen PH-Filipinas (PH)

Delfingen ROH (Asia) (TH)

Delfingen SIAM (TH)

Delfingen Middle-East (EAU)

Delfingen Korea (KR)

* This diagram shows the Group's simplified legal structure on 31 December 2025. The full list of consolidated companies is set out in Note 5 to the consolidated financial statements.



Intra-group relations

Parent company/subsidiary relations

The Group is comprised of 44 legal entities, all of which are consolidated (see Note 5 in the annex to the consolidated financial statements for more detailed information on the subsidiaries and their countries of incorporation). The number of legal entities is mainly linked to the Group's organisation: a global market and a local presence.

Delfingen provides its various subsidiaries with services that can be grouped into two parts: financial and support.

Financial

Delfingen finances the activities of many of its subsidiaries. At December 31, 2025, approximately 92% of financial liabilities were borne by Delfingen. Its purpose is to provide a significant proportion of the Group's financing, either directly or indirectly, through loans secured via its access to the banking networks.

However, one exception is in the dollar zone, where a share of the financing is borne directly by Delfingen US-Holding, a subsidiary 100% owned by Delfingen.

As part of the regionalisation of Group operations, the consolidation and day-to-day cash management of subsidiaries in the Europe/Africa region is handled by Delfingen, in the Asia region by Delfingen Asia Pacific Holding, and in the Americas by Delfingen US-Holding.

Support

Delfingen assists its subsidiaries either directly, with operational management issues (General Management, Sales and Marketing, Supply Chain, etc.), or indirectly, with administrative, financial, human resources, legal, information systems and communications matters, either via its own intermediary or via staff provided by the DELFINGEN Group (see Section N of the consolidated financial statements).

It should be noted that industrial patents and know-how are the property of Delfingen S.A, which grants the rights of use and know-how to its subsidiaries worldwide.



CHAPTER 2

RISK FACTORS AND INTERNAL CONTROL

CHAPTER 2

RISK FACTORS AND INTERNAL CONTROL

2.1	Risk factors and risk management.....	40
2.1.1	Main risk factors.....	40
2.1.1.1	Matrix of main identified risks.....	41
2.1.1.2	Risk factors.....	42
2.2	Insurance policy and risk coverage.....	45
2.3	Internal control and risk management procedures.....	46
2.3.1	Description of the Delfingen Group's internal control environment.....	46
2.3.2	The Delfingen Group's governing bodies.....	47
2.3.2.1	The board of directors.....	47
2.3.2.2	The audit committee.....	47
2.3.2.3	The internal audit unit.....	48
2.3.2.4	External auditors.....	49
2.3.2.5	The Group's internal control framework.....	49

2.1

Risk factors and risk control

Introduction

In accordance with the requirements of the "Prospectus 3" regulations, applicable from 21 July 2019, the presentation of the "Risk Factors" section of this Document has been revised to improve its readability. Only significant risks specific to the Company are described in this section.

The risk matrix drawn up by the company's management was reviewed by the audit committee at its meeting on 23 April 2026.

As part of the Company's risk management approach, all identified risks are analysed on a regular basis.

2.1.1 Main risk factors

The Delfingen Group operates in a constantly changing environment.

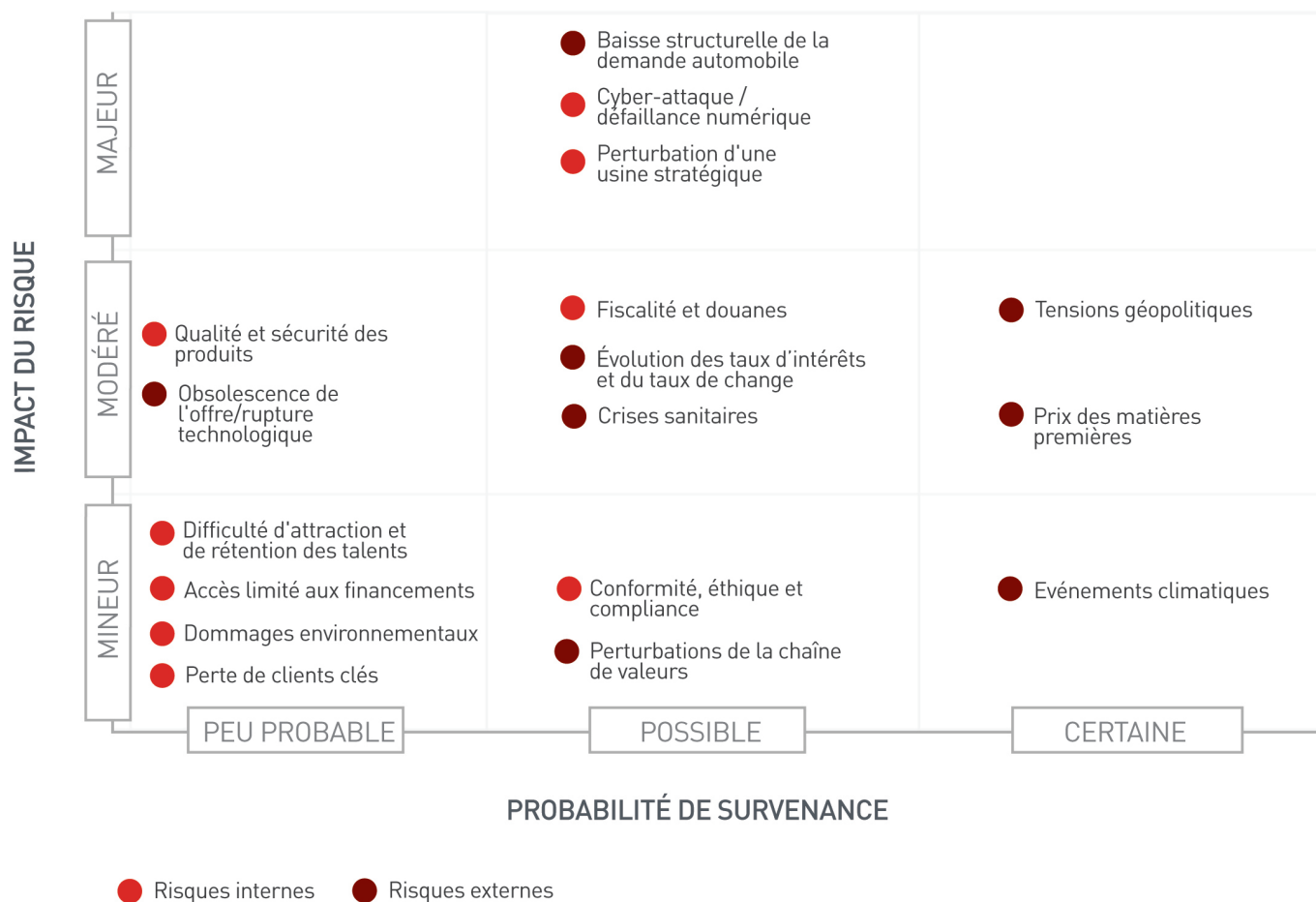
It is therefore exposed to risks which, if they materialise, could have a negative impact on its business, results, financial situation, image and prospects. This section presents the most significant risks to which the Delfingen Group believes it is exposed.

However, the Delfingen Group cannot provide an absolute guarantee that it will achieve its objectives and eliminate all risks. The purpose of the internal control system, which is implemented by the Delfingen Group's General Management and teams, is to identify and qualify risks and reduce the likelihood of their occurrence and their potential impact on the Group.

Lastly, given the global situation at the time of publication of this Universal Registration Document, these risks are likely to vary in intensity and likelihood.

2.1.1.1 Matrix of main risks identified

The table below summarises the most significant risks to the Group's business, both internal and external.



2.1.1.2 Risk factors

Internal risks

Risk factors	Detail	Impact	Likelihood	Residual criticality	Management measures
Loss of key customers	Loss of market share due to customer dissatisfaction or competitive pressure (ranges, prices, etc.)	Minor	Unlikely	Low	Reduced customer exposure: the largest customer accounts for 8.2% of sales (the 5 largest: 33%) Quality and 'best-in-class' service within the sector Effort to continuously improve operational excellence Competitiveness of our offering
Product quality and safety	Quality problems on products manufactured by the Delfingen Group that could lead to manufacturer recalls	Moderate	Unlikely	Low	Strengthening processes and quality plans from development to customer delivery Conducting internal and external audits IATF certification for the entire scope Setting up appropriate insurance cover
Disruption at a strategic factory	Disruption to the operation of certain plants considered critical by virtue of their size and/or their specific businesses	Major	Possible	Moderate	Implementation of a risk prevention plan and a business resumption plan (BRP) Third-party audits of strategic sites
Access to finance	Limitation or refusal of access to financing, lack of interest from investors due to debt levels	Minor	Unlikely	Low	Multi-year credit facilities , renewed in September 2023 Diversification of funding sources (traditional loans, EuroPP, BPIfrance, etc.) Building long-term loyalty among our financial partners Signature quality of our financial partners Historical financial performance
Cyber-attack / digital failure	Stopping certain operations (manufacturing, scheduling, delivery, invoicing, etc.) Hacking and/or alteration of data	Major	Possible	Moderate	Implementation of a global information systems security policy Raising awareness and training staff Security audits by external service providers Strengthening information systems governance Use of 'state of the art' technologies Securing access to the system and continuity plan

Risk factors	Detail	Impact	Likelihood	Residual criticality	Management measures
Difficulty in attracting and retaining talent	Not having access to Talent, not having committed men and women	Minor	Unlikely	Low	Implementing policies to make the company attractive Acting in accordance with our Values in all circumstances Importance given to the prevention of physical/ psychological risks 94% of employees satisfied with working for the Delfingen Group (2025 internal survey)
Environmental damage	Harming the environment (pollution, over-consumption of resources, etc.)	Minor	Unlikely	Low	Implementation: decarbonisation plan, alignment with Paris objectives Implementing an approach encouraging responsibility: resource consumption, waste management, etc. Using non-polluting or highly recyclable materials Reducing international transport flows
Taxation and customs	Failure to comply with local legislation when managing the group	Moderate	Possible	Low	Application of OECD rules Analysis of internal transfer pricing policies, transfer pricing and remuneration of group services, procedures, export control, etc. by third party firms. Presence of auditors in the majority of the group's entities
Conformity, ethics & compliance	Failure to comply with group management legislation and ethical commitments	Minor	Possible	Low	Application of the rules and policies applicable to the Delfingen Group Implementation of an appropriate compliance programme

External risks

Risk factors	Detail	Impact	Likelihood	Residual criticality	Management measures
Geopolitical tensions	Increase in costs Restrictions on the free movement of goods and falling global demand	Moderate	Certain	Moderate	The Delfingen Group , a global and local player: supply, production and sales in the same geographical area Limiting inter-regional flows
Price of raw materials	Significant rise in the cost of plastics	Moderate	Certain	Moderate	Have a significant market share to strengthen our negotiating position Develop a product offering with higher added value
Changes in exchange rates and/or interest rates	Exposure to changes in the €/€ exchange rate, with a proportion of sales and assets in the USD zone Rising interest rates, given the debt burden	Moderate	Possible	Moderate	The Delfingen Group , a global and local player: supplies, production and sales in a single currency zone Setting up forward hedges based on budget rates
Weather events	Some sites are exposed to climate risks (typhoons, etc.)	Minor	Certain	Low	Implementation of business continuity and recovery plans validated with customers
Product obsolescence and/or technological disruption	The risk that our products and services no longer meet the expectations of the automotive market, against a backdrop of technological disruption (electric vehicles, zonal architecture, etc.) Risks associated with the volatility of electrification	Moderate	Unlikely	Moderate	Co-development with customers Conducting market research on contracts and Unit for advance engineering , market intelligence and innovation
Health crises	Risks associated with pandemics, epidemics and, more generally, the health situation	Moderate	Possible	Moderate	Adaptability and flexibility to deal with health risks

External risks

Risk factors	Detail	Impact	Likelihood	Residual criticality	Management measures
Disruptions to the supply chain and transport	Supply chain disruptions and/or breaks in the supply chain due to the failure of a supplier or tensions over access to certain materials	Minor	Possible	Moderate	Reducing supplier exposure: the top supplier accounts for 7% of purchases (the top 5 for 19.7%) Supplier qualification/assessment Multisourcing of strategic materials and upstream needs assessment Building up security stocks
Structural decline in automotive demand	Decline in production Different trends across the regions Position as an automotive equipment manufacturer	Major	Possible	Moderate	Diversification into other markets (such as industrial applications)

2.2

Insurance policy and risk coverage

The major risks identified by the Delfingen Group are covered by insurance under international programmes.

The Delfingen Group's insurance plan for 2025 is based on the following principles:

- Risk management is carried out with the support of an insurance broker specialising in the coverage of major risks, working with recognised insurers in the industrial risk insurance sector and benefiting from an international network to cover all sites. Every year, this risk management takes the form of visits to Delfingen's industrial sites by insurance experts and engineers. At the end of these visits, reports are issued containing recommendations for adapting safety procedures and conditions at the sites. The

Delfingen Group, in conjunction with the aforementioned experts, strives each year to raise the level of safety at its sites, both in terms of equipment and human resources;

- International insurance schemes are drawn up by the Group's Legal Department. These programmes are designed to provide cover for all the Group's sites and subsidiaries in accordance with the regulations of the countries in which the Delfingen Group has an insurable interest. These so-called 'master' policies are taken out at Group level, offering enhanced cover for all subsidiaries and designed to supplement local cover (whether integrated or not) should the latter prove insufficient.

The main insurance policies are as follows:

Property Damage and Consequential Business Interruption Insurance

This programme covers damage to property for which the Group is liable, such as buildings, equipment or goods, as well as any resulting business interruption. This may include major incidents such as fire, explosion or weather-related events, but also machinery breakdown or theft. This 'Master' policy provides an overall limit of cover for damage per claim in line with the risk assessment.

Civil liability insurance

This programme covers the company and its subsidiaries against the financial consequences of its liability in all cases where it is called upon to pay damages for bodily injury (physical harm, emotional distress and consequential loss), property damage, consequential loss or non-consequential loss (damage or loss such as deprivation of use, loss of time, loss of production, loss of profit) caused to third parties in the course of the activities of the company and its subsidiaries.

This 'Master' contract covers general liability arising from operations as well as liability for products supplied. The

coverage limits are in line with the analysis and assessment of the risks identified.

Directors' and corporate officers' liability insurance

The purpose of this cover is for the insurance company to pay the financial consequences of incidents resulting in claims made against directors and corporate officers, or involving their individual civil liability and attributable to any actual or alleged professional misconduct.

It covers the directors and corporate officers of all Group companies.

Delfingen has also adopted a risk prevention and protection policy that enables it to identify, assess and reduce risks through:

- Audits of operational sites by the Legal Department and insurers/brokers;
- Annual valuation of assets at risk;
- Follow-up on organisational/equipment recommendations from insurers;
- Staff training;
- Implementing appropriate contingency plans.

2.3

Internal control

and risk management procedure

2.3.1 Description of the Delfingen Group's internal control environment

Delfingen has implemented tools and procedures as part of its internal control system. Internal control comprises a set of resources, behaviours, procedures and actions adapted to the specific characteristics of each company and of the Group as a whole.

The internal control system contributes to the control of activities, the effectiveness of operations and the efficient use of resources. It must enable us to take into account in an appropriate manner significant operational, financial, legal and environmental risks.

Scope of internal control and risk management

The internal control system applies to the parent company, Delfingen, and to all fully consolidated companies.

Control environment

The internal control system is based on a structured organisation comprising:

- The Operational Departments that include all the subsidiaries in the three regions (Americas, Europe/Africa, Asia), reporting to a Regional Manager.

The General Management and Regional Managers are supported by:

- The Sales Departments;
- The Research and Development Department;
- Central operational departments (Quality, Purchasing, Supply Chain, Data Management and Industrial Department).
- Central Departments: these provide expert services (Finance, Human Resources, Legal, Communications and Information Systems).

For each of its entities, the Group defines its mission, its organisation, its contribution to critical decisions, the measurement of its performance and its exchanges with other entities.

The Group is committed to the values of integrity and ethics, which serve as a guide for the conduct of its day-to-day activities and business dealings.

Risk assessment and management

The Group Executive Committee is responsible for identifying and analysing risks.

The functional departments monitor risks within their respective areas:

- More specifically, the Operations Department monitors operational risks, in particular industrial risks and risks relating to raw materials, safety and the environment.
- The Legal Department manages the Group's legal risks, particularly those relating to industrial property and liability claims.
- The Human Resources Department ensures that local employment legislation is properly applied and that our values are respected.
- The Finance Department manages the risks associated with the Group's financial activities, in particular the compliance of financial statements with local and international accounting standards (IFRS), foreign exchange, interest rate, liquidity, tax and fraud risks.
- The Information Systems Department ensures that stored information can be replicated, and manages cyber risks.
- The Supply Chain Department ensures that customs and import/export legislation is properly applied at Group and local level.

Taking risk exposure into account is an integral part of our decision-making and operational processes.

Control activities

Delfingen's quality system describes the company's processes. Procedures and instructions set out everyone's responsibilities and specify the operating methods and associated controls. As part of this system, audits are organised to verify the application of Group standards. Qualified auditors are trained for this purpose. These internal audits are supplemented by certifications awarded by external bodies, customers and suppliers.

Control activities are carried out at all hierarchical and functional levels, and are based on standards and procedures that help to ensure that the guidelines issued by Management are implemented.

Information and communication

The information from the management systems is analysed and distributed to the managers concerned, who then have dashboards with which to manage their activities. Each manager is responsible for his or her activity and its financial and operational performance, in accordance

with the action plan and provisional budget discussed and approved by the board of directors.

Performance monitoring and control are based on a reporting process. Within this framework, each Group company prepares:

- Monthly reporting of all financial and operational information (HR indicators, sales analysis, analysis of overdue receivables, etc.);
- Monthly reporting on actual and forecast cash flow;
- An annual budget cycle.

These elements, defined at Group level, are consolidated and circulated to the executive committee and the various managers. They are essential tools in the management of the Group's business and in the choice of its strategic orientations. They enable any discrepancy to be identified, analysed and dealt with.

The Operations Department holds a review meeting with each Site Manager to analyse changes in the site's results and performance, and to propose action plans for improvement.

The Finance Department, through Management Control, analyses and validates the monthly reports included in the consolidation.

The executive committee meets every month to analyse trends in the Group's financial results and performance, and to propose action plans to improve them. Additional reviews are also carried out prior to each board meeting.

2.3.2 The DELFINGEN Group's controlling bodies

2.3.2.1 The board of directors

The board of directors, assisted by the audit committee in its supervisory role, ensures the quality of internal control and the reliability of the information provided to shareholders and the financial markets.

2.3.2.2 The work of the board of directors acting as the audit committee

The company's board of directors has decided not to create a separate audit committee. It carries out the monitoring and oversight duties assigned to the audit committee by Article L. 821-67 of the Commercial Code itself, during specific meetings when the board meets as the 'audit committee'. In this context, the board of directors is responsible, in particular, for:

- monitoring the process of preparing financial and sustainability reports;
- the effectiveness of risk management and internal control systems;

- overseeing the statutory audit of the accounts.

The work carried out in this capacity during the financial year is summarised in section 4.1.2.6.

2.3.2.3 The internal audit unit

The internal control system is steered jointly by the General Management with the support of the Finance Department.

In agreement with the audit committee, a plan for visiting subsidiaries, based on an analysis of the Group's general risks and the specific risks of each subsidiary, has been defined and implemented. The findings of these audits are the subject of recommendations to the audited business units, which are then required to implement appropriate action plans.

We also carry out ad hoc assignments on specific issues.

Procedures relating to the preparation and processing of accounting and financial information for the annual financial statements and consolidated financial statements

The Finance Department is responsible for internal control procedures relating to the preparation and processing of accounting and financial information. These procedures are implemented at local level.

The Finance Department monitors changes in standards and the consistency of accounting principles and, in conjunction with Management Control, regularly ensures that transactions are correctly reflected in the accounts.

The department dedicated to consolidation and reporting to the Finance Department is responsible for preparing the half-yearly and annual consolidated financial statements in accordance with the IFRS. It defines detailed closing instructions, including the closing timetable, changes in scope, the classification and flows of the main balance sheet items and the process for reconciling transactions between Group companies.

Individual corporate and consolidated financial statements are prepared on a monthly basis under conditions similar to those for the half-year and annual financial statements.

Management Control analyses the relevance and consistency of the information reported by each subsidiary, and measures their performance as well as the Group's economic performance. It prepares a summary of management indicators for General Management. The analyses carried out include sales, margins, expenses, payroll and operating profit (loss) by geographical area and/or market.

Monthly variations are analysed, as well as variances in relation to the budget and/or the previous financial year. These items are reviewed monthly by the executive committee.

The Group Finance Department is responsible for designing

and distributing all financial communications for the financial markets:

- Half-yearly and annual financial reports;
- Financial press releases;
- Documents used for meetings with financial analysts and investors.

The design of the Universal Registration Document is shared between the Finance and Legal Departments, reviewed by the Support Services Department and approved by the board of directors. It is written by a number of contributors who are experts in their fields, contributing to the comprehensiveness and quality of the information provided.

The financial information provided is systematically reviewed by the Support Services Department. Results announcements are also reviewed by the audit committee and the board of directors

The analysis and outlook approach

The Group's objective is to:

- Continue to improve the process for preparing and processing financial information, and for identifying and analysing risks;
- Continually adapt these management and control tools to the Group's development.

To achieve these goals, the Group has acquired relevant and effective internal control systems at every level of responsibility:

Based on:

- A more comprehensive set of procedures;
- Empowering all operational staff, who are at the heart of the processes;
- The introduction of a common accounting and financial platform for all sites.

That can:

- Monitor and strengthen the application of accounting and financial methods adopted for the preparation of the accounts;
- Better control and monitor internal procedures for collecting and controlling financial and accounting information;
- Limit risks.

This approach is actively supported by the Group's General Management, the audit committee and the board of directors.

2.3.2.4 External auditors

This organisation is complemented by the work of the Statutory Auditors, who certify the Group's consolidated financial statements at 30 June and 31 December. The parent company's Statutory Auditors and the local auditors work together to review the financial statements of the companies involved in the preparation of the consolidated financial statements. This consultation takes the form of audit instructions, audit questionnaires, a limited review report by the local auditors on 30 June and an audit report

on 31 December, and a communication on specific points.

The audit work of the parent company's Statutory Auditors is enhanced by annual visits to several Group sites.

2.3.2.5 The Group's internal control framework

The internal control system in place provides reasonable assurance that operations are under control with regard to the following objectives:

- Compliance with applicable laws and regulations;
- Compliance with instructions and guidelines set by Management;
- Safeguarding assets;
- Fraud prevention and detection;
- The reliability, completeness and quality of the information produced, particularly financial information.

In essence, the internal control system cannot provide an absolute guarantee that risks have been totally eliminated. The aim is to reduce the likelihood of occurrence and the potential impact.

Within the Group, the parent company ensures that its subsidiaries have internal control systems in place. These systems are adapted to the specific characteristics of subsidiaries and to the relationship between the parent company and consolidated companies.



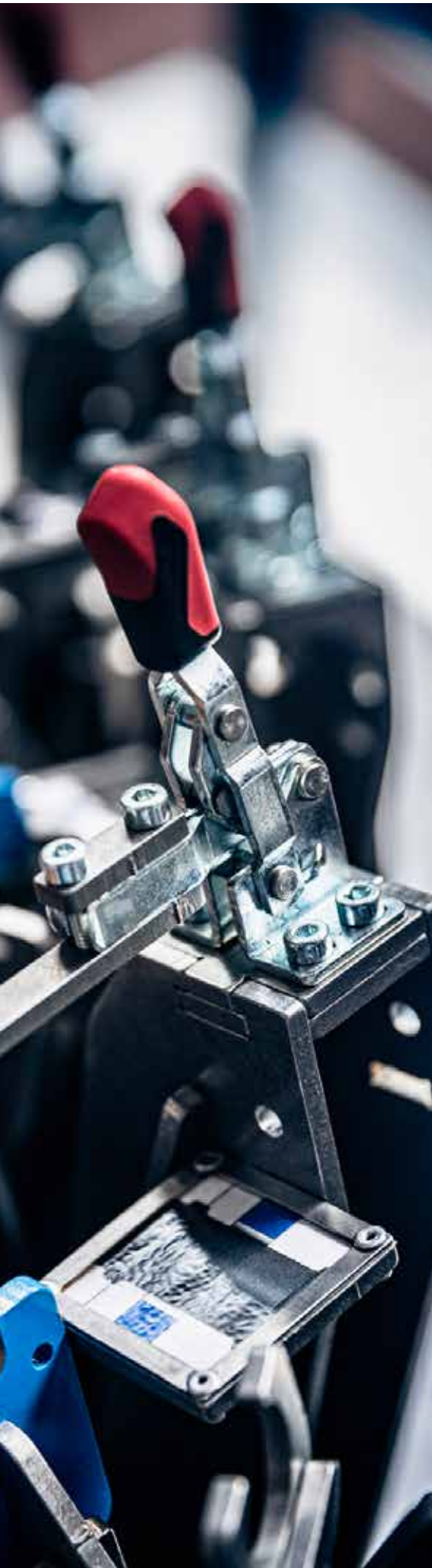
CHAPTER 3

SUSTAINABILITY REPORT

CHAPTER 3

SUSTAINABILITY REPORT

3.1 General information.....	55
3.1.1 Basis for preparing the statements.....	55
3.1.2 Governance.....	56
3.1.3 Strategy and business model.....	61
3.1.4 Impacts, risks and opportunities.....	75
3.2 General information.....	82
3.2.1 Climate change.....	82
3.2.2 Pollution.....	87
3.2.3 Water and marine resources.....	98
3.2.4 Resource use and the circular economy.....	100
3.3 Social.....	104
3.3.1 The company's workforce.....	104
3.3.2 Workers in the value chain.....	117
3.3.3 Affected communities.....	118
3.3.4 Consumers and end users.....	121
3.4 Governance.....	123
3.4.1 Conduct of business.....	123
3.4.2 Information system security and responsible data management.....	127



Préambule

“Delfingen : un héritage familial au service d’un avenir durable”

Fondée en 1954, Delfingen est une entreprise familiale ancrée dans une tradition d’engagement sociétal. Groupe engagé et citoyen, fondé par la famille STREIT, en solidarité avec une tante atteinte de la poliomyélite, Delfingen porte historiquement dans son ADN des valeurs fortes qui impactent au quotidien la conduite de ses activités.

Depuis trois générations, nous œuvrons pour concilier croissance économique et responsabilité sociale, reposant sur 3 piliers :

- **Capital humain** : nous valorisons nos collaborateurs et contribuons à leur développement personnel et professionnel ;
- **Engagement sociétal** : nous soutenons les communautés locales et nous nous impliquons dans des actions solidaires ;
- **Développement durable** : nous limitons notre empreinte environnementale et favorisons une économie circulaire.

Delfingen s’est développé dans le monde entier en faisant le choix de s’approvisionner, produire et vendre localement, autant que faire se peut. Le Groupe est implanté ainsi essentiellement dans les grandes zones de production de câblage automobile.

Partout où nous sommes implantés, Delfingen contribue activement au développement économique local en créant des emplois et en favorisant la formation. Nous sommes convaincus que la mondialisation est une chance pour tous, dès lors qu’elle est solidaire.

Au-delà de notre performance économique, nous accordons donc une importance primordiale au développement de nos collaborateurs. Nous croyons fermement que notre succès repose sur leur engagement et leur bien-être. C’est pourquoi nous favorisons leur développement professionnel et nous nous assurons que les conditions de travail sont adaptées et respectueuses.

Ces actions sont mises en œuvre dans le respect de la Charte du travail décent en vigueur dans l’ensemble des sites du Groupe depuis 2007, et amendée en 2017 pour prendre en considération les situations liées au handicap.

Ces convictions fortes sous-tendent les actions conduites à travers les valeurs du Groupe et de nos Fondations.

Les valeurs du groupe



Les valeurs du Groupe sont le socle des fondamentaux du « travailler » et du « vivre ensemble » des collaborateurs de Delfingen. Créé en Franche-Comté (France), Delfingen s'est développé à l'international dans 20 pays, intégrant en son sein de multiples cultures. Ces valeurs communes unissent les femmes et les hommes de Delfingen dans le monde.

Les valeurs, historiquement présentes, n'ont de sens que si elles sont partagées par tous. Ce sont les collaborateurs eux-mêmes, riches de leurs différences et de leurs cultures, qui ont défini dans les années 2000 le corps de valeurs de Delfingen (liberté, responsabilité, amélioration continue et partage) et les comportements en découlant.

Au fil des années, l'empreinte du Groupe s'est accentuée dans le monde et particulièrement en Asie, et le Comité exécutif, sous l'impulsion de Gérald STREIT, a décidé de lancer en 2019 une réflexion de fond sur le sujet des valeurs qui s'est achevée en 2020. Le défi a consisté à revisiter les quatre valeurs historiques afin de s'adapter à nos nouveaux collaborateurs. Les quatre nouvelles valeurs du groupe sont donc issues de ces évolutions.

**SEUL LE RESPECT DE CES VALEURS
DONNE LA LÉGITIMITÉ AU GROUPE
D'ÊTRE EXIGEANT ENVERS SES
COLLABORATEURS**

ENTREPRENEURIAT

Cette valeur correspond à l'ADN et à l'histoire de Delfingen : dès le départ, la création de l'entreprise a été initiée par un entrepreneur, Emile STREIT. Ensuite, le Groupe s'est étendu grâce à d'autres entrepreneurs, qui sont partis à l'étranger, pour créer de nouveaux sites dans des pays encore inconnus par le Groupe Delfingen. Cela nous donne, aujourd'hui, une énorme agilité dans le monde complexe dans lequel nous vivons.

SOLIDARITÉ

En cas d'erreur, de contrainte, de crise, les collègues du Groupe font bloc, et démontrent une solidarité dans l'effort. Cela permet aussi, à travers nos Fondations, de montrer notre solidarité avec ceux qui en ont besoin.

HARMONIE

L'harmonie est une valeur profondément enracinée dans la culture asiatique. Elle se manifeste par la recherche constante d'un équilibre entre les différentes perspectives, en opposition à une vision du monde simpliste et binaire. Nous privilégions le consensus et la construction d'une troisième voie, fruit de l'écoute et de la prise en compte des avis de chacun.

RESPONSABILITÉ

Il est important de prendre ses responsabilités lors d'une prise de décision. Mais aussi en cas d'erreur, d'en tirer les enseignements pour ne plus la recommencer. C'est un apprentissage perpétuel, dans la bienveillance.

Assessment

Delfingen undertakes to have its corporate social responsibility assessed by three recognised organisations: CDP, EcoVadis and Ethifinance. These assessments, which demonstrate our commitment to sustainability, are a key driver for our progress.

	2024	2025
	- Climate change: C - Water security: C-	- Climate change: C - Water security: C
	48/100 - Commitment badge - Top 38%	64/100 - Bronze medal - Top 35%
	58	59

CDP (Carbon Disclosure Project) is a not-for-profit organisation which, among other things, helps companies to be transparent about their environmental impact. A CDP score is a rating awarded to companies for their environmental transparency and their commitment to tackling climate change, water security and forest conservation. The score ranges from D- (the lowest mark) to A (the highest mark). Companies that do not get themselves assessed are classified as 'F' by default.

A 'C' rating indicates that the company is aware of the issue. **Delfingen is rated C for climate and C for water.**

EcoVadis provides sustainability assessments to companies, helping them to evaluate their environmental, social and ethical performance. This system is designed to promote transparency and responsibility in companies' sustainable development practices. EcoVadis assesses companies across four key areas: Environment, Labour and Human Rights, Ethics and Responsible Procurement. EcoVadis assessments are widely used by companies to evaluate their suppliers' performance in terms of sustainability. This helps to promote sustainable practices throughout global supply chains.

Delfingen has been awarded the bronze medal and, as such, ranks among the top 35 per cent of companies assessed by Ecovadis.

EthiFinance ESG Ratings, the non-financial rating agency of the EthiFinance Group, assesses companies against a framework of around 140 criteria divided into four pillars: Environment, Social, Governance and External Stakeholders.

Delfingen's results for 2025 were 59/100, an improvement of 1 point on the previous year and 1 point above the sector benchmark.



At the same time, Delfingen was officially awarded the **RFAR Label** in February 2025. The 'Supplier Relations and Responsible Procurement' label recognises companies that maintain sustainable and balanced relationships with their suppliers, and aims to promote responsible procurement practices.

This is the first label in this field to be awarded by the French authorities.

In early 2025, the Delfingen Group had its short-term decarbonisation pathway validated by the SBTi. SBTi provides decarbonisation frameworks for companies, helping them to set targets for reducing their greenhouse gas emissions based on the latest scientific evidence. This system is designed to promote rigour and ensure that climate strategies are aligned with the objectives of the Paris Agreement. The SBTi assesses companies' commitments against two key pillars: reducing operational emissions and transforming the value chain (Scopes 1, 2 and 3).



3.1

General information

3.1.1 Basis for preparing the statements

The scope of this consolidated sustainability report covers all of Delfingen's operations. It is identical to that in the financial statements published in the Universal Registration Document (URD). The list of companies included within the scope of consolidation is set out in section 1.3, ORGANISATION, of this URD. This sustainability report forms an integral part of the management report and has been certified by statutory auditors authorised to verify sustainability information in accordance with the requirements of the CSRD.

The report includes information on the upstream and downstream value chains that was identified as material as part of the analysis of impacts, risks and opportunities carried out during the double materiality assessment.

No use is made of the option allowing the company to omit specific information relating to intellectual property, know-how or the results of innovations, nor of the exemption from publishing information concerning imminent developments or business dealings currently under negotiation.

However, we do not disclose certain cybersecurity policies, actions, targets and indicators in detail. This confidentiality is essential to safeguard the security of our information systems, as the disclosure of this information – particularly regarding our defensive systems – could be exploited by potential attackers.

In accordance with the implementation guidelines published by EFRAG, the time horizons adopted to determine when an impact, risk or opportunity is likely to happen, both in terms of assessing the impact materiality and financial materiality, are as follows:

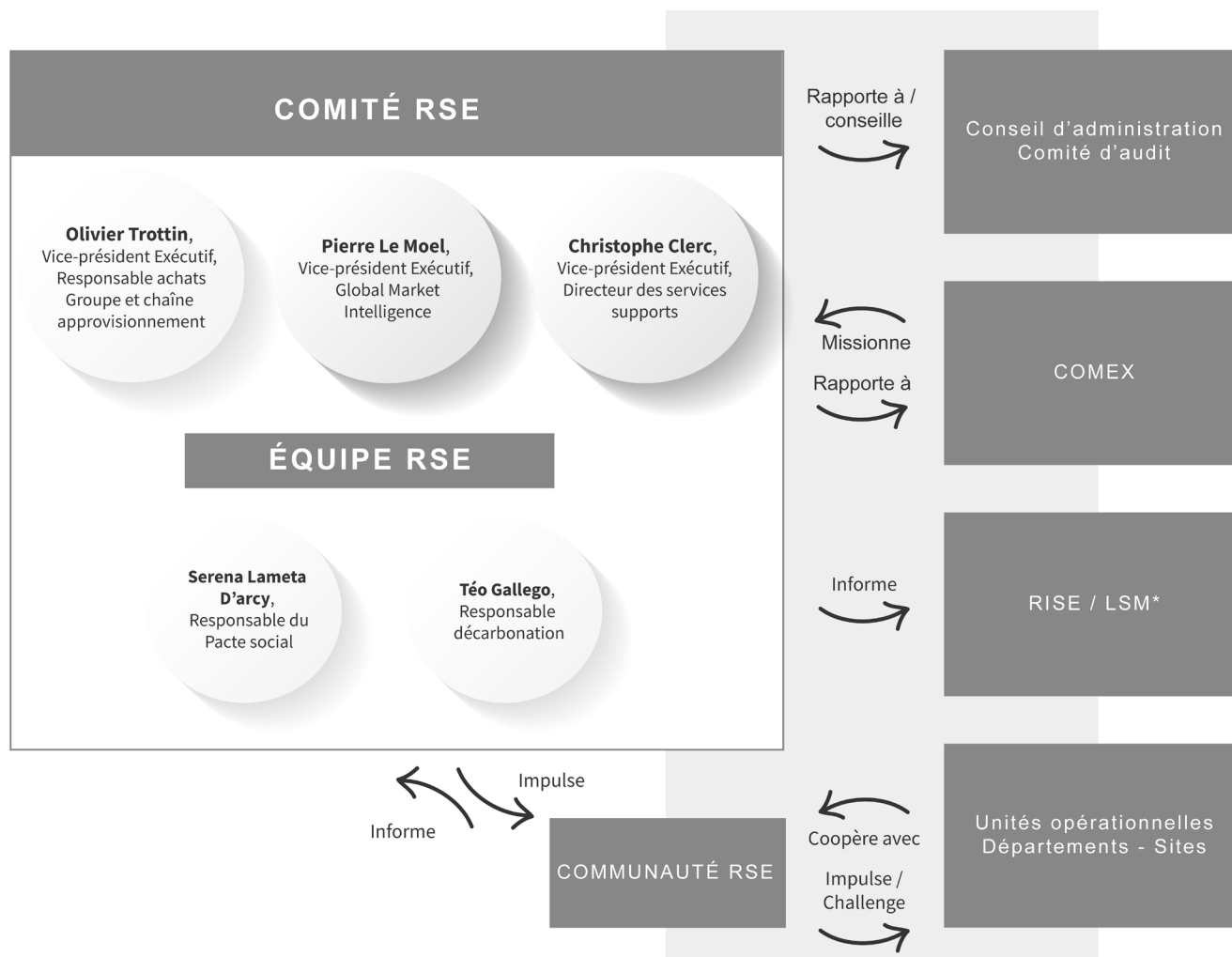
- Short term: within the next 12 months
- Medium term: 1 to 5 years
- Long term: more than 5 years (up to 10 years).

The carbon footprint methodology has been updated, and the figures for previous years have been revised accordingly. See section E1 - 4 E1-4: Methodological Change.



3.1.2 Governance

3.1.2.1 The role of the administrative, management and supervisory bodies (GOV1)



The sustainability initiative is organised around a steering committee (CSR = 'Corporate Sustainability and Responsibility' committee), comprising:

- The Corporate Vice President, a member of the executive committee;
- The Vice-President responsible for purchasing, a member of the executive committee;
- The Global Social Policy Manager;
- The Decarbonisation Manager (CSR environment leader);
- The Vice-President of 'Global Market Intelligence', a member of the executive committee.

The committee is also responsible for gathering and summarising information for various reviews, such as progress on the decarbonisation roadmap and relations with customers and suppliers regarding sustainability, as well as for supporting internal and external communication on sustainability.

The committee is appointed by the executive committee, to which it reports on a quarterly basis.

The sustainability approach is supported within the board

of directors (see below) by Gérald Streit, Chairman and Chief Executive Officer. The board of directors and the audit committee are therefore informed and consulted on sustainability issues at least twice a year.

At the same time, the group's managers are kept regularly informed at LSM (Leadership Meetings) and RISE (Reunion Information Share Exchange) meetings.

A sustainability approach requires collaboration across all departments. To help all potentially affected stakeholders to better inform themselves and to share their knowledge and best practice, there is a wider working group comprising over 120 members, including heads of departments and local site managers, as well as the QSE and HR managers at these sites.

Board of directors:

The Streit family holds three seats on the board of directors, which comprises five other directors, four of whom are regarded as independent within the meaning of the Autorité des Marchés Financiers' Corporate Governance Code. The executive committee is represented by one seat on the board. Employees and other workers have no representative on the board.

According to the criteria of the Middledenext Corporate Governance Code, to which Delfingen refers, the board of directors comprises a total of four independent directors, i.e. 50 per cent of the directors:

- Cataldo Mangione: a former senior executive at the SCHNEIDER ELECTRIC Group, Cataldo Mangione was responsible for international business development. He contributes his industrial and international experience;
- Patrick Cherrier: Patrick Cherrier was Managing Director and Executive Director of Essilor International for the Asia-Pacific, Middle East, Russia and Africa regions. He was a member of the company's executive committee. During his 24 years at Essilor, Patrick Cherrier spearheaded the company's expansion into new markets through organic growth, joint ventures and acquisitions in countries across Asia, Oceania, Africa, the Middle East, the Mediterranean region and the CIS, as well as in Russia.

Two of the independent directors have specific experience relating to sustainability issues:

- Annie Kahn was a journalist at the newspaper 'Le Monde' since 1987 and was responsible for Le Monde's development and diversification. Annie Kahn also wrote a column on management and workplace human relations. Annie Kahn is a member of the Advisory Board of the Ateliers Entreprises et Mixité, a think-and-do-tank within the ESSEC Group, comprising senior executives from major companies and experts, whose aim is to identify and disseminate best practices to promote a diverse and inclusive working environment;
- In 2006, Dinah Louda joined the VEOLIA Eau Group as Head of Communications and a member of the executive committee. She has been an adviser to the Group's Chief Executive Officer on international relations since 2011. She has also been Chair of the Veolia Institute since May 2020. This institute acts as a catalyst for ideas and a platform for discussion on issues at the interface between the environment and society. It responds to the current needs of a rapidly changing society, at a time when the challenges we face – whether global or local – require innovative approaches, decisions and partnerships. In particular, the institute publishes research on moderation, the circular economy and the green transition.

A training module on ethical issues will once again be offered to directors in 2026.

In 2025, a member of the executive committee attended the training module entitled 'Understanding the ecological

crisis to reinvent the company', organised by the Collège des Directeurs du Développement Durable.

The proportion of women on the board of directors is 25 per cent. Our indicators do not take other diversity criteria into account.

3.1.2.2 Information provided to the company's administrative, management and supervisory bodies, and sustainability issues addressed by these bodies (GOV2)

As mentioned above, the CSR steering committee is appointed by the executive committee, to which it reports on a quarterly basis.

The sustainability strategy is supported within the board of directors by Gérald Streit, Chairman and Chief Executive Officer. The board of directors, acting as the audit committee, is therefore informed and consulted twice a year on sustainability issues.

The board of directors, acting as the audit committee, was briefed on this procedure twice during 2025. The update of the final results (value chain mapping, identification of potential IROs, double materiality assessment), which had been approved by the board of directors on 10 December 2024, was presented and approved at the board meeting on 23 April 2026.

As part of the process for drawing up the double materiality assessment, all IROs were reviewed by the board of directors, which approved the committee's work at its meeting on 10 December 2024. For the following financial year, there were no changes to the methodology used in the preparation process; this was presented to the board of directors at the start of 2026. This same work was submitted to the social and economic committee (CSE) for consultation in early 2026.

The key IROs were identified following the materiality analysis carried out in 2024. See 3.1.4. The main IROs are listed in section 3.1.3.3.

Responsibility for the targets and metrics associated with IROs is delegated to departmental management, in accordance with the cases described in section 3.1.2.5 and in the various sections of this report. A dashboard setting out the main sustainability indicators is now reviewed quarterly by the executive committee and twice a year by the board of directors.

3.1.2.3 Integration of sustainability-related performance in incentive schemes (GOV3)

Remuneration for members of the board of directors is based on 'attendance fees'. There is therefore no incentive scheme linked to sustainability.

The variable component of the remuneration of members of the executive committee, as well as of the heads of the various departments, is primarily linked to the Group's financial performance targets (EBIT). No direct targets have been set based on sustainability criteria. However, we believe that a significant proportion of the Group's financial performance is indirectly linked to social and environmental issues. By way of illustration, the following risks identified in the double materiality assessment are likely to have significant short- or medium-term impacts on the company's performance:

- Extreme or progressive physical risks affecting the facilities;
- An environmental disaster affecting supply chain facilities that are unprepared for climate change;
- Loss of business opportunities due to a lack of commitment to reducing emissions;
- An increase in operating costs due to volatility in energy prices;
- The business model is ill-suited to a low-carbon economy (the electric vehicle market);
- A significant rise in the price of plastic;
- Failure or delay in the delivery of raw materials or components;
- Stopping certain operations (manufacturing, scheduling, delivery, invoicing);
- High staff turnover;
- A deterioration in the workplace atmosphere and/or the risk of disputes leading to a decline in performance;
- Customers refusing to buy Delfingen products in the event of ethical issues relating to labour within the value chain;
- Loss of market share and damage to the company's reputation in the event of safety and quality issues.

3.1.2.4 Statement on due diligence (GOV4)

Delfingen is not subject to Law No. 2017-399 of 27 March 2017 on the duty of care of parent companies and contracting entities and therefore does not publish a vigilance plan.

Cross-reference table between sections of the universal registration document and due diligence elements:

Key elements of due diligence	Chapter and/or Sections
Integrating due diligence into governance	GENERAL INFORMATION - ESRS 2 - GOV-1 GENERAL INFORMATION - ESRS 2 - GOV-2 Chapter 2 URD
Engage with the affected stakeholders at every stage of the due diligence process	GENERAL INFORMATION - SBM-2 S1 – Company workforce – S1-2
Identify and assess negative impacts	GENERAL INFORMATION - IRO-1 Chapter 2 URD
Take measures to address these negative impacts	E1 Climate change - E1-3 E2 – Pollution – E2-2 E3 – Water and marine resources – E3-2 E5 – Resource use and the circular economy – E5-2 S1 – Company workforce – S1-4 S3 – Affected communities S3-4 S4 – Consumers and end users S4-4
Monitor and report on the effectiveness of these efforts	E1 Climate change - E1-4 E2 – Pollution – E2-3 & 2-4 E3 – Water and marine resources – E3-3 & E3-4 E5 – Resource use and the circular economy – E5-3 S1 – Company workforce – S1-4 to S1-17 S3 – Affected communities S3-5 S4 – Consumers and end users S4-5

3.1.2.5 Risk management and internal controls relating to sustainability reporting (GOV5)

To assess sustainability-related risks, Delfingen has adopted a rigorous methodology based on a double materiality assessment. This approach has made it possible to identify the most significant issues for the company, both from an internal perspective (the company's impact on the environment and society) and an external perspective (the impact of the external environment on the company). These IROs were then ranked in order of importance. See IRO-1 – Description of procedures for identifying and assessing the significant IROs

This approach forms part of a broader corporate risk management framework, which enables the Group to identify and manage all the risks to which it is exposed (see Chapter 2 of the universal registration document).

Internal control system:

To ensure the reliability and transparency of information, including that relating to sustainability, Delfingen has put in place a robust internal control system.

In essence, the internal control system cannot provide an absolute guarantee that risks have been totally eliminated. The aim is to reduce the likelihood of occurrence and the potential impact. Within the Group, the parent company ensures that its subsidiaries have internal control systems in place. These systems are adapted to the specific characteristics of subsidiaries and to the relationship between the parent company and consolidated companies.

Internal control comprises a set of resources, behaviours, procedures and actions adapted to the specific characteristics of each company and of the Group as a whole.

The internal control system is applied to the entire Group, the Group being defined as the parent company Delfingen and all fully consolidated companies.

The internal control system contributes to the control of activities, the effectiveness of operations and the efficient use of resources. It must enable us to take into account in an appropriate manner the significant operational, financial, legal and environmental risks, and therefore risks linked to sustainability in general. The internal control system is built around an organisation based on:

- The General Management;
- The Operational Departments that include all the subsidiaries in the three regions (Americas, Europe/Africa, Asia), reporting to a Regional Manager.

The General Management and Regional Managers are supported by:

- The Sales Departments of the business units and/or of their regions;
- The Research and Development Department;
- The Central Operational Departments (Quality, Purchasing, Supply Chain, Data Management and

Industrial Department);

- The Corporate Central Department (Finance, Human Resources, Legal and Communications functions);
- The Information Systems Department;
- With regard specifically to sustainability issues, the CSR steering committee supports the various departments.

The Group has defined the mission, the organisation, the contribution to critical decisions, measurement of performance and exchanges with the other entities for each of the above-mentioned departments.

- More specifically, the Operations Department monitors operational risks, in particular industrial risks and risks relating to raw materials, safety and the environment.
- The Legal Department manages the Group's legal risks, particularly those relating to industrial property, corruption, ethics and liability claims.
- The Human Resources Department ensures that local employment legislation is properly applied and that our values are respected.
- The Finance Department manages the risks associated with the Group's financial activities, in particular the compliance of financial statements with local and international accounting standards (IFRS), foreign exchange, interest rate, liquidity, tax and fraud risks.
- The Information Systems Department ensures that stored information can be replicated, and also manages cyber risks.
- The Purchasing Department ensures compliance with the Group's purchasing policies, the assessment of suppliers, and adherence to the Code of Conduct by our partners.
- The Supply Chain Department ensures that import/export legislation is properly applied at Group and local level, and the efficiency of logistics operations.
- The Quality Department is responsible for the quality management system, which sets out the company's processes in accordance with the IATF 16949:2016 standard, a quality management standard for the automotive industry. Procedures and instructions set out everyone's responsibilities and specify the operating methods and associated controls. As part of this system, audits are organised to verify the application of Group standards. Qualified auditors are trained for this purpose. These internal audits are supplemented by certifications awarded by external bodies, customers and suppliers. All of our production sites are certified to IATF 16949:2016 and ISO 9001:2015.

Each Director is responsible for their own activity and their financial and operational performance, in accordance with:

- the three-year strategic plans discussed and approved by the board of directors;
- any additional plans (such as Impulse 2026);
- the action plan and provisional budget discussed and approved by the board of directors, including, from now on, matters relating to the IROs identified in this sustainability report, where applicable.

Information and communication

The information from the management systems is analysed and distributed to the managers concerned, who then have dashboards with which to manage their activities.

These elements, defined at Group level, are consolidated and circulated to the executive committee and the various managers. They are essential tools in the management of the Group's business and in the choice of its strategic orientations. They enable any discrepancy to be identified, analysed and dealt with as early as possible.

The Operations Department holds a review meeting with each Site Manager to analyse changes in the site's results and performance, and to propose action plans for improvement. These reviews are carried out monthly at local level and fortnightly at regional level.

The Finance Department, through Management Control, analyses and validates the monthly reports included in the consolidation. There is also an internal control team.

The executive committee meets every month to analyse trends in the Group's financial results and performance, and to propose action plans to improve them. Additional reviews are also carried out prior to each board meeting. In addition, the executive committee consults the CSR steering committee on specific sustainability issues on a quarterly basis.

Supervisory bodies

The board of directors

The board of directors is responsible for the company's strategy and its implementation. It fully incorporates social and environmental considerations, with a view to fostering long-term value creation that takes into account the impacts, risks and opportunities associated with these aspects.

Via the audit committee, the board of directors ensures the quality of internal control and the reliability of the information provided to shareholders and the financial markets.

The audit committee

In accordance with Article L. 821-67 of the Commercial Code and the company's internal rules, the role of the audit committee is to assist the board of directors in its supervisory role, so that it can ensure the quality of internal

control and the reliability of the information provided to shareholders and the financial markets.

Without prejudice to the powers of the bodies responsible for administration, management and supervision, the audit committee is responsible, in particular, for the following tasks relating to sustainability:

- Monitoring the process for preparing sustainability information, and the process used to determine what information to disclose in accordance with the sustainability reporting standards;
- Monitoring the effectiveness of the internal control and risk management systems and, where appropriate, the internal audit, with regard to the procedures relating to the preparation and processing of sustainability information;
- Monitoring the auditors' progress in carrying out their assignment;
- Ensuring that these auditors comply with the independence requirements applicable to them;

External auditors

This organisation is supplemented by the work carried out by the auditors in relation to non-financial information. They also act as the Group's statutory auditors, verify the compliance of this sustainability report and issue an opinion on:

- The compliance of the 'double materiality' process with the European Sustainability Reporting Standards (ESRS);
- Compliance with the ESRS, particularly in terms of relevance, faithful representation, comparability, verifiability and understandability;
- Compliance with the disclosure requirements set out in Regulation (EU) 2020/852, which requires reporting on sustainable economic activities in accordance with the European taxonomy (Article 8).

The table in Appendix 1 sets out the material IROs, the departments responsible for the associated policies, the controls in place, and the source of the quantitative data.

3.1.3 Strategy and business model

3.1.3.1 Strategy, business model and value chain (SBM-1)

From a leader in the automotive industry to a dynamic multi-sector supplier, Delfingen offers simple and reliable solutions for the protection of electrical wiring systems. As a trusted partner to its customers, Delfingen prioritises a local and personalised approach throughout the value chain, on a global scale.

The group and its activities are described in greater detail in Chapter 1 of the universal registration document.

The main activities identified in our financial statements are:

Protection:

- Automotive: 67.7%
- Industrial: 16.7%
- Other: 15.6%

In 2025, against a backdrop of constant change in the economic, regulatory and geopolitical spheres, Delfingen continued to follow its IMPUSLE 2026 roadmap to guide and shape the Group's development and financial performance. It is structured around three main areas (optimisation, rationalisation and acceleration) to effectively mobilise the Group's resources, adapt to the challenges of its markets and capitalise on all the opportunities they present.

Area 1: optimising leadership positions in the protection systems (PS) sector – Automotive

With 40 sites worldwide, spread across 20 countries on four continents, Delfingen is a global leader in cable protection solutions for the automotive market. With a strong local presence across the globe, Delfingen offers its customers proximity, agility and responsiveness. As the only supplier to offer both plastic-tubing and textile-sheath protection solutions, Delfingen boasts the widest range on the market, with 'best-in-class' products and services, earning it the status of Preferred Reliable Supplier amongst its customers, the world's leading cable manufacturers.

In a rapidly changing automotive market, Delfingen continues to adapt to meet the challenges facing the sector (electrification, competition from China, price pressure, decarbonisation). To achieve this, Delfingen is taking the following action:

- Consolidation of its Eastern European operations in Romania and closure of the Slovakian site;
- A focus on 'deep localisation' by expanding production capacity at its sites in high-potential geographical areas such as China, India, Morocco and Thailand;
- Development of the textile sector across the three regions to meet the challenges facing the electric vehicle industry;

- Plan to improve efficiency and operational performance;
- Streamlining the organisation and reducing overheads.

Area 2: Streamlining fluid transfer tube (FTT) assembly operations Automotive

Delfingen has completed the restructuring of its Fluid Transfer Tubes (FTT) business unit (BU), whose underperformance was significantly dragging down the Group's results. The BU is now refocused on the extrusion of technical tubes (corrugated, multilayer, composite materials, etc.). The effects of this restructuring, which was completed in the first half of 2025, are set out in paragraph 6.1.1 of the reference document.

Area 3: Accelerating growth in the industrial market

To capitalise on opportunities and accelerate growth in the high-potential markets of robotics, renewable energy, rail and agricultural machinery, Delfingen relies on:

- The roll-out of its brand platform: DROSSBACH, SCHLEMMER, REIKU;
- The densification of its distribution network;

The implementation of the "IMPULSE 2026" roadmap enables Delfingen **to enter a cycle of qualitative growth** by prioritising value over volume, achieve profitability that ranks among the best in the sector, and become more resilient in order to better weather economic cycles.

From an environmental perspective, this roadmap proposes more efficient use of resources and a reduction in the overall environmental footprint. Delfingen is also adapting to the challenges facing the automotive industry, particularly decarbonisation, by offering products for electric vehicles and low-carbon products, and by strengthening the relationship of trust with our customers and suppliers, which is reflected in ethical and responsible business practices and a constant focus on quality.

At the same time, its focus on industrial markets (robotics, renewable energy, rail and agricultural machinery) positions Delfingen as a key player in the environmental transition within these sectors, which are, moreover, less carbon-intensive than the automotive industry. Expansion into new markets creates new job opportunities and requires the development of new skills within the company.

VALUE CHAIN

In 2024, a working group dedicated to the CSRD, comprising mainly members of the CSR steering committee, began the analysis required to draft our sustainability report. They were supported by Tennaxia on this matter. This responsibility was shared among several heads of department, who were involved in the project at the start of the mission, during one-to-one interviews, workshops and at the final debriefing. In 2025, the update of the value chain built on the work carried out in 2024, led by the CSR committee and supplemented by one-to-one interviews with several heads of department.

Value chain mapping:

Scope of activities within Delfingen: We focused primarily on the Delfingen Group's 'Automotive' activities, which account for 83% of its revenue. However, no significant differences were identified compared with the industrial activities. A value chain common to both activities has been mapped out in order to identify sites where sustainability issues might arise (impacts, risks, opportunities).

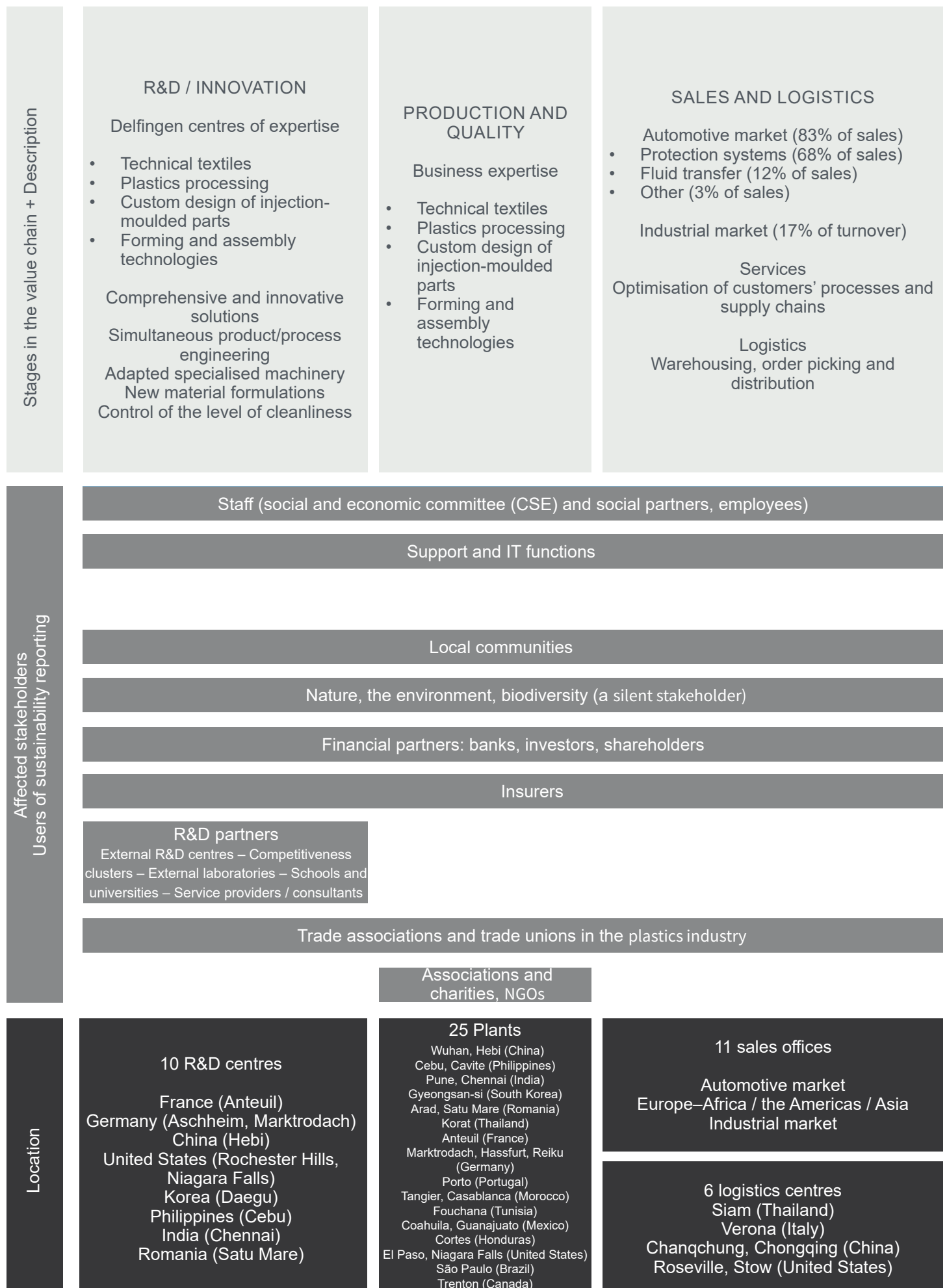
Double Materiality Assessment

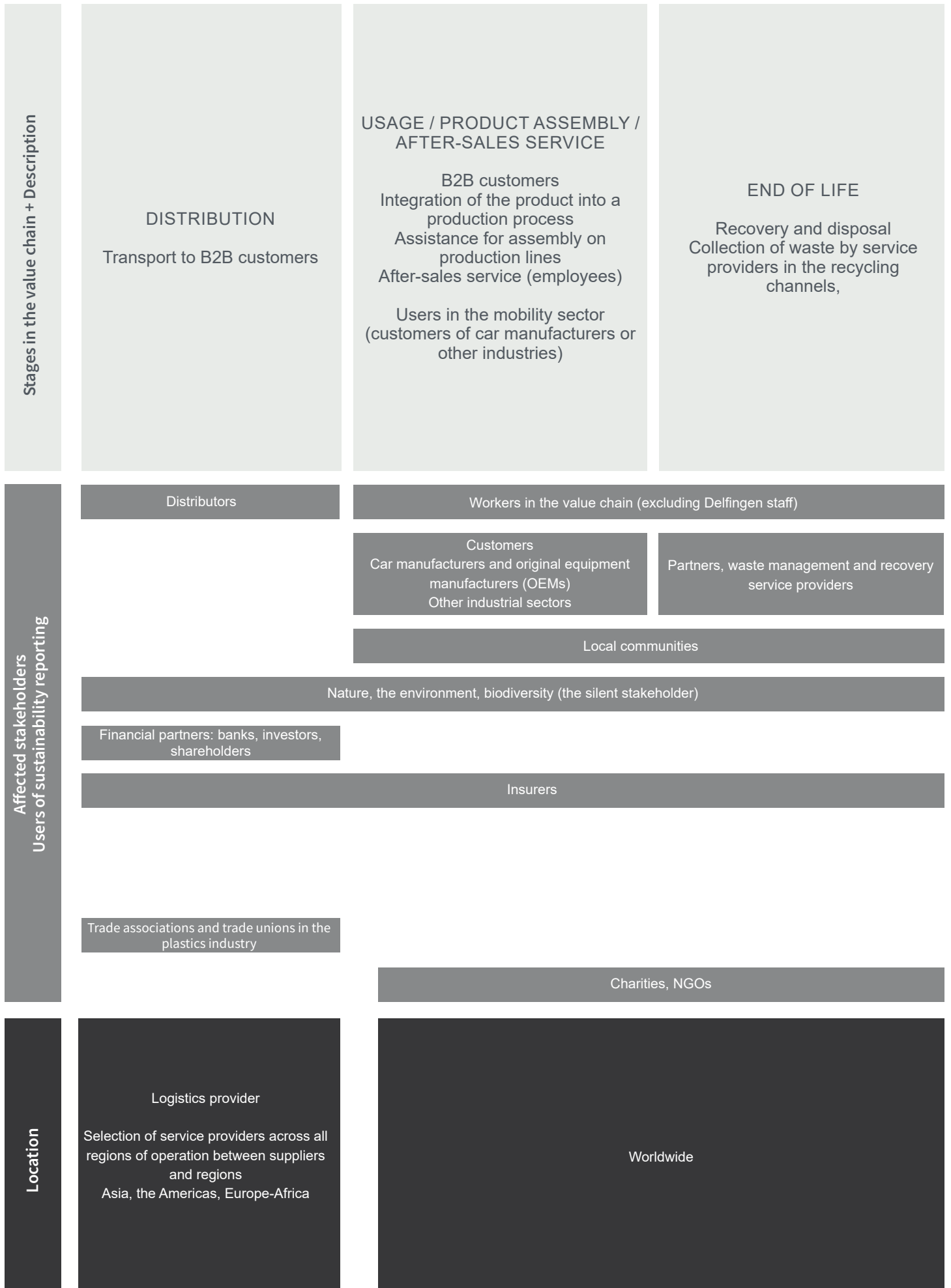
To carry out the double materiality assessment, we followed a number of steps:

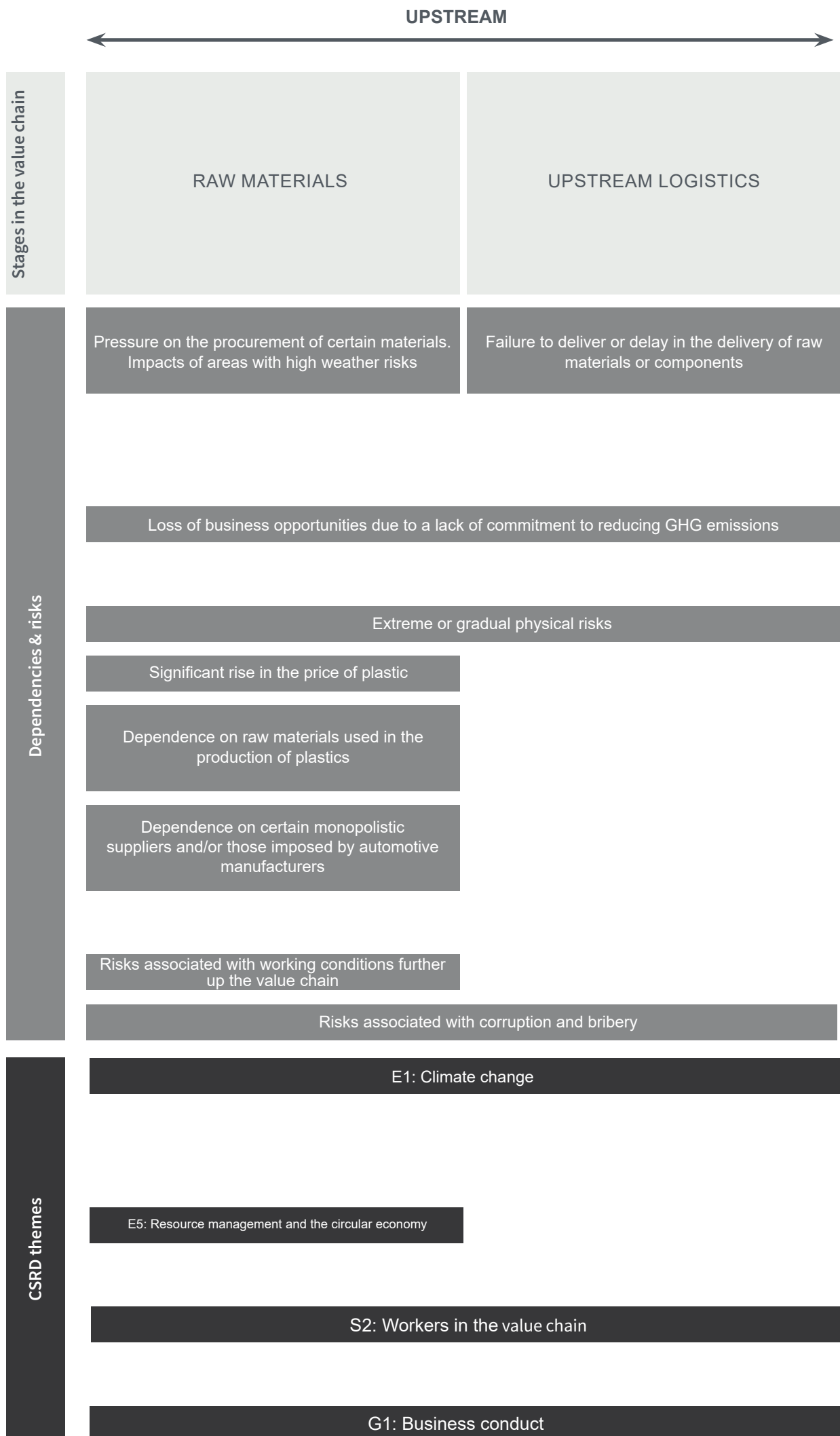
- Value chain mapping (see section 3.1.3.1)
- Identification of stakeholders (see 3.1.3.2)
- Identification of issues and IROs (see 3.1.3.3)
- Benchmark
- Identification of Delfingen's risks, opportunities and impacts
- Identification of dependencies
- Assessment of IROs (see 3.1.3.3 and 3.1.4):
- Assessment by internal specialists through workshops
- List of significant risks, opportunities and impacts
- Construction of the materiality matrix



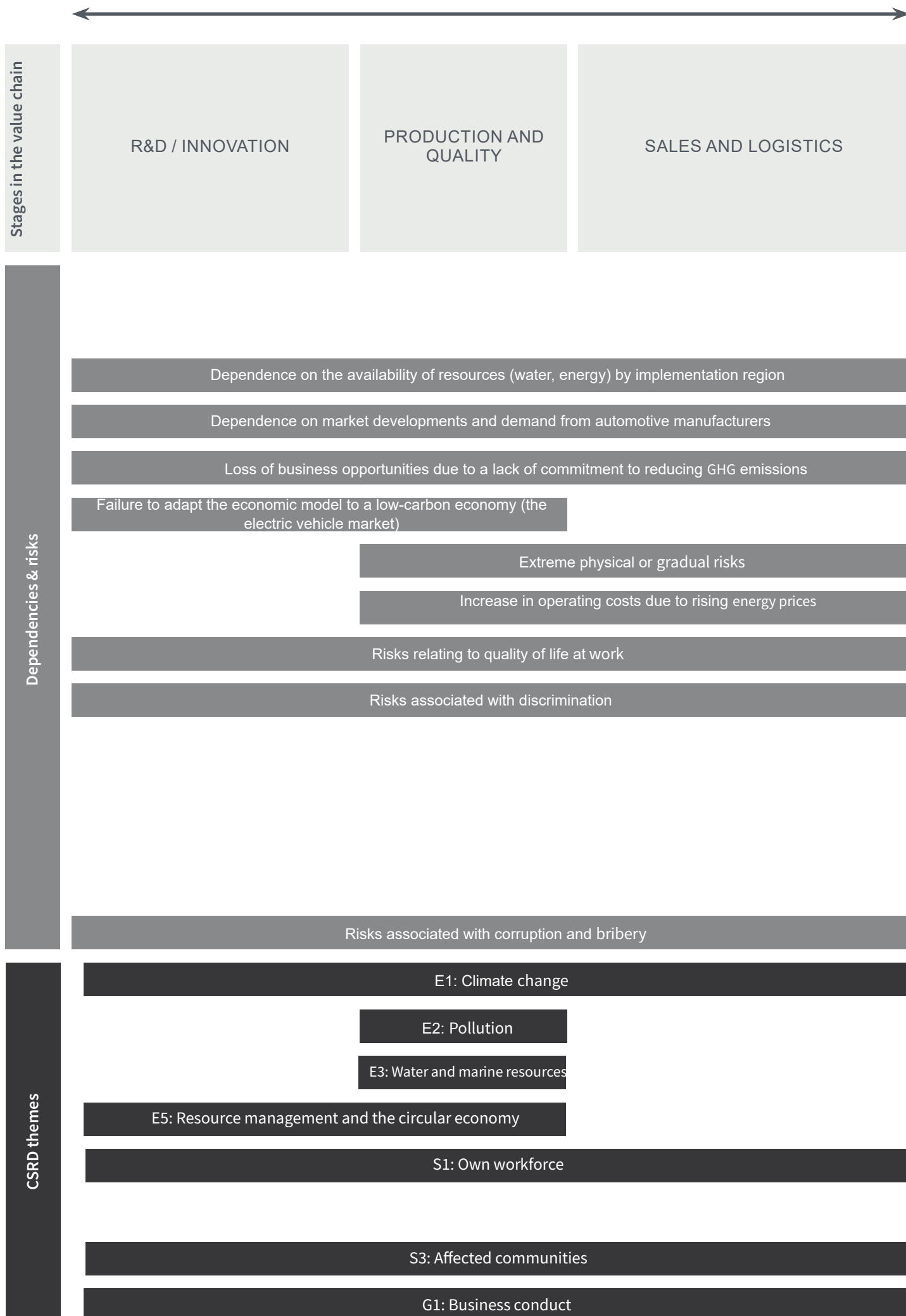
Stages in the value chain + Description	RAW MATERIALS Sourced materials • PP, PE, PVC, PA, PET • rPP – rPA – rPET • Polyamides (bio-sourced) • Copper • Silicone / fibreglass. Components • Mechatronic plastic components, valves, metal components Critical materials • Conflict minerals (purchases of additives containing these minerals) Hazardous materials • (PFAS, fluorine) Technical equipment • (machinery, processes, IT equipment, etc.)	UPSTREAM LOGISTICS Types of transport used to transport raw materials and production equipment Train / Road / Plane
Affected stakeholders Users of sustainability reporting	Workers in the value chain (excluding Delfingen staff)	
	Tier 1 suppliers	Transport providers
	Second-tier suppliers	
	Local communities	
	Nature, the environment, biodiversity (the silent stakeholder)	
Location	Suppliers Selection of local suppliers as close as possible to each production area. Imports from other regions may be possible, subject to the availability of the material. Weather risks	
	Logistics provider Selection of service providers across all regions of operation between suppliers and regions Asia, the Americas, Europe and Africa	



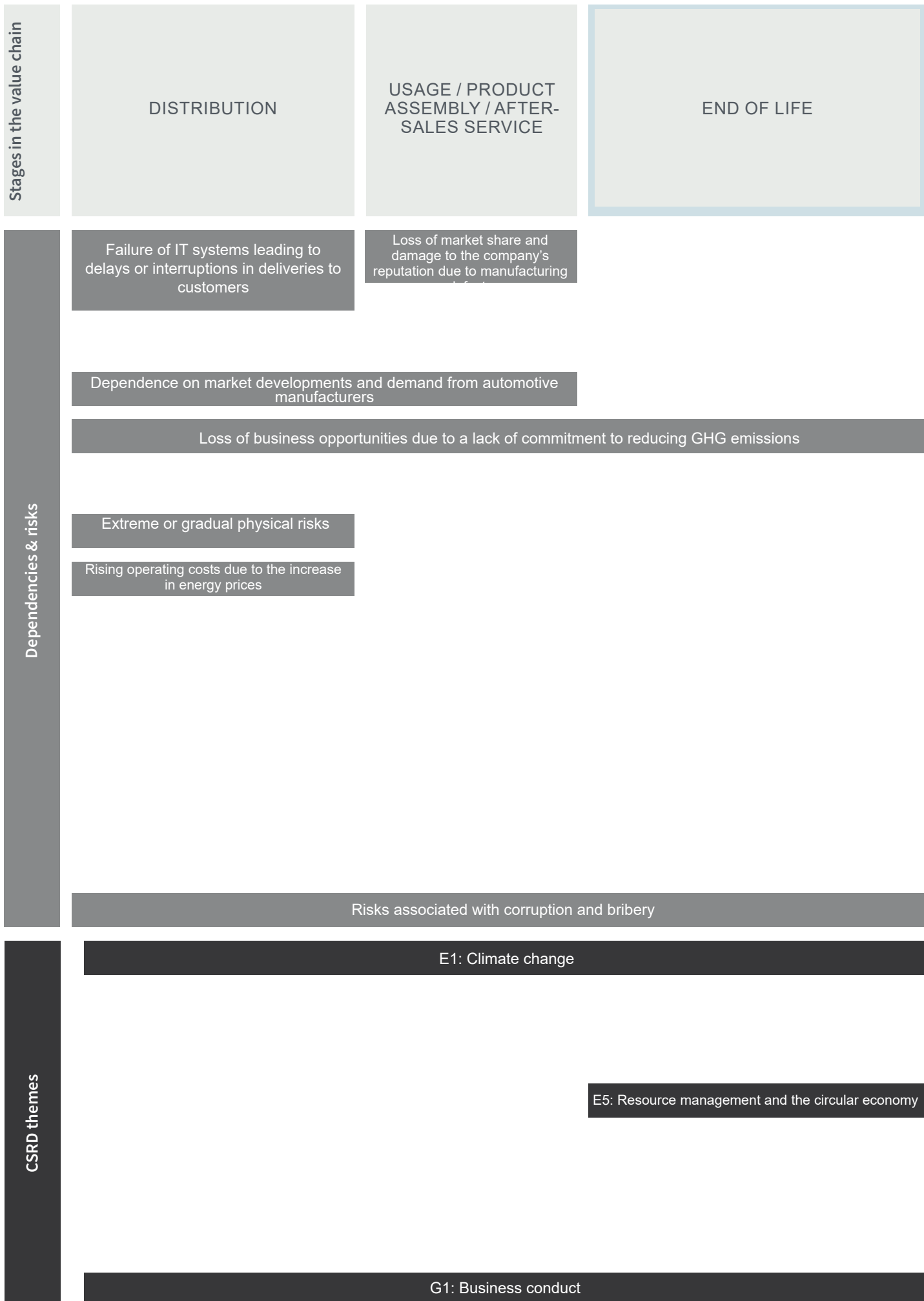




OWN OPERATIONS



DOWNSTREAM



3.1.3.2 Interests and views of stakeholders (SBM-2)

The stakeholders were identified on the basis of work carried out by Tennaxia and approved by the project committee, through an analysis of the main flows and interactions between the group and the elements of the value chain.

These stakeholders have growing expectations of the company. Our conviction is to be in a position to meet these expectations by contributing to the common good, while ensuring the long-term future and sustainability of Delfingen.

To ensure that the failure to consult external stakeholders did not constitute a methodological limitation, a panel of stakeholder representatives from our various departments was selected. The individuals approached are recognised as in-house experts in their respective fields and are representative of the selected issues. The identified internal specialists represented external stakeholders based on their interest in sustainability issues and/or the way they are affected by these issues:

- **Upstream stakeholders:** strategic suppliers (raw materials), Tier 1 and Tier 2 suppliers (components, machinery and processes), regulatory authorities, the environment (material extraction, etc.), design offices, research centres;
- **Stakeholders involved in internal operations:** employees, banks, financiers and investors, insurance companies, local communities at the sites, trade associations, credit rating agencies, administrative authorities, associations, NGOs and public authorities;
- **Downstream stakeholders:** customers (distributors, equipment manufacturers, OEMs), the environment (emissions), local communities (if affected by the use of the products), non-governmental organisations, transport providers, supply chain customers.

The environment, a silent stakeholder: the environment, as a silent stakeholder – that is to say, one unable to express itself directly – has been regarded as potentially affected by Delfingen's activities.

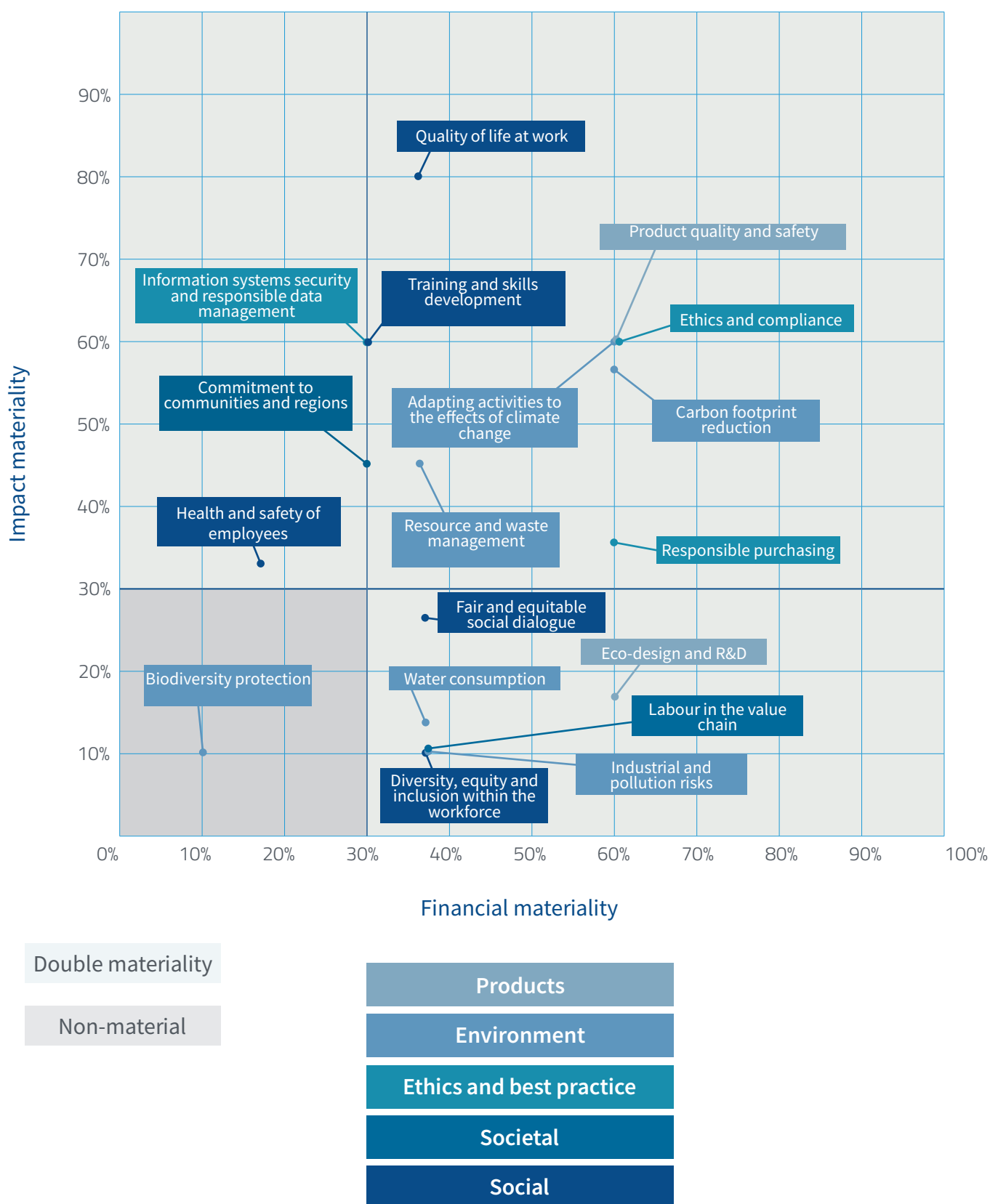
Finally, the social and economic committee (CSE) was consulted in early 2025 on the entire double materiality assessment process and again in early 2026 on the updates made.

Beyond this sustainability reporting exercise, we recognise that the company is part of a wider economic and social context. Delfingen therefore considers more generally the impact of its activity on its customers, the end users of its products and services, its employees, its suppliers, its industrial partners, the financial community, citizens, the State and public authorities.

Being our customers' preferred partner, forging alliance strategies, promoting responsible sourcing, engaging in ethical and fair business practices, empowering our employees, adopting a Decent Work Charter, co-developing tomorrow's products, and engaging in action to fight global warming, are just some of the ways in which we consider the interests of our stakeholders.

We believe that the company is grounded and that its local ecosystem is rooted in reality. That is why Delfingen is committed to the vitality of the regions in which it operates, forging partnerships with local schools and universities, business clusters, start-ups, and civic initiatives.

3.1.3.3 Significant IROs and their interaction with strategy and business model (SBM-3)



Notes:

- The materiality threshold (30%) has been set in accordance with the recommendations of our external service provider. This materiality threshold has been retained following feedback from the CSR committee.
- Issues are ranked according to the maximum percentage of an impact, risk or opportunity attributable to the same issues.

Summary of physical IROs, time horizons, and links to the United Nations Sustainable Development Goals (SDGs):

Negative impact = I -
 Positive impact = I +
 Risk = R
 Opportunity = O

ESRS	Themes	Issues	Materiality	Description	Horizon	SDG
E1	Adapting activities to the effects of climate change	I -	60%	The consequences of climate-related risks affect employees at exposed sites and can worsen their working conditions: heatwaves, droughts. The company's operations (damage to or destruction of sites) may be disrupted, leading to job losses or a reduction in orders placed with suppliers.	1-5 years	3, 8, 13
E1	Adapting activities to the effects of climate change	R	60%	Extreme or progressive physical risks affecting the facilities	1-5 years	9, 13
E1	Adapting activities to the effects of climate change	R	60%	Environmental disaster affecting supply chain facilities that are unprepared for climate change	1-5 years	8, 13
E1	Carbon footprint reduction	R	60%	Loss of business opportunities due to a lack of commitment to reducing emissions	1-5 years	12, 13
E1	Carbon footprint reduction	R	60%	Increase in operating costs due to volatility in energy prices	1-5 years	7, 8, 13
E1	Carbon footprint reduction	O	30%	Attracting partners (customers, investors, etc.) with an aim of reducing emissions	1-5 years	8, 13
E1	Carbon footprint reduction	I -	57%	Greenhouse gas emissions across the entire supply chain contribute to climate change and affect the resilience of biodiversity and civil societies (extreme weather events: heatwaves, floods, etc.). The use of electricity and fossil fuels in the production process results in direct and indirect emissions that can have a significant environmental impact.	1-5 years	13, 15
E1	Adapting activities to the effects of climate change	R	60%	The business model is ill-suited to a low-carbon economy (the electric vehicle market)	1-5 years	9, 13
E2	Industrial and pollution risks	R	36%	Failure to comply with legal requirements regarding air, water and soil pollution linked to industrial activities	> 5 years	6, 14, 15

ESRS	Themes	Issues	Materiality	Description	Horizon	SDG
E3	Water consumption	R	36%	Limiting water consumption	1-5 years	6
E5	Resource and waste management	I +	45%	The use of recycled materials and the reuse of post-industrial waste help to reduce the use of raw materials and promote the circular economy through the development of industries that can utilise Delfingen's plastic waste. Implementing a policy aiming to limit the volume of final waste and improving the efficiency of material consumption at each site reduces the risk of waste being sent to landfill that would not otherwise form part of an appropriate recycling or recovery process.	1-5 years	12
E5	Resource and waste management	I -	40%	The purchase of non-bio-sourced raw materials contributes to the depletion of natural resources. Plastic accounts for 87% of total emissions linked to inputs. Industrial waste contributes to environmental pollution if it is not treated and recycled through appropriate channels (landfill).	1-5 years	12, 15
E5	Resource and waste management	R	36%	Significant rise in the price of plastic	1-5 years	12, 15
E5	Resource and waste management	O	36%	Manufacturing recyclable products that meet market requirements	1-5 years	8, 12
G1	Responsible purchasing	R	60%	Failure or delay in the delivery of raw materials or components	1-5 years	8
G1	Ethics and compliance	I +	60%	A scheme in place across all the Group's subsidiaries enables every employee to feel protected and to report any dangerous situation. This is important in countries where the law does not protect whistleblowers or employees.	< 1 year	16
G1	Ethics and compliance	O	60%	The company's appeal through a positive image (recruitment, investors, partners, etc.)	1-5 years	8
G1	Responsible purchasing	I +	36%	Supporting suppliers and service providers in adopting a committed approach to sustainability through a responsible procurement policy could help them to obtain certification and achieve better ratings from rating agencies and financial partners	1-5 years	12
G1	Ethics and compliance	R	30%	Failure to comply with company and legal rules on the protection of whistleblowers and on corruption	1-5 years	16

ESRS	Themes	Issues	Materiality	Description	Horizon	SDG
G1	Information systems security and responsible data management	R	30%	Stopping certain operations (manufacturing, scheduling, delivery, invoicing)	< 1 year	9
G1	Information systems security and responsible data management	I +	60%	Ensure a robust information security management system, or even one that is TISAX-certified	< 1 year	9
G1	Information systems security and responsible data management	I -	50%	Unpatched security vulnerabilities or inadequate protective measures may disrupt Delfingen's operations (order management and tracking, delivery delays, etc.) and lead to disruptions in customers' own operations if they do not receive their deliveries.	< 1 year	9
S1	Quality of life at work	I +	80%	A positive impact on employees' well-being at work by making workplaces safer, reducing accidents and work-related illnesses, and promoting a better work-life balance through social policies (parental leave, remote working, etc.).	< 1 year	3
S1	Training and skills development	I +	60%	Implementing a career management process makes it easier to anticipate employees' career development needs in relation to the organisation's requirements. Employees benefit from a clearer overview of training courses tailored to their personal career plans. It can also help reduce inequalities by enabling everyone to improve their skills and boost their employability.	1-5 years	4, 8
S1	Quality of life at work	R	36%	High staff turnover	< 1 year	3, 8
S1	Diversity, equity and inclusion within the workforce	O	36%	Promotes a positive corporate image	1-5 years	8
S1	Social dialogue	R	36%	A deterioration in the workplace atmosphere and/or the risk of disputes leading to a decline in performance	1-5 years	8
S1	Employee health and safety	I -	33%	Impact on employees in the event of uncontrolled exposure to risks associated with manual handling, noise and dust, and poor workstation ergonomics, leading to work-related diseases or long-term disability or incapacity for work, and consequently affecting their employability	< 1 year	3

ESRS	Themes	Issues	Materiality	Description	Horizon	SDG
S1	Training and skills development	O	30%	An attractive employer brand to encourage recruitment and staff retention	> 5 years	8
S1	Quality of life at work	O	30%	Attracting and retaining talent	> 5 years	8, 4
S1	Diversity, equity and inclusion within the workforce	R	30%	Cases of harassment and discrimination giving rise to legal disputes and corporate liability	1-5 years	5, 8
S2	Workers in the value chain	R	36%	Customers' refusal to purchase Delfingen products in the event of ethical issues relating to labour within the value chain	1-5 years	8
S3	Commitment to communities and regions	I +	45%	Through its charitable foundations, the company improves the living conditions of its employees and their families, offers them the opportunity to lead more independent and dignified lives, and supports them in taking control of their lives in terms of housing, education and healthcare.	1-5 years	1, 3, 4, 17
S3	Commitment to communities and regions	O	30%	A positive image amongst local stakeholders associated with the Delfingen Foundations	1-5 years	8, 17
S4	Product quality and safety	I +	60%	Clear and transparent product information (such as environmental impact ratings), enabling customers and users to make an informed choice when placing an order.	1-5 years	12
S4	Product quality and safety	R	60%	Loss of market share and damage to the company's reputation in the event of safety and quality issues	1-5 years	9

The methodology for identifying and evaluating 36 material IROs is set out in section 3.1.4.1.

The key aspects relating to each of these (governance, policies, actions, etc.) are explained in greater detail in each corresponding ESRS theme.

Quantitative financial information relating to impacts, risks and opportunities (IRO):

As part of our sustainability report, we have chosen **not to disclose quantitative financial information** relating to the impacts, risks and opportunities (IRO) associated with sustainability issues, except in specific cases.

This decision is based on the following considerations:

- **Prioritising transparency and data quality:** our primary aim is to present a rigorous and comprehensive analysis of our sustainability issues, with a focus on data quality and the transparency of our approach. Collecting and analysing quantitative financial information requires time and resources. We favour a progressive approach, focusing initially on a qualitative description of our IROs.

- **Development of robust methodologies:** the financial assessment of IROs is a rapidly evolving field. Methodologies will be gradually implemented and the financial data will be incorporated into our future sustainability reports.

- **Focus on actions and non-financial performance:** this report highlights our concrete actions and our non-financial performance indicators with regard to sustainability. We wish to demonstrate our commitment and the progress we have made in key areas such as the decarbonisation of our operations.

It should be noted, however, that as part of the Group's risk management framework covering material financial risks (Chapter 2 of the URD), the Group does not anticipate any significant adjustments to its financial statements as a result of these material issues.

We are committed to **strengthening the financial aspect of our sustainability reporting** in the coming years, particularly with regard to climate risk. Our aim is to provide our stakeholders with a comprehensive and transparent overview of our company's sustainability performance, taking into account the financial, environmental and social aspects.

3.1.4 Impacts, risks and opportunities

3.1.4.1 Description of the procedures for identifying and assessing the significant IROs (IRO-1)

Having identified the value chain and the stakeholders (see previous sections), a benchmarking exercise was carried out on potential IROs.

All the 'sustainability issues' (themes, sub-themes and sub-sub-themes) covered by the ESRS standards were selected following an initial review, which enabled certain topics of no relevance to the Group to be eliminated, based on a comparative analysis of various sources of information.

This comparative analysis, based on sector-specific data and information from comparable companies, also highlighted the specific challenges facing the sector.

Characterising sustainability issues:

Each sustainability issue has been characterised according to whether it has implications for society or the environment (commonly referred to as 'impacts'), or implications for Delfingen (referred to in this context as 'risks and opportunities').

These impacts, risks and opportunities were reviewed with the Group's management to ensure that they correspond to Delfingen's context and the existing risk mapping.

Grouping of issues:

Given the large number of sustainability issues, they have been grouped into themes, with each theme representing several impacts, risks and/or opportunities. The 'Information systems security and responsible data management' theme, which is not listed in the ESRS, has also been added to the governance theme.

Identification of dependencies:

An initial assessment of the Group's dependence on resources (tangible and intangible) that affect it was carried out, classed by pillar (environment, business conduct, social, societal).

This approach enabled the identification of 91 IROs, which were then assessed.

Assessment of material IROs:

Six workshops were organised with internal specialists, with support from Tennaxia, to assess the materiality of the Group's risks, opportunities and impacts. They covered the following themes:

- Social;
- Environment;
- Business ethics;
- Societal;
- Value chain;
- Information technology.

The participants assessed the issues they felt were relevant, and the various responses were then consolidated, without weighting the responses.

Impact assessment criteria:

For each impact, the participants assessed the following criteria:

- **Scale:** the level of severity/benefit of the impacts;
- **Scope:** the scope affected by the impacts. This may involve individuals (employees, value chain staff, consumers, etc.), sites (factories, suppliers, etc.) and communities (local and non-local populations, including the environment, affected by the activities);
- **Irremediable character** (applicable to negative impacts only): the extent to which impacts can be remedied (cost, time, etc.);
- **Likelihood:** the likelihood that the impacts will occur over time;
- **Development and time horizon:** whether these impacts will increase, remain stable or decrease, and the anticipated time horizon for this development.

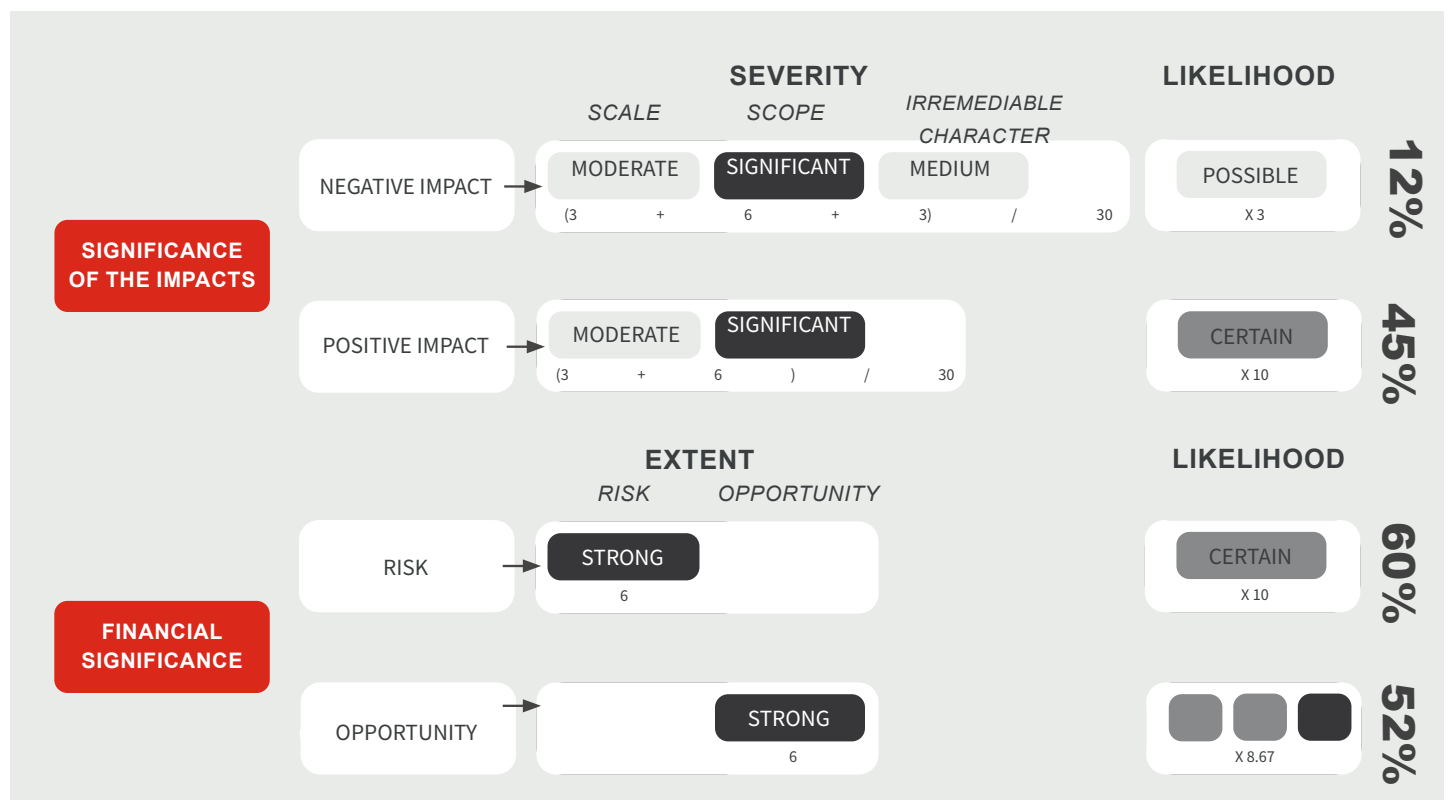
Criteria for assessing risks and opportunities:

For each risk/opportunity, the participants assessed the following criteria:

- **Level of risk or opportunity:** assessment of the risk (financial, operational, reputational or regulatory) or opportunity (using the same criteria) for Delfingen;
- **Likelihood:** the likelihood of risks occurring was assessed as a residual likelihood (i.e. taking into account the organisation's context and the measures already in place).

The impacts, risks and opportunities were assessed on a scale of 1 to 4, according to the following criteria and weightings:

IMPACTS			RISKS & OPPORTUNITIES		
CRITERIA	RATING SCALES	WEIGHTING	CRITERIA	RATING SCALES	WEIGHTING
Extent of the impact (severity/benefit)	- Low - Moderate - High - Critical	1 3 6 10	Level of risk/opportunity	- Low - Moderate - High - Critical	1 3 6 10
Scope	- Limited - Medium - Large - Widespread	1 3 6 10	Likelihood of occurrence	- Limited - Medium - Large - Widespread	1 3 6 10
Irremediable character (in the event of a negative impact)	- Easy - Medium - Difficult - Impossible	1 3 6 10			
Likelihood of occurrence	- Unlikely - Possible - Likely - Certain/real - Human Rights	1 3 6 10 10			



Consolidation and materiality threshold:

For R&O:

$$R/O \text{ level} \times \text{Likelihood} / 100 \geq 30\% = \text{material}$$

CONCLUSION ON FINANCIAL MATERIALITY (MATERIAL $\geq$ 30%)				
	CERTAIN/REAL	LIKELY	POSSIBLE	UNLIKELY
Low	1x10=10%	1x6=6%	1x3=3%	1x3=1%
Moderate	3x10=30%	3x6=18%	3x3=9%	3x1=3%
High	6x10=60%	6x6=36%	6x3=18%	6x1=6%
Critical	10x10=100%	10x6=60%	10x3=30%	10x1=10%

For the impacts:

Identifying negative impacts:

To identify significant negative impacts, the following formula was used:
 (Scope + Scale + Irremediable character) / 30 $\times$ Likelihood > 30% = significant

Identifying positive impacts:

For positive impacts, the formula is the same, except that the irremediable character criterion is omitted (and /20 is replaced by /30).

Impact on human rights:

Where an issue is identified as having an impact on human rights, its severity (magnitude + scope + irremediable character) is used as the sole criterion (without taking likelihood into account).

Biodiversity:

With regard to biodiversity, our materiality assessment revealed that our company's main impacts on biodiversity are linked to our greenhouse gas emissions and the potential pollution generated by our activities. Indeed:

- Our sites are located close to our customers. Sites are located in existing or new industrial zones to benefit from local infrastructures. All sites are located away from protected environmental zones. An analysis of the surrounding environment is available in the environmental risk analysis for each site (impact on water, air, soil, wildlife, and local neighbourhood);
- Only the buildings at the Anteuil and REIKU sites, and one of the buildings in the Philippines, were built by the Group, as well as a few extensions. The buildings at the German sites acquired in 2014, at the Canadian site of the Drossbach North America group acquired in 2017, as well as several buildings at the Hassfurt, Satu Mare site and a building at the Tangier site following the acquisition of Schlemmer in 2020, are owned by the Group. All other buildings are pre-existing and rented;
- However, our CO₂ emissions contribute to climate change, which has direct consequences on ecosystems and biodiversity;
- Our potential discharges of waste water or air pollutants, if not treated properly, can pollute the environment and affect aquatic flora and fauna.

That is why we have chosen to incorporate the theme of biodiversity into our 'Pollution' and 'Greenhouse gases' issues. This approach enables us to fully take into account biodiversity and to implement concrete measures to preserve it; more specifically:

- We have implemented an ISO 14001-certified environmental management system to reduce our ecological footprint;
- We are investing in clean technologies and renewable energy to reduce our greenhouse gas emissions;
- We are optimising our production processes to minimise our consumption of water and natural resources.

We recognise that understanding of biodiversity issues is constantly evolving. We continue to monitor scientific findings, the emergence of new frameworks for the calculation of impacts and new regulations in this area, and we will adapt our materiality assessment where necessary. Our commitment to preserving biodiversity forms part of a process of continuous improvement.

3.1.4.2 Updating the IROs for 2025

ESRS	Themes	Issues	Materiality 2024	Materiality 2025	Description	Horizon	SDG
E1	Carbon footprint reduction	O	60%	30%	Attracting partners (customers, investors, etc.) with an aim of reducing emissions	1-5 years	8, 13
S3	Quality of life at work	I +	45%	18%	Through its products for the automotive industry and other mobility sectors, Delfingen enables all local authorities to benefit from a diverse, safe and increasingly low-carbon range of mobility solutions	1-5 years	9, 11
S4	Product quality and safety	O	36%	20%	Gain market share and increase revenue by responding to sustainability expectations (customers, suppliers, etc.)	1-5 years	8, 12

The 2025 financial year saw an update to the Impacts, Risks and Opportunities (IRO) matrix, which was broadened by operational feedback and interviews conducted with our internal stakeholders. This review has led the Group to downgrade the materiality of two opportunities: firstly, our appeal to new partners through our decarbonisation targets, and secondly, revenue growth driven by the market's sustainability expectations.

This review is explained in particular by the difficulty in determining the economic value of product ranges that incorporate recycled materials. In an automotive market subject to significant inflationary pressures across the entire value chain, the process of translating these environmental expectations into actual turnover has proved slower than anticipated.

At the same time, the reduced materiality of Delfingen's impact within the automotive sector reflects the Group's changing profile. Our strategy of diversifying into the industrial sector automatically reduces our exposure to and relative weighting within the automotive sector alone.

Following this reassessment, the opportunity: 'Gain market share and increase revenue by responding to sustainability expectations (customers, suppliers, etc.)' and the positive impact: 'Through its products for the automotive industry and other mobility sectors, Delfingen enables all local authorities to benefit from a diverse, safe and increasingly low-carbon range of mobility solutions', have been reclassified and are no longer included within the Group's materiality scope.

3.1.4.3 Disclosure requirements under the ESRS covered by the undertaking's sustainability statement (IRO-2)

ESRS	DR and title	Section	Page
ESRS2	BP-1 – General basis for preparation of the sustainability statement	3.1.1	55
ESRS2	BP-2 – Disclosures in relation to specific circumstances	3.1.1	55
ESRS2	GOV-1 – The role of the administrative, management and supervisory bodies	3.1.2.1	56
ESRS2	GOV-2 – Information provided to the company's administrative, management and supervisory bodies, and sustainability issues addressed by these bodies	3.1.2.2	57
ESRS2	GOV-3 – Integrating sustainability-related performance in incentive schemes	3.1.2.3	58
ESRS2	GOV-4 – Statement on due diligence	3.1.2.4	58
ESRS2	GOV-5 – Risk management and internal controls relating to sustainability information	3.1.2.5	59
ESRS2	SBM-1 – Strategy, business model and value chain	3.1.3.1	61
ESRS2	SBM-2 – Interests and views of stakeholders	3.1.3.2	69
ESRS2	SBM-3 – Significant IROs and their interaction with strategy and the business model	3.1.3.3	70
ESRS2	IRO-1 – Description of procedures for identifying and assessing the significant IROs	3.1.4.1	75
ESRS2	IRO-2 – Disclosure requirements under the ESRS covered by the undertaking's sustainability statement	3.1.4.2	78
E1	GOV-3 – Integration of sustainability-related performance in incentive schemes relating to ESRS 2 GOV-3	3.2.1.1	82
E1	E1-1 – Transition plan for climate change mitigation	3.2.1.2	82
E1	SBM-3 – Significant IROs and their interaction with strategy and the business model	3.2.1.2	82
E1	IRO-1 – Description of the processes used to identify and assess IROs	3.2.1.3	84
E1	E1-2 – Policies related to climate change mitigation and adaptation	3.2.1.4	85
E1	E1-3 – Actions and resources related to climate change policies	3.2.1.5	86
E1	E1-4 – Targets related to climate change mitigation and adaptation	3.2.1.6	87
E1	E1-5 – Energy consumption and energy mix	3.2.1.6	87
E1	E1-6 – Gross GHG emissions under Scopes 1, 2 and 3, and total GHG emissions	3.2.1.6	87
E1	E1-7 – GHG removals and mitigation projects financed through carbon credits	3.2.1.7	96
E1	E1-8 – Internal carbon pricing	3.2.1.8	96
E1	E1-9 – Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	3.2.1.9	96
E2	IRO-1 – Description of the processes to identify and assess significant pollution-related impacts, risks and opportunities	3.2.2.1	96
E2	E2-1 – Policies related to pollution	3.2.2.2	96
E2	E2-2 – Actions and resources related to pollution	3.2.2.3	97
E2	E2-3 – Targets related to pollution	3.2.2.4	97
E2	E2-4 – Pollution of air, water and soil	3.2.2.5	98
E2	E2-5 – Substances of concern and substances of very high concern	3.2.2.6	98
E2	E2-6 – Anticipated financial effects from pollution-related impacts, risks and opportunities	3.2.2.7	98
E3	E3-1 – Policies related to water and marine resources	3.2.3.1	98
E3	E3-2 – Actions and resources related to water and marine resources	3.2.3.2	99
E3	E3-3 – Targets related to water and marine resources	3.2.3.3	99
E3	E3-4 – Water consumption	3.2.3.4	99

ESRS	DR and title	Section	Page
E2	E2-2 – Actions and resources related to pollution	3.2.2.3	97
E2	E2-3 – Targets related to pollution	3.2.2.4	97
E2	E2-4 – Pollution of air, water and soil	3.2.2.5	98
E2	E2-5 – Substances of concern and substances of very high concern	3.2.2.6	98
E2	E2-6 – Anticipated financial effects from pollution-related impacts, risks and opportunities	3.2.2.7	98
E3	E3-1 – Policies related to water and marine resources	3.2.3.1	98
E3	E3-2 – Actions and resources related to water and marine resources	3.2.3.2	99
E3	E3-3 – Targets related to water and marine resources	3.2.3.3	99
E3	E3-4 – Water consumption	3.2.3.4	99
E3	E3-5 – Anticipated financial effects from the significant IROs related to water and marine resources	3.2.3.5	100
E5	IRO-1 – Description of procedures for identifying and assessing the significant IROs related to resource use and the circular economy	3.2.4.1	100
E5	E5-1 – Policies related to resource use and the circular economy	3.2.4.2	100
E5	E5-2 – Actions and resources related to resource use and the circular economy	3.2.4.3	101
E5	E5-3 – Targets related to resource use and the circular economy	3.2.4.4	102
E5	E5-4 - Resource inflows	3.2.4.4	102
E5	E5-5 - Resource outflows	3.2.4.4	102
E5	E5-6 – Anticipated financial effects from material resource use and circular economy-related risks and opportunities	3.2.4.4	102
S1	SBM-3 – Significant IROs and their interaction with strategy and business model	3.3.1.1	104
S1	S1-1 – Policies related to own workforce	3.3.1.2	104
S1	S1-2 – Processes for engaging with own workforce and workers' representatives about impacts	3.3.1.3	110
S1	S1-3 – Processes to remediate negative impacts and channels for own workers to raise concerns	3.3.1.4	111
S1	S1-4 – Taking action on significant impacts, approaches to mitigating significant risks and seizing significant opportunities concerning the workforce	3.3.1.5	112
S1	S1-5 – Targets related to managing significant negative impacts, advancing positive impacts, and managing significant risks and opportunities	3.3.1.6	112
S1	S1-6 – Characteristics of the undertaking's employees	3.3.1.6	112
S1	S1-7 – Characteristics of non-employee workers in the undertaking's own workforce	3.3.1.6	112
S1	S1-8 – Collective bargaining coverage and social dialogue	3.3.1.6	112
S1	S1-9 – Diversity metrics	3.3.1.6	112
S1	S1-10 – Living wages	3.3.1.6	112
S1	S1-11 – Social protection	3.3.1.6	112
S1	S1-12 – Persons with disabilities	3.3.1.6	112
S1	S1-13 – Training and skills development metrics	3.3.1.6	112
S1	S1-14 - Health and safety metrics	3.3.1.6	112
S1	S1-15 - Work-life balance	3.3.1.6	112
S1	S1-16 – Remuneration metrics	3.3.1.6	112

ESRS	DR and title	Section	Page
S1	S1-17 – Incidents, complaints and severe human rights impacts	3.3.1.7	113
S2	SBM-3 – Significant IROs and their interaction with strategy and business model	3.3.2.1	117
S2	S2-1 – Policies related to workers in the value chain	3.3.2.2	117
S2	S2-2 – Processes for engaging with value chain workers about impacts	3.3.2.2	117
S2	S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns	3.3.2.2	117
S2	S2-4 – Measures related to important IROs affecting workers in the value chain, and the effectiveness of these measures	3.3.2.2	117
S2	S2-5 – Targets related to managing important negative impacts, advancing positive impacts, and managing important risks and opportunities	3.3.2.2	117
S3	SBM-3 – Significant IROs and their interaction with strategy and business model	3.3.3.1	118
S3	S3-1 – Policies related to affected communities	3.3.3.2	119
S3	S3-2 – Process for engaging with affected communities on the impacts	3.3.3.3	119
S3	S3-4 – Measures related to significant IROs affecting the communities concerned and the effectiveness of these measures	3.3.3.4	119
S3	S3-5 – Targets related to managing important negative impacts, advancing positive impacts, and managing important risks and opportunities	3.3.3.5	121
S4	SBM-3 – Significant IROs and their interaction with strategy and the business model	3.3.4.1	121
S4	S4-1 – Policies related to consumers and end-users	3.3.4.2	121
S4	S4-2 – Processes for engaging with consumers and/or end-users about impacts	3.3.4.3	122
S4	S4-4 – Actions related to important IROS affecting consumers and end-users	3.3.4.4	122
S4	S4-5 – Targets related to managing important negative impacts, advancing positive impacts, and managing important risks and opportunities	3.3.4.5	122
G1	GOV-1 – The role of the administrative, management and supervisory bodies	3.4.1.1	123
G1	IRO-1 – Description of procedures for identifying and assessing the significant IROs	3.4.1.2	124
G1	G1-1 – Corporate culture and business conduct policies	3.4.1.3	124
G1	G1-2 – Management of relationships with suppliers	3.4.1.4	125
G1	G1-3 – Prevention and detection of corruption and bribery	3.4.1.5	127
G1	G1-4 – Incidents of corruption or bribery	3.4.1.6	127
G1	G1-6 – Payment practices	3.4.1.7	127

3.2

Environnement

Le Groupe est, depuis sa création, sensible aux questions environnementales. Il a donc formalisé une politique et des objectifs environnementaux mis en place sur les sites du Groupe pour minimiser l'ensemble des impacts environnementaux du Groupe, qui sont présentés dans les parties 3.2.1 (Climat), 3.2.2 (Pollution), 3.2.3 (ressources aquatiques) et 3.2.4 (ressources et circularité) ci-après.

3.2.1 Changement climatique

Delfingen a conscience du bouleversement climatique en cours et de la rapidité de ces changements.

En effet, réalisant plus de 80% de son chiffre d'affaires avec le secteur automobile, transformant chaque année des dizaines de milliers de tonnes de matières plastiques et présent dans de nombreux pays présentant des conséquences physiques liés au changement climatique, Delfingen fait de la lutte contre le réchauffement climatique, un pilier essentiel de son plan stratégique.

Devant ce problème systémique, Delfingen déroule une stratégie, basée sur les recommandations scientifiques, de réduction de ces émissions de gaz à effet de serre. Delfingen s'engage ainsi pour la lutte contre le réchauffement climatique et apporte sa contribution aux objectifs des Accords de Paris (COP21).

Pour une mobilité durable et responsable

Les transports représentent au niveau mondial près du quart des émissions de CO₂. Toute la filière automobile s'est engagée dans des programmes d'investissement et d'innovation pour assurer une transition vers des véhicules à motorisations moins polluantes. Delfingen contribue à ce mouvement en proposant des solutions toujours plus innovantes pour protéger les faisceaux électriques dans des environnements toujours plus contraignants (chaleur, radiation, électromagnétique) induits par ces nouvelles motorisations. Par ailleurs, Delfingen propose des solutions de refroidissement de batterie et de lavage des capteurs, indispensables au bon fonctionnement de ces véhicules. Dans sa stratégie de diversification des secteurs d'activité lié à la mobilité, Delfingen développe son chiffre d'affaires dans le ferroviaire.

3.2.1.1 Gouvernance

La question du changement climatique est portée par le Responsable décarbonation (CSR Environnement leader), membre du comité CSR. Il intervient en support technique auprès des différentes directions, services et de la communauté de travail sur le sujet.

La gouvernance des sujets durabilité est décrite au 3.1.2. À

ce jour, la politique de rémunération de Delfingen ne prévoit pas de mécanisme d'incitation financière (bonus, primes) directement lié à l'atteinte d'objectifs environnementaux pour les organes de gouvernance, de direction et de management. Voir 3.1.2.3.

3.2.1.2 Stratégie

Pour une mobilité durable et responsable

Delfingen s'engage à réduire ses émissions de gaz à effet de serre via deux mécanismes :

- Delfingen s'engage auprès de ses financeurs via des prêts ESG indexés sur deux critères environnementaux :
 - o Critère 1 : 38% en valeur absolue sur le scope 1&2 (market based) en 2029 comparé à 2022 ;
 - o Critère 2 : 32% en intensité par rapport à la valeur ajoutée sur le scope 3 en 2029 comparé à 2022 sur 100% du scope 3 du groupe.
- Le Groupe c'était aussi engagé dans la procédure SBTi en 2022. Notre trajectoire de décarbonation a été validé en début 2025 selon les critères SBTi (scénario 1.5°C) :
 - o Critère 1 : 45% en valeur absolue sur le scope 1&2 (market based) en 2030 comparé à 2022 ;
 - o Critère 2 : 51.6% en intensité par rapport à la valeur ajoutée sur le scope 3 en 2030 comparé à 2022 sur un périmètre spécifique.

Précisions sur le périmètre de validation du Scope 3 :

Conformément aux règles de la SBTi, le périmètre d'engagement doit couvrir au minimum les deux tiers (67 %) des émissions totales du Scope 3. Cette flexibilité permet de concentrer les efforts sur les catégories où l'entreprise exerce un contrôle direct ou une influence majeure. Pour Delfingen, ce périmètre validé présente les spécificités suivantes :

- Achats de biens et services (Catégorie 3.1) : 51 % des émissions liées aux achats sont intégrées dans le calcul de l'objectif ;
- Usage des produits vendus (Catégorie 3.11) : Seules les solutions de tubes liées au système de carburant (Fuel Tank Environment) sont comptabilisées. Selon les directives de la SBTi, ces composants sont les seuls à pouvoir être considérés comme ayant un impact direct lors de la phase d'usage, et doivent donc être reportés spécifiquement. Ce segment représentait 3,4 % des émissions totales liées à l'usage des produits en 2022.

Delfingen demonstrates a commitment to integrating environmental considerations into its overall strategy. The company has set itself ambitious short- and medium-term environmental targets, in line with the Paris Agreement, which have been validated through the Science Based Targets initiative (SBTi) to ensure their scientific rigour.

To achieve these targets, Delfingen is utilising a number of strategies:

- Energy: controlling energy consumption, developing self-consumption and increasing the use of low-carbon energy sources.
- Raw materials: Increased use of recycled materials, optimisation of the material mix.
- Production: Production localisation and eco-design of products.
- Transport: shift to modes of transport emitting less CO₂.
- Offer: Development of sales in low-carbon sectors.

We are aware that more than 10 per cent of our turnover still comes from products specifically designed for refuelling internal combustion engine vehicles, which generate 'locked-in' greenhouse gas emissions. However, we have implemented a diversification strategy focused on developing solutions for electric mobility and hybrid vehicles, enabling us to achieve our decarbonisation targets.

The Delfingen Group does not invest in fossil fuel-related activities and is not excluded from the 'Paris Agreement' benchmarks, in accordance with Article 12 of Delegated Regulation (EU) 2020/1818 of the European Commission, as Delfingen does not derive its revenue from the sale of controversial weapons, tobacco, coal, oil and gas fuels, or from electricity generation with high greenhouse gas emissions. Similarly, Delfingen has not breached the OECD's international standards or caused any significant environmental damage.

Our transition plan is a key component of the company's overall strategy, which has been approved by our governing bodies. A new three-year strategic plan, which will further integrate environmental considerations into all our activities, will be drawn up during 2026.

We measure our carbon footprint annually in order to monitor our progress and adjust our actions where necessary. The results of this analysis are communicated transparently to our stakeholders.

Delfingen has analysed its business model in the light of the European taxonomy. Currently, 0% of its sales, operating expenditure (OPEX) and capital expenditure (CAPEX) is aligned with this taxonomy.

As a reminder, the criteria for alignment with the European taxonomy require that sales, operating expenses and capital expenditure must all be:

- **Eligible:** that is to say, the activities in question must correspond to markets identified by the European Commission as making a significant contribution to the decarbonisation of the economy. Delfingen operates in some of these eligible markets, notably:

- o The manufacture of train components;
- o The manufacture of components for domestic appliances;
- o The manufacture of components for heat pumps;
- o Other low-carbon manufacturing technologies.

• **Aligned:** These activities must meet specific technical selection criteria, whilst complying with the principles of doing no harm to the environment and the minimum social safeguards.

- o One of the principles of doing no harm to the environment studied is climate risk assessment. To date, Delfingen has assessed its exposure to climate risk in relation to its own operations. The company is currently assessing its exposure to and vulnerability to the main physical climate risks that could affect its development across its entire value chain. However, this methodology has not yet been applied to all adaptation solution sites, in accordance with the steps set out in Appendix A of the Delegated Act on the Taxonomy relating to climate objectives, thereby deviating from the principle of doing no harm to the environment;
- o A second principle of doing no harm to the environment is eco-design. Although Delfingen has introduced an eco-design approach for its products, this approach is currently limited to assessing the carbon footprint and is not subject to an external audit, which leaves room for improvement in terms of the technical selection criteria.

Consequently, despite Delfingen's efforts to develop a range of low-carbon products containing recycled materials, the alignment of its sales, operating expenses and capital expenditure with the European taxonomy currently stands at 0%.

The standardised tables are available in the appendices.

Although there has been no progress in the taxonomic analysis, Delfingen continues to monitor closely its sales in the hybrid and electric vehicle segments. This monitoring is a key indicator of the Group's environmental transition strategy. For the 2025 financial year, these sales accounted for 8% of total sales.

Significant IROs and their interaction with strategy and the business model

An analysis of the risks and opportunities associated with climate change reveals significant challenges for

Delfingen, in terms of both physical risks and transition risks across its entire value chain.

Physical risks are mainly addressed by adapting activities to the effects of climate change. These risks include:

- The impact of climate-related events (heatwaves, droughts) on the working conditions of employees at exposed sites, and the risk of disruption to the company's operations (damage to or destruction of sites), which could lead to job losses or a reduction in orders from suppliers;
- Extreme or progressive physical risks affecting the facilities;
- Environmental disasters affecting supply chain facilities that are unprepared for climate change.

These risks highlight the need to strengthen the resilience of operations and to protect employees in the face of extreme weather events. At the same time, the transition risks are linked to reducing the carbon footprint and adapting operations to the effects of climate change. These result in:

- The loss of business opportunities due to a lack of commitment to reducing emissions;
- An increase in operating costs due to volatility in energy prices;
- The unsuitability of the business model for a low-carbon economy (the electric vehicle market).

However, the transition to a low-carbon economy also presents opportunities, notably that of attracting partners (customers, investors, etc.) who share the goal of reducing emissions.

It is important to emphasise that GHG emissions across the entire supply chain contribute to climate change and affect the resilience of biodiversity and civil societies (extreme weather events), which may accelerate the physical and transition risks affecting Delfingen.

At all its sites, and in accordance with the requirements of ISO 14001, Delfingen has carried out an environmental assessment to identify the physical risks associated with its own operations. This analysis was supplemented by a study of the physical risks associated with the Group's own operations at sites considered to be representative of the Group (in terms of region and size). In the long term, these studies will be supplemented by climate impact projections and scenarios based on climate science.

3.2.1.3 Material IROs

The following IROs have been identified in relation to climate change:

Themes	Issues	Materiality	Impacts
Adapting activities to the effects of climate change	I -	60%	The consequences of climate-related risks affect employees at exposed sites and can worsen their working conditions: heatwaves, droughts. The company's operations (damage to or destruction of sites) may be disrupted, leading to job losses or a reduction in orders placed with suppliers.
Adapting activities to the effects of climate change	R	60%	Extreme or progressive physical risks affecting the facilities
Adapting activities to the effects of climate change	R	60%	Environmental disaster affecting supply chain facilities that are unprepared for climate change
Carbon footprint reduction	R	60%	Loss of business opportunities due to a lack of commitment to reducing emissions
Carbon footprint reduction	R	60%	Increase in operating costs due to volatility in energy prices
Carbon footprint reduction	O	30%	Attracting partners (customers, investors, etc.) with an aim of reducing emissions
Carbon footprint reduction	I -	57%	Greenhouse gas emissions across the entire supply chain contribute to climate change and affect the resilience of biodiversity and civil societies (extreme weather events: heatwaves, floods, etc.). The use of electricity and fossil fuels in the production process results in direct and indirect emissions that can have a significant environmental impact.
Adapting activities to the effects of climate change	R	60%	The business model is ill-suited to a low-carbon economy (the electric vehicle market)

The process for assessing their materiality is described in section 3.1.4.

3.2.1.4 Policies related to climate change mitigation and adaptation

Delfingen does not yet have a specific policy on adapting to the physical risks caused by climate change. However, contingency plans covering the risks of natural disasters are already in place for each site. In September 2024, Delfingen carried out its first climate resilience analysis, focusing on the current physical risks across the value chain (upstream and downstream) of its head office, based on the OCARA methodology (a framework for analysing corporate resilience to the impacts of climate change developed by Carbone 4, in partnership with Ademe, HDI Global France, Bureau Veritas and the Grand Est Chamber of Commerce and Industry). In 2025, Delfingen carried out this analysis at sites considered to be representative of the group (in terms of region and size). This analysis led to the contingency plans being updated.

In the long term, climate impact projections and scenarios based on climate science will be incorporated.

As regards the risk that Delfingen’s business model may be ill-suited to a low-carbon economy (the electric vehicle market), the related policy stems from the broader process of defining and implementing the company’s strategy, which falls under the responsibility of the executive committee, which draws up the three-year strategic plans, their key priorities and objectives.

It was already noted in the previous plan that the automotive market is moving towards vehicles that are increasingly connected, autonomous and electrified. At the same time, the IMPULSE 2026 roadmap has implications for the Group’s environmental strategy.

- **Protection systems (PS) for the automotive sector:** Delfingen aims to strengthen its leading position in this market by focusing on textile products for vehicle batteries. These textile products, which are mainly used in battery environments, have a relatively lower environmental impact during the product’s lifetime.

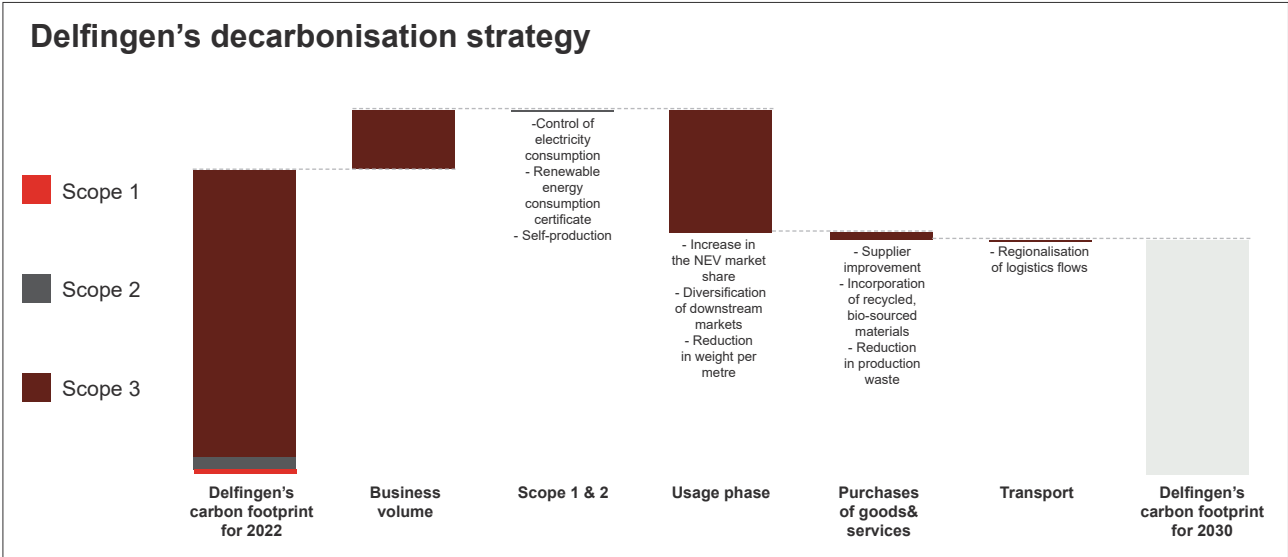
- **Fluid transfer tubes (FTT) for internal combustion engine vehicles:** Delfingen plans to streamline this business. This involves two things:
 - o Reduce sales of products for internal combustion technologies, thereby reducing the carbon footprint associated with the use of these products.
 - o Reduce the consumption of technical raw materials whose production has a significant carbon footprint compared with other polymers used by the company. This means fewer emissions associated with the purchase of raw materials.
- **Industrial market excluding the automotive sector:** Delfingen aims to expand further in this sector, where the carbon footprint associated with the use of its products is relatively lower than in the automotive sector.

With regard to mitigation, Delfingen is committed to significantly reducing its greenhouse gas (GHG) emissions in the short and medium term, using 2022 as the baseline year. The objectives are set out in 3.2.1.2.

To achieve these objectives, Delfingen is implementing a multi-faceted strategy based on the following key areas:

- **Energy control:** optimising energy consumption and increasing the use of renewable energy.
- **Eco-design:** incorporating recycled and bio-sourced materials into products and optimising their life cycle.
- **Logistics:** improvements to supply chain management and the localisation of production.
- **Diversification of the offer:** developing sales in the field of electric mobility and in sectors where the impact during use is less than in the mobility sector.

During 2025, the Delfingen Group developed a quantified breakdown of the decarbonisation efforts required to meet its targets, taking into account various financial development scenarios:



One of the key challenges in 2026 will be to quantify the costs of the company’s transition.

Scope of application of this policy

Delfingen's policy on reducing GHG emissions covers all its activities and its value chain, both upstream and downstream. It applies to all sites and all geographical areas in which the company operates.

The inclusion of stakeholders is set out in section 3.1.3.2.

Governance

Governance of the GHG emissions reduction policy is carried out as described in paragraph GOV-1. The strategy is overseen by the CSR committee. The implementation of the strategy is led by the heads of the various departments.

Control mechanisms

Delfingen has put in place several mechanisms to monitor and oversee the implementation of its climate change adaptation and mitigation policy:

- **SBTi validation:** the emissions reduction targets have been validated by the Science Based Targets initiative (SBTi), ensuring they are aligned with the Paris Agreement;
- **Performance indicators:** a carbon footprint assessment is carried out annually in-house by the CSR environmental leader. This makes it possible to measure the progress made in reducing GHG emissions;
- **Critical analysis of the carbon footprint:** every year, a critical analysis of the carbon footprint is carried out by an external body to certify the calculation methodology;
- **Non-financial audit:** Every year, the sustainability report is audited by auditors specialising in non-financial data.

3.2.1.5 Actions and resources related to climate change policies

Building on its climate change mitigation policy, Delfingen has developed key areas to work on across its entire value chain.

Purchases of goods & services	• Improving carbon footprint measurements for purchased materials • Directing purchasing towards materials that have a lower environmental impact • Raising awareness amongst teams and across the value chain of environmental issues related to plastic • Improving processes by reducing material wastage during production
Business travel	• Electrification of the company's fleet • Reducing intercontinental flights
Energy	• Measuring electricity consumption • Improving the electrical performance of processes • Developing low-carbon energy contracts
Waste	• Improving the management of waste-related data • Reducing the amount of waste
Use of products sold	• Developing a range of low-carbon products for electric vehicles • Focusing on opportunities in low-carbon industrial sectors
End-of-life of products sold	• Improving the recyclability of products

During the 2025 financial year, Delfingen defined more specific performance indicators, accompanied by benchmark trajectories and quantified targets. These new management tools specifically address two key challenges within our value chain: purchases of raw materials and the impact associated with the use of the products we sell.

The focus for 2026 is to embed these objectives in the next strategic plan in 2026. Delfingen is currently unable to provide information on the time frames for each action, or on the nature and amount of current and future financial resources associated with the action plan.

3.2.1.6 Metrics and targets

Delfingen's carbon footprint reduction targets

Commitment	Scope	Type of target	Unit	Reference year: 2022	Time target	Target
ESG loan	Scope 1&2 (market-based)	Absolute	Tonne CO ₂	24,947 tCO ₂	38% reduction (2029)	15,473 tCO ₂
	Scope 3	Value-added intensity	Tonne CO ₂ / m€	15.5 tCO ₂ /€k	32% reduction (2029)	9.86 tCO ₂ /k€ or 1,530,020 tCO ₂ *
SBTi	Scope 1 & 2 (100% market-based)	Absolute	Tonne CO ₂	24,947 tCO ₂	45% reduction (2030)	13,724 tCO ₂
	Scope 3 (11.9%)	Value-added intensity	Tonne CO ₂ / m€	1.72 tCO ₂ /€k	51.6% reduction (2030)	0.84 tCO ₂ /€k*

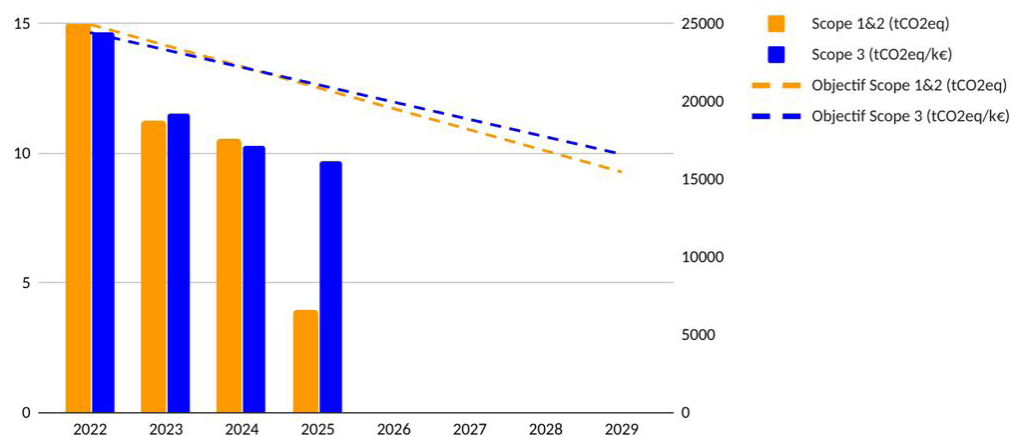
*based on value-added scenarios

The targets approved by the SBTi (Science Based Targets initiative) cover only part of the 'use of sold products' category, which nevertheless accounts for 85% of the Group's Scope 3 emissions. This SBTi scope focuses on products designed to supply fuel for internal combustion engine vehicles, segments which account for 10% of total sales.

Consequently, Delfingen's two environmental commitments are complementary: the indicators linked to ESG loans require greater efforts further down the value chain, whilst the SBTi commitment focuses on levers for action situated further upstream in the value chain.

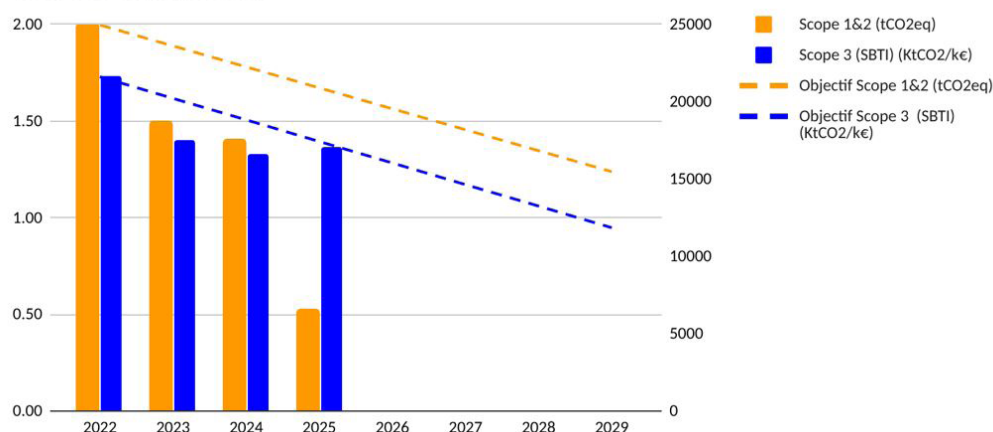
Monitoring carbon footprint reduction targets linked to ESG commitments

Tenir nos engagements



Monitoring of carbon footprint reduction targets linked to the SBTi commitment

Tenir nos engagements



Method and assumptions used to define targets

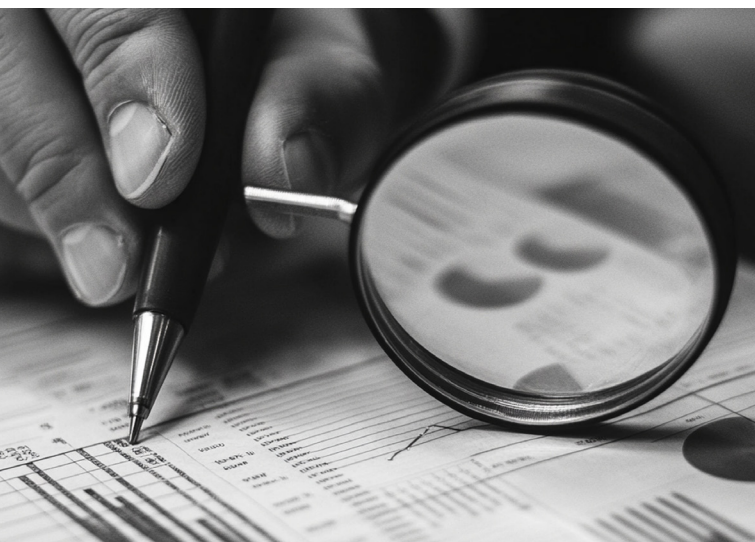
Delfingen has set ambitious targets for reducing its greenhouse gas (GHG) emissions by 2029 and 2030, based on a rigorous methodology:

- **SBTi methodology:** The targets were set using a scientific methodology in line with the Paris Agreement. Delfingen has since adapted these targets to a scope that complies with the Science Based Targets initiative (SBTi) methodology. These targets were validated by the SBTi in early 2025;
- **GHG Protocol methodology:** Delfingen's CO₂ emissions are calculated in accordance with the GHG Protocol methodology;
- **Global approach:** The targets cover Delfingen's entire value chain, both upstream and downstream, reflecting a global approach to the company's environmental responsibility;
- **Added value:** Added value is defined as: AV = EBITDA + staff costs + tax and duties – operating subsidies.

Methods of monitoring results

Delfingen has put in place a rigorous monitoring and control system to ensure that its environmental targets are met:

- **Data collection and consolidation:** Data relating to Delfingen's carbon footprint is collected and consolidated in-house from the company's various sites and operations;
- **External critical analysis:** The carbon footprint data is subject to external critical analysis, thereby ensuring its reliability and consistency;
- **Data audit:** Financial and non-financial data, including data relating to the carbon footprint, are audited to ensure their accuracy and transparency;
- **Non-financial reporting:** The results achieved in terms of reducing GHG emissions are disclosed transparently in Delfingen's non-financial report;
- **Dialogue with stakeholders:** Delfingen's environmental targets were developed with the SBTi, discussed and endorsed by investors, and designed to take into account the commitments of our main customers and the decarbonisation pathways of our main suppliers.



Delfingen's carbon footprint results

Emissions item	2022 (t CO2)	2023 (t CO2)	2024 (t CO2)	2025 (t CO2)	Change in 2025 compared with 2022 (tCO2)	Change in 2025 compared with 2022 (tCO2, %)	Change in 2025 compared with 2024 (tCO2, %)
Direct emissions from stationary combustion sources	1,422	1,372	975	1388	-34	-2%	42%
Direct emissions from mobile combustion sources	384	321	382	241	-143	-37%	-37%
Direct emissions from processes	0	0	0	0	0	0%	0%
Direct fugitive emissions	399	981	135	765	366	92%	467%
Total Scope 1	2,205	2,674	1,492	2,394	189	-9%	60%
Indirect emissions related to electricity consumption (market-based)	22,751	16,005	14,806	4,122	-18,629	-82%	-72%
Indirect emissions related to electricity consumption (location based)	22,751	21,243	22,234		991	-2%	
Indirect emissions related to steam, heat or cold consumption	1	0	0	0	-1	-100%	0%
Total Scope 2 (market-based)	22,752	16,005	14,806	4,122	-18,630	-82%	-74%
Total Scope 2 (market-based)	22,752	21,243	22,234	20,168	-2,584	-11%	-9%
Products and services purchased	185,820.20	195,109.01	165,198. 43**	167,990	-17,830	-10%	2%
Fixed assets	3,552	7,371	7,646	9,992	6,440	181%	31%
Emissions related to fuels and energy (not included in Scope 1 or Scope 2) (market-based)	3,042	1,789	1,742	3,389	347	11%	95%
Emissions related to fuels and energy (not included in Scope 1 or Scope 2) (location based)				5,696			
Upstream freight transport and distribution	5,327	7,153.65	7,253	7,832	2,505	47%	8%
Waste generated	3,704	2,148	1,091	1,044	-2,660	-72%	-4%
Business travel	776	473	558	635	-141	-18%	14%
Travel to & from work	4,150	3,036	4,510	4,168	18	0%	-8%
Other upstream indirect emissions	17	0		0	-17	-100%	0%
Total Scope 3 Upstream	206,388	217,080	187,998.43	200,746	-9,814	-5%	7%
Downstream freight transport and distribution	10,653	10,720.04	9,741	12,040	1,387	13%	24%
Processing of products sold	0	0	0	0	0	0%	0%
Use of products sold	1,714,979.66	1,639,301	1,406,691	1,329,728	-385,252	-22%	-5%
End-of-life of products sold	55,717.07	57,666	48,921	53,171	-2,546	-5%	9%
Total Scope 3 Downstream	1,781,350	1,707,688	1,465,353	1,394,939	-386,411	-22%	-5%
Total Scope 3	1,987,738	1,924,768	1,653,351.43	1,589,989	-397,748	-20%	-4%
Total	2,012,695	1,943,447	1,670,848.43	1,596,505	-416,190	-21%	-4%

**Emissions data for the 2024 financial year relating to the purchase of goods and services has been reprocessed to include the carbon footprint of the Trenton site.

At present, Delfingen does not take into account its greenhouse gas emissions by product or by business sector. Delfingen does not report its greenhouse gas emissions by subsidiary, region or site. Delfingen does not participate in regulated emissions trading.

Table of uncertainties

Numbers	Emissions item	Overall uncertainties
1-1	Direct emissions from stationary combustion sources	Low
1-2	Direct emissions from mobile combustion sources	Medium
1-3	Direct emissions from processes	/
1-4	Direct fugitive emissions	Low
2-1	Indirect emissions related to electricity consumption	Low
2-2	Indirect emissions related to steam, heat or cold consumption	/
3-1	Products and services purchased	Medium
3-2	Fixed assets	Medium
3-3	Emissions related to fuels and energy (not included in Scope 1 or Scope 2)	Low
3-4	Upstream freight transport and distribution	High
3-5	Waste generated	Medium
3-6	Business travel	Medium
3-7	Travel to & from work	Medium
3-8	Upstream leased assets	/
	Other upstream indirect emissions	/
3-9	Downstream freight transport and distribution	High
3-10	Processing of products sold	/
3-11	Use of products sold	High
3-12	End-of-life of products sold	High
3-13	Downstream leased assets	/
3-14	Franchises	/
3-15	Investments	/
	Other downstream indirect emissions	/

The analysis of Delfingen's carbon footprint highlights the progress we are making in reducing our greenhouse gas emissions.

Scope 1

Although these issues account for less than 0.1% of the group's carbon footprint, they are the emissions over which Delfingen has the greatest scope for action. With this in mind, the strategy to electrify the corporate vehicle fleet operated by Delfingen is a key lever that we are continuing to implement.

Scope 2 (market-based)

Reducing emissions linked to electricity consumption remains an area for improvement and a priority for Delfingen. As well as managing our electricity consumption, the development of renewable energy contracts for our European sites is the lever for action behind most of the reduction in our greenhouse gas emissions. In 2025, renewable energy contracts accounted for 73% of Delfingen's total electricity consumption.

Scope 3

The change in Delfingen's Scope 3 emissions is attributable to the following main factors:

Product usage: Our market focus is a key factor influencing the Group's non-financial performance. This development is driven by two main factors:

On the one hand, the strategic reduction in our sales in the fluid transfer tube (FTT) market for internal combustion engines, one of our highest-emission segments. Furthermore, the growth in sales generated by solutions for hybrid and electric powertrains, as well as the growth in sales in the industrial sector, where the environmental impact during use is significantly lower.

In addition to these proactive measures, there is a structural factor linked to the growing electrification of the global vehicle fleet: the increase in the proportion of electric vehicles automatically reduces the average emission factor associated with the use of our products.

Purchases of goods and services: The Group's carbon footprint in this category rose by 2% between 2024 and 2025. This trend can be explained by a combination of several factors with opposing effects:

- **Volume and material mix:** The main factor behind the rise is the moderate increase in the volumes of raw materials purchased. Furthermore, the shift in the material mix towards products with varying levels of emissions has a direct impact on this balance.
- **Supplier data:** Greater collaboration with our partners enables us to gain a more detailed understanding of the actual environmental footprint of our components. To date, 56% of the emission factors for our raw materials are derived from primary data provided by our suppliers, which enhances the reliability and accuracy of our emissions calculations.
- **Substitution and Recycling:** Delfingen is continuing its strategy of replacing certain materials with low-impact alternatives (recycled or bio-sourced). In 2025, however, the proportion of recycled materials purchased remained at 3.26%, thereby limiting the offsetting effect of this measure on the overall increase in emissions linked to purchasing.

End-of-life of products sold: The emission factors associated with the end-of-life stage of our products have been reassessed. This review includes an update to the assumptions regarding the breakdown of treatment methods (recovery, recycling, disposal) by material type within the automotive industry. Adjusting these parameters has led to an automatic increase in the calculated carbon footprint for the end-of-life stage of our products.

Transport: The carbon footprint associated with transport rose slightly in 2025, due to a number of operational and methodological factors. From a logistical perspective, the evolution of our procurement strategy has led to an increase in the volume of purchases made in China for delivery to Europe, which has automatically resulted in longer transport distances. At the same time, occasional capacity bottlenecks at certain production sites have necessitated an increase in intra-group transfer flows. From a methodological perspective, the carbon footprint was also affected by the update to the emission factors applicable to lorries. The incorporation of this new calculation data – which is more accurate but also more demanding – has contributed to an upward revision of the carbon footprint of our transport flows.

Overall, Delfingen is committed to a process of continuous improvement aimed at reducing its carbon footprint. Through the measures we have put in place, we are meeting our emissions reduction targets.

Methodology

Delfingen's carbon footprint is calculated on a calendar-year basis, in accordance with the GHG Protocol methodology. As the company has no upstream or downstream assets, nor indeed any investments, these categories have been excluded from the calculation of its carbon footprint. Furthermore, as the products manufactured by Delfingen are assembled and installed manually, the 'processing of goods sold' category therefore has no impact on the result. Delfingen consolidates all greenhouse gas emissions using the same scope as for financial consolidation.

The carbon footprint is based on the following assumptions:

	Structural hypothesis	Data source / emission factor (EF)	Assumptions regarding uncertainties
Direct emissions from stationary combustion sources		Data: consolidated with the help of the Delfingen sites EF: ADEME - Update to the European natural gas EF model incorporating the carbon footprint database (ADEME)	- data uncertainty: low - EF uncertainty: low
Direct emissions from mobile combustion sources		Data: consolidated with the help of the Delfingen sites EF: ADEME	- data uncertainty: low - EF uncertainty: low
Direct emissions from processes		Data: consolidated with the help of the Delfingen sites EF: ADEME	- data uncertainty: low - EF uncertainty: low

	Structural hypothesis	Data source / emission factor (EF)	Assumptions regarding uncertainties
Direct fugitive emissions		Data: consolidated with the help of the Delfingen sites EF: ADEME	- data uncertainty: low - EF uncertainty: low
Indirect emissions related to electricity consumption	Electricity transmission losses were estimated at 10% The breakdown of the impacts relating to combustion (2.1) / upstream (3.3) has been carried out.	Data: extracted from the ERP system and consolidated with the help of the Delfingen sites EF: National energy mix: Ember Base (2024) / renewable energy EF: ADEME Upstream / combustion breakdown: IEA	- data uncertainty: low - EF uncertainty: low
Indirect emissions related to steam, heat or cold consumption		Data: consolidated with the help of the Delfingen sites EF: ADEME	- data uncertainty: low - EF uncertainty: low
Products and services purchased	- Data hierarchy: Prioritisation of primary supplier data (assessed in accordance with ISO 14040/14067) over secondary data. - Daegu site (Korea): Integration of the raw materials footprint based on financial data. - Accuracy of the material mix: Application of a specific emission factor for PBT, which is now separate from that of PET. - Extrapolation rule: Calculation of emission factors by 'formulation', in proportion to the share of each component in the material. - Services purchased: Introduction of a Purchasing Power Parity (PPP) factor to adjust the carbon impact of international financial expenditure. - Approximation of polymers: Use of emission factors by major material groups (PA, PP, PET, PVC, etc.) where no specific supplier data is available. - Processing of complex materials: Assignment of an 'average plastic' emission factor for raw materials that are difficult to classify.	Data: extracted from the ERP system and consolidated with the help of the Delfingen sites EF: Impact database (ADEME), EcoInvent, Industry Data 2.0, Higg, supplier data	- data uncertainty: low - EF uncertainty: low low -> supplier data / medium -> dataset / high -> dataset extrapolation / high -> average plastic dataset / high -> financial EF
Fixed assets	- Breakdown of furniture: Integration of data relating to furniture via the 'purchases of services' category, based on financial data. - Machine data: Extrapolation based on the average weight of Delfingen machines. Calculation based on data from the previous financial year, adjusted in proportion to the change in the company's sales.	Data: Data extracted from the ERP system and consolidated with the help of the Delfingen sites EF: ADEME	- data uncertainty: low - EF uncertainty: high
Emissions related to fuels and energy (not included in Scope 1 or Scope 2)	The breakdown of impacts relating to combustion (2.1) / upstream (3.3) has been carried out.	Data: consolidated with the help of the Delfingen websites EF: ADEME	- data uncertainty: low - EF uncertainty: low

	Structural hypothesis	Data source / emission factor (EF)	Assumptions regarding uncertainties
End-of-life of products sold	- Calculation of the end of life: Determination of the overall share of treatment methods by material, based on emission factors (EFs) and distribution assumptions specific to the automotive industry (reviewed in 2025). - Time frame: Analysis limited to the end-of-life impacts of products sold during the calendar year in question. - Reuse: Application of a zero emission factor for reused products, given the absence of any polluting processing stages. - Material specifications: Introduction of a specific emission factor for metals and exclusion of packaging, which is considered negligible in the final calculation.	Data: Data extracted from the ERP system EF: Extrapolation, The proportion of each type of end-of-life process by material for the French automotive industry in 2020 was taken into account and applied to the European market. Source: Vehicles – 2020 Data – Annual Report (ademe.fr) The proportion of each type of end-of-life process for plastics by geographical area was used to weight the French automotive industry and was applied to the rest of the global market. Source: 2. Plastics flows and their impact on the environment Global Plastics Outlook: Economic Drivers, Environmental Impacts and Policy Options OECD iLibrary (oecd-ilibrary.org) These 'Europe' and 'Rest of the world' shares for each type of end-of-life process, broken down by material, was weighted by the market share of passenger cars in 2020	- data uncertainty: low - EF uncertainty: average
Upstream and downstream freight transport	- Segmentation of flows: A distinction is made between four modes of transport (road, rail, sea and air), with specific emission factors (EFs) applied according to mode, distance and vehicle type. - Road transport: Use of three categories of EF to reflect the varying impact depending on the size of the lorry (small, medium and large tonnages). - Air transport: Differentiation of emission factors by distance (short-haul or long-haul) and inclusion of non-CO² effects (condensation trails). - Emissions calculation (chartered lorries): Application of the formula: Average distance travelled × Total weight carried × Average emission factor.	Data: Data extracted from the ERP system EF: DEFRA (2024)	- data uncertainty: low - EF uncertainty: dataset → average / financial EF → high
Waste generated	Reuse: we have taken the view that no emissions are generated by reused waste	Data: consolidated with the help of the Delfingen websites EF: ADEME	- data uncertainty: low - EF uncertainty: average

	Structural hypothesis	Data source / emission factor (EF)	Assumptions regarding uncertainties
Business travel	Road vehicles: average emission factor for cars	Data: consolidated with the help of the Delfingen websites EF: ADEME	- data uncertainty: low - EF uncertainty: average
Travel to & from work	Where the modal share for transport was unknown, data from the same or a similar country was used	Data: consolidated with the help of the Delfingen websites EF: ADEME	- data uncertainty: low - EF uncertainty: average
Use of products sold	- Calculation of the environmental impact during use (Automotive): The environmental footprint is determined by a specific emission factor that takes into account the type of vehicle, its lifespan, its carbon intensity and the relative weight of our product compared with the vehicle's total weight. - Regionalisation of data: This factor is adjusted to reflect the geographical distribution of our sales. For each region, the calculations take into account local factors: the average emission factor for the vehicle fleet, the average lifespan and the average weight of vehicles. - Management of the powertrain mix: In the absence of precise data on the type of propulsion system, we apply a weighting based on the regional energy mix (internal combustion, electric, hybrid). - Industrial market: In the absence of specific guidelines, emissions from products intended for the industrial market are calculated on the basis of the average emission factor of the automotive market. - The specific case of the REIKU factory: Due to the lack of data on physical quantities (weight), this site's carbon footprint is assessed on the basis of its financial data. An average carbon intensity factor (kgCO₂e/€), based on the Group's industrial sales, was applied. - Consolidation: The total estimate of use-related emissions is obtained by multiplying these specific emission factors by the volumes (or financial values) sold in each market.	Data: Data extracted from the ERP system EF: Extrapolation, Vehicle weight: - United States: average global weight of new vehicles in 2022 for internal combustion engine vehicles (ICEVs), battery electric vehicles (BEVs) and plug-in hybrid electric vehicles (PHEVs). - Europe, China, rest of the world: weight of new European vehicles in 2023 by engine type. Source: Monitoring CO2 emissions from passenger cars (europa.eu) Distance travelled by the vehicle over its lifetime: Average lifespan data (ICEV, BEV, PHEV) by region (United States, China, India, Europe). Source: Global-Vehicle-LCA-White-Paper-A4-revised-v2.pdf (theicct.org) updated 2025 Europe Life-cycle-GHG_report_final.pdf (theicct.org) Vehicle market: The 2025 market share for passenger cars was applied to the following geographical areas: Europe, the United States, China, the rest of the world. Source: IHS LV PowertrainEngine Global – S&P 2025 Share of the type of vehicle drive system: Share of ICEVs, BEVs and PHEVs in 2022 by region (Europe, the United States, China, rest of the world). Source: IHS LV PowertrainEngine Global – S&P 2025	- data uncertainty: low - EF uncertainty: high

Methodological Change

Delfingen has refined the breakdown of its carbon footprint for categories 2.1 (combustion-related emissions) and 3.3 (emissions related to upstream energy use). In the previous financial year, the lack of detailed data meant that it was not possible to distinguish between these two components. This distinction is now operational thanks to the integration of the IEA's (International Energy Agency) databases, making it possible to accurately distinguish between combustion emissions and those associated with the upstream generation and transmission of electricity.

Updating data sources

In order to take into account developments affecting Delfingen's carbon footprint, the following data sources have been updated with the latest available reports.

- The assumptions used for calculating emissions from product usage have been updated to reflect the percentages of different propulsion types by region in 2025, as well as the breakdown of sales by region (data from IHS LV Powertrain Engine Global – S&P 2025);
- Transport emission factors have been updated using DEFRA 2024 data;
- The emission factors for energy mixes have been updated using the EMBER 2024 database for the emission factors for energy mixes;
- The emission factors relating to refrigerants, waste treatment, the procurement of services and travel have been updated using data from the ADEME database

Change of scope of the analysis

Emissions relating to the purchase of goods and services in the 2024 financial year have been reprocessed to reflect the environmental impact of the Trenton site, thereby providing a basis for comparison that is consistent with the 2025 data.

Energy consumption and the energy mix

	2025	2024
Total energy consumption in MWh relating to the company's own operations	58,474	56,101
Total energy consumption from fossil fuel sources (MWh) (operations)	8,655	18,900
Total energy consumption from nuclear sources (MWh) (operations)	841	1,800
Proportion (%) of energy consumption derived from nuclear sources as a share of total energy consumption	1.4%	3%
Total energy consumption from renewable sources (MWh) (operations)	41,349	28,300
Fuel consumption (biomass – including industrial and municipal waste of biological origin – biofuels, hydrogen from renewable sources (MWh)) (operations)	7,245	0
Consumption of electricity, heat, steam and cooling purchased or obtained from renewable sources (MWh) (operations)	41,349	28,300
Consumption of self-generated non-fossil renewable energy (MWh) (operations)	0.225	0
Proportion (%) of consumption derived from renewable sources as a share of total energy consumption	70%	51%
Consumption of fuel derived from coal and coal-based products (MWh) (operations) (mandatory for companies with a high climate impact)	0	0
Consumption of fuel derived from crude oil and petroleum products (MWh) (operations) (mandatory for companies with a high climate impact)	0	0
Consumption of fuel derived from natural gas (MWh) (operations) (mandatory for companies with a high climate impact)	0	0
Consumption of fuel derived from other fossil sources (MWh) (operations) (mandatory for companies with a high climate impact)	0	0
Consumption of electricity, heat, steam and cooling purchased or obtained from fossil fuel sources (MWh) (operations) (mandatory for companies with a high climate impact)	6,128	17,600
Proportion (%) of consumption derived from fossil fuel sources as a share of total energy consumption	14.8%	46%
Non-renewable energy generation (MWh) (operations)	0	0
Renewable energy generation (MWh) (operations)	0.225	0
Energy intensity for each high-climate-impact activity: total energy consumption set against net revenue (high-climate-impact companies only)	/	/
Disclosure of total energy consumption and net revenue from activities carried out in sectors with a significant climate impact.	/	/

The data on the percentage shares of fossil fuels, nuclear power and renewable energy are taken from the Ourworldindata website.

These figures are calculated taking into account low-carbon energy contracts.

3.2.1.7 GHG removals and mitigation projects financed through carbon credits

Delfingen does not contribute to GHG sequestration projects.

3.2.1.8 Internal carbon pricing

Delfingen has not introduced an internal carbon pricing scheme.

3.2.1.9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities

As described in section 3.1.3.3, Delfingen does not yet provide any information on the potential financial implications of its environmental transition.

3.2.2 Pollution

While our activities do not cause any significant air, water or soil pollution, the Group still aims to reduce its environmental impact as much as possible.

Our sites have no impact on soil since no effluent is discharged into nature: cooling systems are closed-circuit, and domestic and sanitary water consumption is connected to a sewerage system managed by the local authorities. Regulatory controls required under local legislation are carried out to monitor our impact on the water network.

In this section on pollution, the published data relates only to the 20 sites that are ISO 14001-certified. The scope of the analysis does not include the sites in New York, nor those resulting from the acquisition of the Drossbach Group (North American Industry Business Unit). To date, all sites are in compliance with the regulations.

3.2.2.1 Material IROs

Description of the procedures for identifying and assessing IROs that are significant in terms of pollution

Themes	Issues	Materiality	Impacts
Industrial and pollution risks	R	36%	Failure to comply with legal requirements regarding air, water and soil pollution linked to industrial activities

The double materiality assessment was carried out by taking into account pollution associated with Delfingen's activities across the entire value chain. See 3.1.4.

3.2.2.2 Policies related to pollution

Pollution policy

Delfingen is committed to minimising the environmental impact of its operations and to complying with local and international regulations on air, water and soil pollution.

This commitment involves:

- Preventing pollution risks, in particular by protecting the soil from spills of polluting substances;
- Monitoring atmospheric emissions and implementing corrective measures where necessary;
- Responsible waste management, prioritising sorting at source, reducing final waste and seeking recycling solutions.

NB: under the AGECE (Anti-Waste and Circular Economy) Law in France, Decree No. 2021-461 of April 16, 2021, relating to the prevention of losses of industrial plastic granules (IPG) into the environment, requires sites producing, handling and transporting industrial plastic granules to have their provisions in place to prevent losses and discharges into the environment audited. Our site in France (Anteuil) received a favourable opinion from this audit in January 2023.

Delfingen ne comptabilise pas de provisions pour risques en matière d'environnement, aucun risque significatif n'étant identifié à ce jour.

L'impact sonore sur l'environnement proche des usines est quasi nul et une surveillance est réalisée par des relevés périodiques effectués par des organismes agréés. À ce jour, aucune usine ne dépasse le seuil réglementaire autorisé.

Périmètre de la politique appliquée

La politique de Delfingen en matière de pollution s'applique à l'ensemble de ses activités et de ses sites, couvrant :

- Les sites de production disposent tous d'un service Qualité et Environnement ;
- Les activités propres de Delfingen sur ses usines, incluant la gestion des déchets et les rejets atmosphériques ;
- L'impact sur l'environnement en général, englobant la qualité de l'air, les ressources en eau et la qualité des sols, ainsi que l'impact potentiel sur la faune et les zones résidentielles voisines.

Gouvernance

La gestion de la pollution est une responsabilité partagée au sein de Delfingen :

- La direction QSE définit les orientations générales pour la conformité légale en matière de pollution et met en place les procédures et les outils pour atteindre cet objectif ;
- Les responsables de site, en collaboration avec le service QSE local, développent et appliquent les plans d'actions issus de l'analyse environnementale. Ils sont responsables du respect de la réglementation ;
- La qualité régionale surveille la performance environnementale, supporte les services QSE locaux et fait le lien avec la direction QSE du groupe.

Contrôle d'application de cette politique

Delfingen a mis en place un système de contrôle rigoureux pour garantir le respect de sa politique en matière de pollution :

- **Certification ISO 14001** : l'ensemble des sites du Groupe (à l'exception de la BU Industrielle Nord Amériques) sont certifiés ISO 14001 : 2015. 20 sites au total sont certifiés. Le site allemand (Marktrodach) dispose également de certificats Oeko-Tex Standard 100 (engagement de respect environnemental des produits textiles), en raison de son activité ;
- **REACH** : Delfingen respecte la réglementation REACH en suivant les règles d'enregistrement, d'évaluation et de restriction liées aux substances chimiques ;
- **Veille réglementaire** : un suivi constant des évolutions législatives et réglementaires est assuré par le service QSE local pour garantir la conformité ;
- **Analyses d'impact environnemental** : des analyses d'impact sont réalisées pour chaque site afin d'identifier et de gérer les risques de pollution ;
- **Audits internes** : des audits internes sont menés pour vérifier la conformité aux procédures et aux

réglementations. Les auditeurs internes sont des membres des services QSE des régions ou des différents sites, qui ont été formés à l'audit, et sont à même de conduire ces audits sur les autres sites.

3.2.2.3 Actions et ressources relatives à la pollution

Les processus de production sont centralisés et standardisés afin que tous les sites bénéficient des dernières avancées technologiques (diminution de consommations énergétiques, réduction des déchets, efficience d'utilisation de la matière plastique).

Tous les sites dans le monde trient leurs déchets et tendent à réduire à la source les DND (Déchets non dangereux selon la nouvelle nomenclature relative aux Déchets Industriels Banals) :

- Les matières plastiques de composition simple sont recyclées dans les process de fabrication d'extrusion après broyage ;
- Des actions d'optimisation permanentes sont en place sur l'ensemble des sites ;
- Une recherche systématique de nouvelles filières de retraitement est effectuée (extension à de nouveaux sites et à de nouvelles matières) ;
- Des diagnostics sont régulièrement menés avec les agences environnementales locales.

Conforme à l'ISO 14001, Delfingen possède au niveau local une AMDEC (Analysis of Failure Modes, Their Effects, and Criticality) environnementale, pilotée par la direction locale. Dans chaque site du groupe, l'outil de veille réglementaire utilisé permet d'être au fait de toutes les nouvelles réglementations émises pour le périmètre HSE (Hygiène, Sécurité, Environnement). Des actions de formation et d'information des collaborateurs sont menées en matière de protection de l'environnement à fréquence régulière sur tous les sites. Ces actions d'atténuations sont menées de manière systématique par les responsables QSE des sites, en adéquation avec les impacts environnementaux significatifs identifiés (déversement accidentel, gestion des déchets, tri sélectif, manipulation des produits chimiques et autres). Les sites sont audités sur le respect des réglementations environnementales locales via l'ISO 14001. Le suivi des actions et de leur effet escompté est piloté au niveau local, par les directeurs de sites et les responsables locaux QSE. Il en va de même pour les ressources actuelles et à venir allouées au respect des contraintes sur la pollution de l'air, de l'eau et des sols.

3.2.2.4 Métriques et cibles

Cibles en matière de pollution

Dans le cadre de sa stratégie d'économie circulaire, Delfingen s'attache à minimiser ses déchets de production en optimisant l'utilisation de ses matières premières. Le Groupe s'est fixé pour objectif, à l'horizon 2026, de réduire sa surconsommation de matière de 30% par rapport à l'exercice 2025, c'est à dire pour objectif 0,21% de surconsommation vis à vis des consommations théoriques. Dès 2025, Delfingen a surpassé ses ambitions annuelles :

alors que la trajectoire prévoyait une surconsommation de 1,31 %, la performance effective a été ramenée à seulement 0,3 % au-dessus de la valeur théorique.

Cette performance est partiellement expliquée par l'ajout dans le périmètre de reporting, élargi en 2025 pour intégrer les sites de Hassfurt, Satu Mare et les sites de l'État de New York. Les sites de Trenton (Canada) et Korat (Thailand) ne sont pas encore inclus dans le périmètre de cette analyse.

Ce travail sur l'efficacité des matières premières est intrinsèquement lié à la réduction de la pollution. En diminuant la quantité de matière utilisée, Delfingen réduit mécaniquement la quantité de déchets générés en fin de production. Cette diminution des déchets contribue directement à limiter la pollution des sols et peut réduire les besoins en incinération, diminuant ainsi les émissions polluantes dans l'air. De plus, une consommation plus efficace peut signifier une moindre extraction de ressources, ce qui réduit les impacts environnementaux liés à l'amont de la chaîne d'approvisionnement (pollution de l'eau et des sols due à l'extraction minière, émissions de gaz à effet de serre liées au transport, etc.).

Parallèlement, Delfingen s'engage fermement à respecter les réglementations locales relatives à la pollution de l'air, de l'eau et des sols. Un processus structuré, conforme à la norme ISO 14001, garantit une analyse environnementale rigoureuse, une veille réglementaire constante et la mise en œuvre de plans d'action adaptés aux spécificités de chaque site. Ces actions sont soumises à des contrôles internes réguliers, assurant une conformité continue et une amélioration continue de la performance environnementale. Parce que les processus de l'entreprise ne sont pas source notoire de pollution de l'air, du sol et des eaux, que l'entreprise a un processus de contrôle normé lié aux enjeux de pollution, Delfingen n'a pas pour priorité de se doter de cible en matière de pollution.

3.2.2.5 Pollution de l'air, de l'eau et des sols

Delfingen ne publie pas de montant consolidés par polluants ni par secteur géographique ni de leur évolution dans le temps. En fonction des règlements locaux, les polluants, les seuils ainsi que les temporalités de contrôles varient et rendent la consolidation du suivi complexe. La gouvernance de cette politique est déléguée au niveau local et suivie par une veille réglementaire, une mise à jour de l'AMDEC environnemental suivie d'un plan d'actions de mise en conformité et un système d'audit annuel lié au référentiel ISO14001.

3.2.2.6 Substances préoccupantes et substances extrêmement préoccupantes

Delfingen s'engage pleinement à respecter les réglementations en vigueur concernant les substances préoccupantes et extrêmement préoccupantes (SVHC). Nous assurons une veille constante pour identifier et

éliminer progressivement ces substances de nos produits et processus, conformément aux exigences réglementaires telles que le règlement REACH. Notre objectif est de minimiser l'impact environnemental de nos activités et de garantir la sécurité de nos produits pour nos clients et les utilisateurs finaux. Cette démarche s'inscrit dans notre engagement global en faveur d'une approche responsable et durable.

3.2.2.7 Incidences financières escomptées des risques et opportunités importants en matière de pollution

Delfingen ne publie pas d'information financière sur les enjeux financiers liés aux conséquences de pollution ou de risque de transition lié aux substances préoccupantes. Les incidences les plus importantes seraient liées à une demande d'arrêt de production par les autorités locales, qui ne viserait par définition qu'un site de production la fois.

3.2.3 Ressources aquatiques et marines

Delfingen est conscient de la pression croissante sur les ressources aquatiques et marines. Nos processus privilégient l'utilisation de circuits fermés. Cette approche permet de réduire considérablement la consommation d'eau, en limitant les prélèvements et les rejets.

3.2.3.1 IRO matériels

Description des procédures d'identification et d'évaluation des IRO importants liés aux ressources aquatiques et marines

Thèmes	Enjeux	Matérialité	Impacts
Consommation d'eau	R	36 %	Limitation de la consommation d'eau

Le processus d'évaluation de leur matérialité est décrit dans la section 3.1.4. Delfingen a pris en compte le périmètre de ses propres opérations pour identifier ses impacts liés aux ressources aquatiques et marines. La consommation d'eau dans les processus de Delfingen se fait globalement en circuit fermé et utilisé majoritairement pour du refroidissement et non pas en tant que matière première.

Il n'a pas été réalisé de consultation des parties prenantes externes. Nous avons utilisé les données du World Resources Institute (WRI) pour identifier les zones à risque ou nos usines sont implantées.

3.2.3.2 Politiques en matière de ressources aquatiques et marines

Delfingen s'engage à maîtriser et à réduire sa consommation d'eau, une ressource essentielle. Cette politique, dont la mise en œuvre est supervisée par les chefs de site et les responsables QSE locaux, se traduit par des procédures de contrôle rigoureuses. L'entreprise veille au strict respect des réglementations locales relatives à l'utilisation et au rejet de l'eau, et ces contrôles sont intégrés au système de management environnemental certifié ISO 14001, qui inclut des exigences spécifiques en matière de gestion de la ressource en eau.

3.2.3.3 Actions et ressources relatives aux ressources aquatiques et marines

Tout comme sur les enjeux liés à la pollution, Delfingen a mis en place sur chaque site une analyse environnementale prenant en compte les enjeux liés à l'eau et la situation hydrique des zones où sont implantées les usines Delfingen. Un plan d'action lié à cette analyse est piloté par le responsable QSE du site en collaboration avec le directeur de site. Ces actions sont auditées en interne et en externe via l'ISO14001. Le directeur QSE du groupe est responsable du suivi de ces objectifs. Ces plans spécifiques aux différents sites en fonction de l'évolution de leur production, des réglementations locales, ont généralement pour objectif un suivi de la consommation au vu de l'utilisation de l'eau dans les processus de Delfingen.

3.2.3.4 Métriques et cibles

Cibles en matière de ressources aquatiques et marines

Delfingen rend publiques ses cibles et ses objectifs en matière de gestion des ressources aquatiques et marines. L'entreprise se fixe annuellement des objectifs de réduction de sa consommation d'eau. Ces objectifs sont définis à la suite d'une discussion entre les directeurs de site et le directeur Qualité, Sécurité et Environnement (QSE) du groupe. Ils tiennent compte des variations prévues de la capacité de production dans les années à venir.

Delfingen a fait évoluer le périmètre de collecte des données de sa consommation d'eau pour l'année 2025. L'analyse prends maintenant en compte l'ensemble des sites de production du groupe ainsi que la consommation des bureaux du groupe.

Delfingen n'a pas d'objectif de réduction de consommation d'eau formalisé.

	2024	2025
Consommation réelle (m3)	59 392	65 865
La consommation d'eau totale en m3 dans les aires exposées aux risques hydriques, y compris les aires soumises à un stress hydrique élevé en 2024 (m3)	51 477	51 962
La quantité totale d'eau recyclée et réutilisée, en m3	/	/
La quantité totale d'eau stockée, en m3	/	/
Les changements dans le stockage d'eau, en m3	/	/
part des mesures obtenues à partir de mesures directes	100 %	100 %
L'entreprise fournit des informations sur son intensité hydrique: la consommation d'eau totale en m3 résultant de ses opérations propres, par million EUR de chiffre d'affaires	139	163

Les chiffres présentés dans ce tableau concernent exclusivement la consommation d'eau directement liée aux activités des sites de production de Delfingen. Ils n'incluent ni la consommation d'eau liée aux activités en amont (par exemple, chez les fournisseurs) ni celle liée aux activités en aval (par exemple, chez les clients).

Les chiffres proviennent des relevés de consommation remontée pour le calcul de l'empreinte carbone, consolidés par les responsables Qualité, Sécurité et Environnement (QSE) locaux.

L'eau utilisée dans les processus de production sert principalement au refroidissement des produits de Delfingen. Une partie de cette eau est stockée en vue d'une réutilisation. Cependant, à ce stade, Delfingen n'est pas en mesure de quantifier précisément la quantité d'eau stockée ou réutilisée.

La méthodologie utilisée pour identifier les sites exposés au stress hydrique repose sur les données de la carte interactive du World Resources Institute (WRI). Les sites classés comme ayant un risque hydrique "élevé" ou "très élevé" sont considérés comme étant exposés au stress hydrique.

La mise en œuvre du plan d'action lié à ces objectifs est supervisée par les responsables QSE et les responsables de site.

3.2.3.5 Incidences financières escomptées des IRO importants liés aux ressources aquatiques et marines

Comme décrit au 3.1.3.3, Delfingen ne communique pas encore sur les potentielles incidences financières impliquées par les IRO liés aux ressources aquatiques et marines. Cependant au vu des processus en circuit fermé utilisés, l'impact financier à court terme lié à l'usage de l'eau dans les opérations propres à Delfingen est très limité.

3.2.4 Utilisation des ressources et économie circulaire

Dans une économie mondialisée, Delfingen s'est concentré, dès les années 1990, à s'approvisionner, produire et vendre localement, ce qui explique en grande partie que son dispositif industriel soit déployé dans plus de 20 pays. Au cours des dernières années, Delfingen a accéléré la régionalisation de l'essentiel de ses activités, pour limiter les flux transcontinentaux.

Afin de s'assurer de mettre en œuvre des actions concrètes, ayant des effets mesurables et tangibles, Delfingen a lancé une étude de son empreinte carbone suivant les normes du GHG Protocol avec le soutien du cabinet EcoAct. À l'issue de cette étude, ont été définis des objectifs clairs et ambitieux de réduction des émissions de gaz à effet de serre sur l'ensemble de l'activité de l'entreprise à horizon 2029.

Démontrant tout l'intérêt que l'entreprise porte aux risques climatiques et à leurs enjeux stratégiques, Delfingen en a fait un pilier essentiel de son plan IMPULSE 2026. L'utilisation de matières premières recyclées est un levier important de la décarbonation de l'activité de Delfingen, une des solutions à apporter est l'augmentation de matières recyclées dans le mix matière de Delfingen.

3.2.4.1 IRO matériels

Description des procédures d'identification et d'évaluation des IRO importants :

Thèmes	Enjeux	Matérialité	Impacts
Gestion des ressources et des déchets	I +	45 %	L'utilisation de matériaux recyclés et la réutilisation de déchets post-industriels favorisent la réduction de l'utilisation de matières premières et favorisent l'économie circulaire avec le développement d'industries pouvant utiliser les déchets plastiques de Delfingen. La mise en œuvre d'une politique visant à limiter le volume des déchets ultimes et à augmenter l'efficacité de la consommation de matières de chaque site réduit le risque de mise en décharge de déchets qui ne feraient pas partie d'un processus de recyclage ou de valorisation approprié.
Gestion des ressources et des déchets	I -	40 %	L'achat de matières premières non biosourcées contribue à la raréfaction des ressources naturelles. Le plastique représente 87% des émissions totales liées aux intrants. Les déchets industriels contribuent à la pollution de l'environnement s'ils ne sont pas traités et valorisés par des filières appropriées (décharge).
Gestion des ressources et des déchets	R	36 %	Hausse significative du prix du plastique
Gestion des ressources et des déchets	O	36 %	Fabriquer des produits recyclables qui répondent aux exigences du marché

Le processus d'évaluation de leur matérialité est décrit dans la section 3.1.4.

3.2.4.2 Politiques en matière d'utilisation des ressources et d'économie circulaire

Politique

La politique de Delfingen en matière d'utilisation des ressources et d'économie circulaire est intégrée à celle sur la réduction de l'empreinte carbone du groupe, opérant avec la même gouvernance.

In this area, Delfingen focuses its efforts on three main areas:

- Waste reduction
- The recyclability of products
- An increase in the proportion of recycled materials in the incoming material mix.

According to the OCDE, just 9% of plastics are recycled worldwide. Reducing the amount of waste and improving its recovery capacity not only helps to address this environmental challenge but also to generate economic benefit. Delfingen therefore carries out a product life cycle analysis for each new product it develops.

Delfingen uses the CTI indicators to assess the company's 'circularity'. This CTI framework is based on three key indicators: the percentage of recycled material in incoming materials, the percentage of recyclable products, and, finally, the percentage of products that are actually recycled.

Scope of application of this policy

Delfingen's policy on reducing GHG emissions covers all its activities and its value chain, both upstream and downstream. It applies to all sites and all geographical areas in which the company operates.

The process for taking stakeholders into account is set out in paragraph 3.1.3.2

Governance

Governance of the policy on resource use and the circular economy is the same as that for the reduction of GHG emissions, as set out in paragraph GOV-1. The strategy is overseen by the CSR committee. The implementation of the strategy is led by the heads of the various departments.

Control mechanisms

Delfingen has put in place several mechanisms to monitor and control the implementation of its climate change adaptation and mitigation policy, which includes resource use and the circular economy:

- **SBTi validation:** The emissions reduction targets are currently being validated by the Science Based Targets initiative (SBTi), ensuring that they are in line with the Paris Agreement.
- **Performance indicators:** A carbon footprint assessment is carried out annually in-house by the CSR environmental leader. This makes it possible to measure the progress made in reducing GHG emissions.
- **A critical analysis of the carbon footprint:** Every year, an external body carries out a critical analysis of the carbon footprint to certify the calculation methodology.

Resource use and the challenges of the circular economy are taken into account in carbon footprint calculations through the emission factors for recycled raw materials, both upstream and downstream, via the emission factors associated with waste treatment methods (incineration, landfill and recycling).

3.2.4.3 Actions and resources related to resource use and the circular economy

Delfingen has global objectives, which include improving sustainability (by increasing the circularity of our materials).

Delfingen already has areas to work on focusing on improving circularity, although it has not yet set any specific targets. These areas of focus take into account the company's entire value chain, including the upstream stage – in particular the proportion of virgin materials – and the downstream stage, covering waste management, end-of-life products and the methods used to process them.

3.2.4.4 Metrics and targets, resource inflows, resource outflows, expected financial impact

	2024	2025
(a) the total weight of the products and the technical and biological materials used during the reference period (kg)	59,704,282	65,516,858 (40,119,199 kg of plastic)
(b) the percentage of biological materials (including biofuels used for non-energy purposes) used to produce the company's products and services (including packaging) that are derived from sustainable sources, specifying the certification scheme used and how the cascade principle has been applied	/	/
(c) the absolute weight of reused or recycled secondary components and of intermediate secondary products and materials used to produce the company's products and services (including packaging). (kg)	876,771	1,677,921
(c) the percentage by weight of reused or recycled secondary components and of intermediate secondary products and materials used to produce the company's products and services (including packaging). (%)	1.47	2.7

In 2025, Delfingen's performance in terms of the circular economy is based on three CTI benchmarks:

- the percentage of recycled material in the incoming materials: 2.7%
- the percentage of recyclable products: 75%
- the percentage of products that are actually recycled: 32%

In 2025, Delfingen's circular economy strategy is based on three key performance indicators. The proportion of recycled material in our polymer purchases stands at 2.7%. At the same time, a comprehensive analysis of our sales reveals that 75% of our product range is technically recyclable, with this figure relating primarily to single-material solutions that benefit from well-established industrial recycling channels. However, the proportion of products that are actually recycled at the end of their life is estimated at 32%. This result, which is in line with our Scope 3 calculation methodology updated in 2025, is based on the reality of the processing methods used for each material within the global automotive industry. The gap between technical recyclability (75%) and the actual recycling rate (32%) highlights how the life cycle of our products depends on the post-consumption collection and sorting capabilities specific to each end market.

Resource outflows

The main resource outflows resulting from Delfingen's operations are plastic products, cardboard and pallets used in the packaging of our products and raw materials. At this stage, Delfingen does not disclose any information on the longevity of its products compared with other technologies. Although ageing studies form part of the specifications required by our customers, Delfingen does not disclose any information regarding the reparability of its products.

The proportion of recycled material in Delfingen's products is a key lever in reducing its carbon footprint.

	2024	2025
a) the total quantity of waste produced (kg)	1,820,536 ⁽¹⁾	2,394,557
b) the total quantity (kg) of hazardous waste that is not disposed of, broken down by type of recovery operation, namely:		
i. preparation for reuse	/	/
ii. recycling	/	/
iii. other recovery operations	/	/
b) the total quantity (kg) of non-hazardous waste that is not disposed of, broken down by type of recovery operation, namely:		
i. preparation for reuse	/	/
ii. recycling	/	1,039,479
iii. other recovery operations	/	/
c) the quantity (kg) of hazardous waste disposed of, by type of waste treatment and in total for the three types of treatment. The types of waste treatment for which information must be disclosed are:		
i. incineration		18,756
ii. landfill		
iii. other disposal operations		19,893
c) the quantity (kg) of non-hazardous waste disposed of, by type of waste treatment and in total for the three types of treatment. The types of waste treatment for which information must be disclosed are:		
i. incineration	/	556,046
ii. landfill	/	515,179
iii. other disposal operations	/	234,605
d) the total quantity of non-recycled waste		1,344,480
d) the percentage of non-recycled waste		56%

* The sites at Hassfurt, Trenton and Satu Mare were not included in the 2024 assessment. In 2025, these three sites accounted for 621 tonnes of waste.

3.2.4.5 Anticipated financial effects from material resource use and circular economy-related risks and opportunities

Recycled plastics are generally more expensive than their virgin counterparts, which limits their acceptance by customers. In-depth work is under way to reduce the number of materials we source, with a view to improving our negotiating power in terms of purchasing and volumes, and thereby eventually eliminating the cost difference compared with virgin materials.

3.3

Social

3.3.1 The company's workforce

3.3.1.1 Material IROs

Delfingen has identified nine 'social' material IROs, which are listed in the table below along with their detailed descriptions.

Themes	Issues	Materiality	Impacts
Quality of life at work	I +	80%	A positive impact on employees' well-being at work by making workstations safer, reducing accidents and work-related diseases, and promoting a better work-life balance through social policies (parental leave, remote working, etc.)
Training and skills development	I +	60%	Implementing a career management process makes it easier to anticipate employees' career development needs in relation to the organisation's requirements. Employees benefit from a clearer overview of training courses tailored to their personal career plans. It can also help reduce inequalities by enabling everyone to improve their skills and boost their employability
Quality of life at work	R	36%	High staff turnover
Diversity, equity and inclusion within the workforce	O	36%	Promotes a positive corporate image
Social dialogue	R	36%	A deterioration in the workplace atmosphere and/or the risk of disputes leading to a decline in performance
Employee health and safety	I -	33%	Impact on employees in the event of uncontrolled exposure to risks associated with manual handling, noise and dust, and poor workstation ergonomics, leading to work-related diseases or long-term disability or incapacity for work, and consequently affecting their employability.
Training and skills development	O	30%	An attractive employer brand to encourage recruitment and staff retention
Quality of life at work	O	30%	Attracting and retaining talent
Diversity, equity and inclusion within the workforce	R	30%	Cases of harassment and discrimination giving rise to legal disputes and corporate liability.

The process for assessing their materiality and for taking into account the interests and views of stakeholders is described above.

3.3.1.2 Policies related to own workforce

An incredible human adventure

The women and men of Delfingen around the world are its most important asset, and the Group places great importance on its human resource management. Fostering commitment by offering a pleasant and motivating work environment where human relations play a key role is a daily challenge. Our employees have opportunities to have their say, in particular through their annual review with their manager and the annual satisfaction survey. They can make progress, train and develop in a supportive environment.

“It’s the boldness, courage and determination of the women and men of Delfingen that enabled the small family business that made plastic bags to be transformed into a global automotive supplier and market leader.”

Delfingen’s social policies are set out in our quality management system. They are designed to provide support and guidance to all employees on human resources issues.

- Human resources policy and associated roadmap document
- Recruitment guidelines for HR staff and managers
- Staff motivation and empowerment through the associated satisfaction survey
- Training
- Onboarding a new colleague
- Talent Review
- Performance assessment

In addition to these, there are the following programmes and documents:

- Decent Work Charter
- Code of Conduct
- Manager’s Charter
- Remuneration and benefits scheme
- Blended learning programme (face-to-face and online)
- Parental Charter
- Remote working arrangements (France, Rochester, Houston, Aschheim)

The implementation of our social policies

The Group’s Human Resources Director is responsible for the human resources policy.

It is rolled out across the subsidiaries and managed by the local human resources departments.

In addition, a Group Social Policy Manager is responsible for:

- deploying the HR sustainability initiatives and priorities more specifically;
- liaising with the sustainability committee (CSR committee);
- acting as the single point of contact for all subsidiaries’ HR departments on matters relating to Delfingen’s sustainability commitments in this area.

The roll-out in 2023 of a Human Resources Information System (HRIS, Workday) across the entire Group now enables more detailed data consolidation, whilst also strengthening our ability to roll out training programmes on specific topics (e.g. ethics, cybersecurity, etc.) on a large scale.

Key policies implemented and their links to the IROs:

Issues	Impacts	Policies and actions	Key indicators
IRO 1: Quality of Life at Work – improving working conditions and staff well-being. A high standard of quality of life at work is essential for attracting and retaining talent, and for creating a high-performing and innovative working environment			
A major positive impact (I+) on staff well-being, motivation, engagement and the company's overall performance	Workstation safety Limitation of accidents and work-related diseases A better work-life balance	Creation of collaborative and user-friendly workspaces Arrangements for working hours (flexibility, working from home) Parenting support (company crèche in France) Organisation of events and activities for staff Annual satisfaction survey to identify areas for improvement	Employee satisfaction rate Absenteeism rate Turnover rate
IRO 2: Training and skills development – investing in human capital to support changes in the automotive and industrial sectors Skills development is crucial to innovation and transformation and to maintaining Delfingen's competitiveness.			
Positive impact (I+) on employees' employability, adaptation to new technologies and the company's performance	Better anticipation of career development needs Skills development Reduction of inequalities Improvement of the company's appeal	Implementation of an annual training plan tailored to the needs of the employees and the company Access to online training platforms and management programmes Encouragement for internal mobility and taking responsibility Regular assessment of skills and training needs	Number of training hours per employee Training budget Proportion of employees who have completed at least one training course

Issues	Impacts	Policies and actions	Key indicators
IRO 3: Quality of life at work – Risk (R) of a decline in quality of life at work linked to organisational, managerial or environmental factors Managing staff turnover risk is essential to ensure Delfingen's stability and performance			
High staff turnover can lead to a loss of skills, a drop in motivation and an increase in recruitment costs	Difficulties in attracting and retaining talent Decline in productivity Deterioration in the workplace atmosphere	Analysis of the causes of staff turnover (e.g. exit interviews) and implementation of corrective measures Improvement of working conditions and internal communication Promotion of the recognition and appreciation of staff Establishment of a system for listening and social dialogue	Turnover rate Average length of service Reasons why employees leave
IRO 4: Diversity, Equity and Inclusion (DEI) – promotion of an inclusive working environment that respects differences DEI is a driver of performance and innovation for Delfingen, and contributes to its commitment to a fairer and more inclusive society			
Opportunity (O) to foster innovation, creativity and collective performance	Improvement of the employer brand Attracting a diverse range of talent Strengthening of social cohesion	Promotion of equal opportunities and non-discrimination at every stage of working life Creation of an inclusive working environment that respects diversity	Representation of women in the company's management Equal pay
IRO 5: Social dialogue – establishment of a relationship of trust and cooperation with the social partners Constructive social dialogue is essential to ensure social harmony, staff motivation and Delfingen's performance.			
Risk (R) of a deterioration in the social climate and of industrial disputes that could affect the company's performance	Disruptions to operations Loss of productivity Damage to the company's reputation	Establishment of employee representative bodies and mechanisms for consulting employees (in certain countries) Negotiation of collective agreements on working conditions, pay and benefits (in certain countries) Transparent and regular communication with the social partners. Satisfaction survey – workplace atmosphere	Coverage rate for employee representatives Number of industrial disputes Satisfaction survey results

Issues	Impacts	Policies and actions	Key indicators
IRO 6: Employee health and safety – prevention of workplace accidents and work-related diseases The health and safety of our employees is a top priority for Delfingen, which is committed to ensuring a safe and healthy working environment			
Potential negative impact (I-) on the health and safety of employees, with significant human, social and economic consequences	Risks of work-related diseases, incapacity for work or even disability, which may affect employees' employability	Implementation of an occupational health and safety management system (OHSMS) Assessment of occupational risks and implementation of appropriate preventive measures Staff training in health and safety and risk prevention	Frequency and severity rates of workplace accidents Indicator for preventive measures related to safety for the group
IRO 7: Training and skills development – an opportunity (O) to enhance the company's appeal and build staff loyalty Investment in training and skills development is a key factor in attracting and retaining talent, and contributes to Delfingen's performance			
In an increasingly competitive environment, the appeal of the employer brand is essential to attract and retaining talent	Improvement of the employer brand Attracting qualified candidates Strengthening of employee loyalty	Communication regarding the training and development opportunities offered by the company Implementation of skills development and career management programmes Recognition of employees' career paths and achievements	Employee satisfaction rate Retention rate / resignation rate based on average annual number of employees Training completion rate
IRO 8: Quality of Life at Work – an opportunity (O) to attract and retain talent by offering an attractive working environment Quality of Life at Work is a key factor in performance and innovation, and helps to make Delfingen an attractive employer in the labour market			
Quality of Life at Work is an increasingly important factor for job applicants and employees, and can influence their decision to join or remain with the company	Improvement of the company's appeal Improvement of talent retention Creation of a positive and stimulating working environment	Improvement of working conditions and work-life balance Promotion of a caring and empowering management style Creation of a friendly and collaborative working environment	Employee satisfaction rate Absenteeism rate Turnover rate Average length of service over 3 years

IRO 9: Diversity, Equity and Inclusion (DEI) – risk (R) of harassment and discrimination, which could lead to disputes and damage the company's reputation Preventing harassment and discrimination is essential to ensure a respectful and inclusive working environment and to protect Delfingen's reputation.			
Harassment and discrimination are unacceptable behaviours that can have serious consequences for victims and for the company	Damage to the company's reputation Loss of staff trust Legal and financial risks	Introduction of a zero-tolerance policy on harassment and discrimination Communication regarding the reporting procedure Disciplinary measures in the event of inappropriate behaviour	Number of reported cases of harassment and discrimination

In practical terms, every new recruit benefits from a comprehensive onboarding programme tailored to local circumstances. One of the key aspects of our corporate culture is meeting a number of key internal contacts in person during the first few days. Indeed, Delfingen attaches particular importance to building relationships, which form an important foundation for integrating and retaining talent. The manager's charter, based on the Group's values, serves as a fundamental guide for our managers in carrying out their managerial roles. Depending on their experience and needs, they can also take part in e-learning management training courses (either in-house or external). The group is also working on relaunching an in-house management training programme that combines digital and face-to-face elements, designed to function as a toolkit and potentially offered on an à la carte basis, depending on the manager's profile.

More generally, a budget is allocated each year across all sites for the development and implementation of an internal and external training programme. This policy is supported by digital Workday licences that provide access to a wide range of digital content. Delfingen's success depends on the development and fulfilment of its staff.

To this end, the Group, in keeping with its values, has had a performance appraisal system in place for many years to facilitate a genuine, formalised dialogue between line managers and their staff. This process has been integrated into our Workday HRIS tool, enabling greater harmonisation and implementation on a global scale.

Delfingen offers fulfilling career paths for employees from the day they are hired throughout their careers. Particular attention is paid to talent development, with a wide range of relevant and appropriate training opportunities. This policy on training, promotion and skills development aims to ensure that our skills are aligned with our markets and to enhance our employees' employability.

Delfingen has been conducting an employee survey every year for more than 15 years to measure motivation and the workplace atmosphere within the Group. This survey was overhauled in terms of both its content and the tool used, and was rolled out across all sites in May 2025. In particular, it addresses new topics such as remuneration and CSR. It now also measures the e-NPS (Employee Net Promoter Score), which is internationally recognised.

The satisfaction survey leads to an annual action plan that has an impact on staff motivation and retention. The social dialogue approach aims to share the Group's plans that may affect employees' jobs and working conditions. It gives everyone the opportunity to express their views, thereby encouraging a collaborative approach to shaping the company's major developments. These initiatives to boost motivation and appeal are supplemented by remuneration schemes such as the profit-sharing scheme (group-wide), the health insurance scheme and the supplementary pension scheme (in certain countries).

Through its Decent Work Charter and Code of Conduct, Delfingen has established principles for the management of its human resources, aimed to minimise the impact of its

activities on its stakeholders. The Decent Work Charter is rooted in the principles of human rights, the right to work and respect for the environment. This is now reinforced by the 'society and social standards' section of the code of conduct.

Both adhere to the United Nations Guiding Principles on Business and Human Rights.

The group has set up an ethics committee and a group-wide whistleblowing procedure, designed in particular to deal with any reports of harassment or discrimination.

At Delfingen, in line with the Decent Work Charter, all employees have access to a safe work environment, which is the focus of the Quality, Safety and Environment (QSE) Department and the management at each site.

Our safety policy aims to:

- provide safety information and training to all employees in accordance with the regulations in each country;
- harmonise our safety practices in terms of incident/accident management, and through risk analysis and the deployment of tools and methodologies common to all our sites.

Safety risks are analysed for all workstations and all employees are provided with appropriate personal protective equipment. This enables us to protect our employees from the risks of accidents or work-related diseases.

The code of conduct for partners has been published on the Delfingen website. It has been available since February 2025 and was updated in November 2025. It will be updated if necessary this year. It is automatically communicated to business partners (customers, suppliers, etc.) as soon as they provide or share theirs with us.

Outlook for social policies in 2026

Delfingen has made clear its intention to take its social policies a step further in the coming years. In 2026, the aim is to officially announce our new global decent work charter, which draws inspiration from developments in the UN Global Compact. In this way, Delfingen aims to strengthen its commitments by comparing itself to the latest international best practices, whilst continuing to promote locally tailored initiatives. Two topics in particular were analysed in detail in 2025: the concept of a living wage and the study of life insurance across all countries. The findings of these two studies will enable us to refine and implement concrete measures in 2026.

The group's aim, therefore, would be to guarantee a lump sum equivalent to at least six months of wages in the event of an employee's death.

Delfingen also wishes to gain a better understanding of local practices relating to disability and social protection by carrying out a detailed review of the current situation.

3.3.1.3. Characteristics of the undertaking's employees

Delfingen has set up an HRIS (Human Resources Information System), which has been operational since April 2023. This database is therefore the source of the data presented below.

In-house staff

Delfingen is able to provide a breakdown of the number of permanent employees by gender (individuals):

- Women account for 37% of the total permanent workforce.
- The total number of permanent staff (equivalent to those on permanent contracts in France) on 31 December 2025 was 3,298.

Permanent staff by gender (PP)	
Gender	Number
Woman	1,219
Man	2,078
Undeclared	1
Grand total	3,298

- The average number of permanent staff in 2025 was 3,321 (individuals).
- The average number of employees in 2025 (excluding agency staff) was 3,465 (individuals).

The countries in which the total number of permanent employees accounts for more than 10% of the Group's total workforce (threshold of 329 people) are as follows (in individuals):

- Germany: 126 women and 252 men, making a total of 378
- Mexico: 170 women and 163 men, making a total of 333
- Romania: 285 women and 298 men, making a total of 583

When apprentices and employees on fixed-term contracts are included, the countries with a total number of employees representing more than 10% of the group's total workforce (threshold of 357 people) are the same:

- Germany: 138 women and 272 men, making a total of 410
- Romania: 288 women and 298 men, making a total of 586

Delfingen is able to provide a breakdown of its workforce

by contract type and by gender on 31 December 2025 for all permanent staff and those on fixed-term contracts, excluding agency staff. As the agency workforce is, by its very nature, temporary and has limited social data, it is excluded from the workforce numbers included in the data below.

There are no employees at Delfingen whose working hours are not guaranteed.

Type of contract	Woman	Man	Undeclared	General total
Apprenticeship	2	10		12
Fixed-term contract	43	89		132
Permanent	1,219	2,078	1	3,298
Grand total	1,264	2,177	1	3,442

Type of contract	Woman	Man	Undeclared	Total total
Apprenticeship	2	9		11
Fixed-term contract	43	88		131
Permanent	1,202	2,072	1	3,275
Grand total	1,247	2,169	1	3,417

Staff turnover

Targets for the monthly staff turnover rate are set by region and also locally by site:

- ASIA: 1%
- AMERICAS: 7.5%
- EUROPE AFRICA: 2.5%

In fact, the effects of staff turnover vary from region to region and are not necessarily comparable with one another.

Nevertheless, it is worth noting that 944 people left Delfingen during 2025 and that the turnover rate for permanent staff was 28.5%, or an overall monthly average of 2.37% (total number of departures divided by the total workforce on 31 December 2025).

The resignation rate for permanent staff over three years shows an upward trend in 2024, with similar rates in 2023 and 2025:

- 2025: 12.8%
- 2024: 18.2%
- 2023: 12.7%

The average length of service in 2025 is almost 7 years, having increased by around 1 year over the past 3 years:

- 2025: 6.8 years
- 2024: 6.4 years
- 2023: 5.6 years

In a constantly changing environment – economically, regulatory and geopolitically – Delfingen set out a new roadmap in mid-2024 (the "Impulse 2026" plan) to guide and structure the company's development and financial performance.

As part of its efforts to streamline its operations, Delfingen has decided to restructure its Fluid Transfer Tubes (FTT) business unit (BU), the under-performance of which was having a significant negative impact on the Group's profit (loss). This reorganisation began in the second half of 2024 and continued into the first half of 2025. This resulted in:

- The termination of certain unprofitable customer contracts, representing annual turnover of around €25 million;
- Staff reduction measures which continued in 2025, affecting a total of 450 posts.

The continuation of this plan accounts for a large part of the turnover rate, which was still high in 2025.

Absenteeism

The absenteeism rate is set at an average of 3% per month at group level, with figures broken down by region and site. Absenteeism rates over the last three years were as follows:

- 2025 rates: 2.41%
- 2024 rates: 2.43%
- 2023 rates: 2.96%

Delfingen has achieved its target and shown an improvement in this indicator, which has been falling for the past three years.

External workers included in the company's workforce

The number of external workers (trainees or agency staff) accounts for barely 10% of the total workforce. As this proportion is not significant, it is therefore not necessary to provide any further information beyond that already given.

3.3.1.4. Quality of life at work

"Making Delfingen a great place to work is one of the main missions of its Human Resources department. Encouraging employee commitment, by providing a pleasant and motivating work environment where human relations play a key role, is a daily challenge. Every year, we use a barometer to measure our employees' perception of the workplace atmosphere and their satisfaction to ensure that the actions we take are in line with how they are perceived by our employees. We are proud of the results. Delfingen really is a great place to work."

Delfingen has been conducting an employee survey every year for more than 15 years to measure motivation and the workplace atmosphere within the Group. Plans of action are then drawn up at each site to address the wishes expressed. The May 2025 satisfaction survey achieved a response rate of 78%. The level of satisfaction is 87% (+ 3 points). It remains stable and is virtually identical to previous years. 94% of respondents think that Delfingen Group is a great place to work. The e-NPS score is 10, which is classified as 'good' on the e-NPS scale and means the group has exceeded its target of 0.

The consolidated target achievement rate for the incentive schemes is 75%.

The quality of relations with colleagues is seen as a strong point. The main area for improvement remains employee recognition, in spite of our steady progress. The next updated survey will be published in May 2026.

At each site, action plans resulting from the 2025 satisfaction survey are in progress in 2025-2026. Thanks in particular to this on-the-ground approach, social dialogue within the Group is fluid. The coherence and feasibility of our actions are studied when defined.

The action plans resulting from the satisfaction survey are primarily focused on measures relating to quality of life at work and staff commitment at each site. These may include improvements to working conditions and workstations (heating, air conditioning, refurbishment of workspaces, etc.), awards ceremonies, cultural celebrations, tours of the company and the workplace for employees' families, in-house or inter-company sporting events, etc.

At the same time, our foundation is also very actively involved in initiatives that can have a direct impact on the well-being or health of our staff, such as organising campaigns to teach people how to carry out self-examinations for breast or prostate cancer, providing psychological support, and so on.

Certain measures have become firmly established over time. One example was the introduction in France of a remote working scheme in 2017, initially involving one day per week, which was subsequently extended to 2.5 days and remains in force in 2025.

Absenteeism rates at Group level are relatively low compared with other similar industries, which suggests that all these measures, underpinned by our culture and overall way of working, are bearing fruit.

The staff turnover rate has also been at the lower end of the range in recent years, apart from the exceptional case of 2024, which continued to some extent into 2025 – years during which the group had to reduce its workforce in line with its Impulse 2026 plan, as described above. The average length of service among staff remains at a solid level, demonstrating Delfingen's ability to retain its talent in the long term.

No specific targets have yet been set for the two IROs covering social dialogue and diversity, equity and inclusion.

The updated version of the May 2025 employee satisfaction survey now covers DEI in terms of employees' perceptions, through questions specifically designed to gauge their views on CSR.

3.3.1.5. Collective bargaining coverage and social dialogue

Social dialogue is formalised through employee representative bodies in the following countries: France, Germany, Italy, Romania, Morocco, Tunisia, India, Mexico and South Korea.

The core values of our culture strongly encourage direct, friendly and close day-to-day dialogue, fostering strong human connections and enabling us to address needs, difficulties and other issues effectively. Oral expression, although informal and less traceable, is very much present and relevant.

The spirit of dialogue between management and employees is deeply ingrained in Delfingen's culture and history. In France, for example, all departments take their break at the same time, which encourages informal cross-departmental interaction.

27% of the workforce are covered by an industry-wide collective agreement. In Pune (India) and Guanajuato (Mexico), which account for 15% of the group's workforce, some employees are covered by a collective agreement, in addition to the 27% who are fully covered.

29% of the workforce are covered by a local company agreement and 21% are partially covered.

In EEA countries where the threshold of 10% of our total workforce is exceeded, 23% of employees are covered by a collective agreement and 50% by company agreements. Outside the EEA, around 25% of our workforce is covered either by a collective agreement or by a company agreement.

59% of our workforce have employee representatives at their sites. These representatives do not belong to a trade union, except in Pune (India), Guanajuato (Mexico) and Tunisia.

3.3.1.6. Training and skills development

Training

In 2025, each site gathered the training needs expressed by managers, which were then approved and consolidated into a site training plan. This plan is updated continuously according to need in real time. Similarly, there has been a strong focus on the digital training courses available on our dedicated platform. Delfingen has set a budget for training initiatives amounting to between 1% and 2% of the payroll, depending on the specific circumstances of each site. Given the economic climate, this budget was tighter than in previous years. The 2025 training programme focused on our core in-house skills, such as textiles and extrusion, as well as the various modules of our SOLAR ERP system, English language skills and the Google Workspace environment. The aim is for our employees to have all the necessary skills required for their posts and to be proficient in using the relevant tools. Beyond the post itself, Delfingen places great importance on developing its employees' employability and encouraging mobility and promotions.

These two areas – quality of life at work and training – present real opportunities for developing and retaining talent. The overhaul of the satisfaction survey in 2025 and the expansion of the training module and digital training courses within our HRIS will enable us to strengthen our capabilities in this area.

Implementation of the training plan at each site must reach 85% by 31 December of the year and is monitored on a quarterly basis. This target was exceeded in 2025, with an achievement rate of 96.7%.

Category	Average number of training hours out of the total number of training hours	Average number of training hours over the total workforce
Employee	9.18	7.01
Woman	7.70	3.81
Man	9.63	8.87

Annual review

The annual review between the manager and the employee is not just about performance appraisal. It is also an important opportunity for discussion and one-to-one dialogue.

Indeed, Delfingen clearly sets out the objectives of this one-to-one interview as follows:

For the employee:

- measure their results and better focus their efforts in order to make progress;
- take stock of their responsibilities and how they have evolved, as well as their strengths and areas for improvement;
- express themselves and talk about their career aspirations;
- know how their line manager rates them.

For the line manager:

- clarify responsibilities and objectives;
- assess the results of the tasks and objectives set during the past period;
- foster the employee's commitment to the company's projects and priorities;
- inform decisions on individual progress.

For the company:

- identify each person's skills and aspirations;
- identify development needs (training, etc.) and career aspirations;
- prepare for the desired changes;
- adapt the organisation;
- ensure that everyone understands the strategic objectives and contributes to them.

Every year, Delfingen runs a campaign of annual performance appraisal reviews across all its sites. In 2025, this campaign ran from 1 January to 15 February for managerial staff and from 1 October to 15 November for non-managerial staff. On average, 96% of permanent staff who were present during the period attended their annual appraisal.

The tables below show the breakdown by gender of the average annual performance reviews for permanent staff.

Gender	Percentage of annual appraisals carried out
Woman	96%
Man	96%
Total	96%

3.3.1.7. Diversity, equity and inclusion

As explained above, Delfingen has not formalised a specific DEI policy, although our history, culture, values and working relationships have always been geared towards taking these kinds of considerations into account. We would like to remind you once again of the existence of the ethics committee and the whistleblowing scheme should any cases of harassment, discrimination or similar occur.

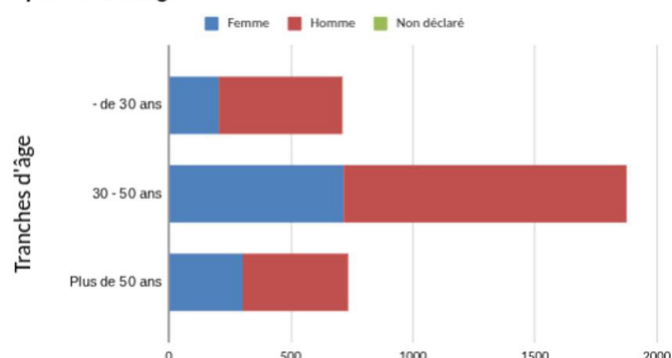
Diversity metrics

Delfingen's executive committee meets the definition of 'governing bodies' set out in this report. There are 10 men in this committee. Extending this analysis to include senior management, department heads and other executives within the group reveals that 26% of Delfingen's management team are women and 74% are men.

The age pyramid of permanent staff at Delfingen is as follows and is relatively balanced:

- Under 30 years old: 706 employees, comprising 203 women and 503 men (and 1 who did not declare their gender), representing 21% of the total
- 30 - 50 year-olds: 1,863 employees, of whom 712 are women and 1,151 are men, representing 56 per cent of the total
- Over 50 years old: 729 employees, of whom 298 are women and 431 are men, representing 22 per cent of the total

Pyramide des âges



At present, Delfingen does not have any consolidated data on social protection. This information is managed and monitored independently by our local sites, each of which complies, as a minimum, with the national legal requirements.

This decentralised approach makes it difficult to obtain a consistent overview of social protection practices across the group.

An analysis of national social security schemes, based in particular on information provided by the Centre for European and International Social Security Liaison (CLEISS), reveals that all the countries in which Delfingen operates provide statutory cover for sickness, workplace accidents/disability and pensions. However, unemployment cover varies depending on national legislation: it is provided in all countries except Mexico and Honduras.

However, the scope of this protection varies considerably from one country to another, ranging from minimal compensation to substantial coverage of social risks.

With regard to parental leave, the law provides for compensation in 9 of the 20 countries in which Delfingen operates. However, in two of these nine countries, this compensation is reserved exclusively for mothers.

In order to gain a better understanding of and harmonise our social protection practices, Delfingen is committed to stepping up the collection of information from its local sites. The aim is to consolidate this data at group level and establish a common reference framework.

3.3.1.9. Persons with disabilities

Half of our sites are legally required and record the number of people with disabilities. Within this scope, which is subject to a legal obligation, the employment rate stands at 1.67% of the total workforce, comprising 1% for men and 0.67% for women.

It is also worth noting that disability is one of the corporate foundation's areas of focus.

Furthermore, in accordance with our Decent Work Charter, Delfingen undertakes to do everything in its power to continue to provide employment for any person who has been working at Delfingen for more than a year and who becomes disabled as a result of an accident or disease. For any employee who has a spouse and/or child(ren) with a disability, Delfingen is committed to doing everything possible to adjust their working hours.

3.3.1.10. Work-life balance

Delfingen has always striven to maintain this balance and, indeed, addresses this factor in its annual satisfaction survey. However, there are no consolidated figures at group level regarding family-related leave.

3.3.1.11. Employee health and safety

Our material negative impact has been identified in relation to the health and safety of our employees, particularly the risk of workplace accidents or work-related diseases. Since 2020, Delfingen has had a formalised procedure in place for managing risks to personal safety, which is applied across all its sites worldwide. This procedure involves an

assessment of the safety risks to people at each site, with a view to implementing the necessary preventive or corrective measures to eliminate or reduce the identified risk. In the event of an accident, the procedure provides for a formal report and an investigation. The investigation then identifies the measures to be put in place.

The Quality, Health, Environment and Safety Department monitors and reports on all of the following situations at site, regional and group level:

- High-risk situation
- Near-miss
- Inpatient care
- Outpatient care
- Workplace accidents

Depending on the situation, an analysis is carried out and risk-reduction measures are put in place. The improvements are shared and implemented across the sites. Delfingen set itself a frequency rate of 6.5 and a severity rate of 0.3 for 2025 at group level, both of which were achieved. The frequency rate is, in fact, one of the lending criteria used by our banks.

Delfingen is also committed to carrying out preventive safety measures. This year, particular emphasis has been placed on the following initiatives:

‘Risks linked to hand and finger safety – Proposed ban on utility knives’

Utility knives have been identified as posing a significant risk of cuts to the hands and fingers. A project has therefore been launched to analyse the use of this tool at all sites worldwide.

This analysis was carried out during the third and fourth quarters of 2025, in collaboration with experts from the company and local experts, with a view to identifying alternative solutions for each process that uses this tool. The project was completed in December 2025, with a few exceptions (specific cutting requirements for tubes, such as FTT, etc.). However, the vast majority of knives have been removed and replaced with safer alternative cutting tools (for example, tools developed in-house by the company’s technical department).

‘Rack Safety Campaign’

A campaign has been launched to confirm that all factories are fully compliant with all local requirements and regulations relating to racks.

‘Forklift safety campaign’

A campaign has been launched to ensure that all factories comply with local regulations (regular inspections, valid operating licences, etc.).

Monthly safety message focusing on... for example: risks associated with long hair or jewellery, increased use of PPE...

Further improvements to the rules governing the lockout

and tagout (LOTO) of machinery. To date, there is no consolidated system for monitoring work-related diseases. Nevertheless, risk assessment also helps to reduce the risk of work-related diseases. Similarly, although ergonomics is not specifically mentioned in the procedure, it is also regularly addressed in parallel with a view to adapting workstations. The Group’s consolidated safety budget figures are not available. Finally, we would like to remind you here of the procedure for reporting concerns to the ethics committee, as described below.

Health and safety metrics

The entire workforce is covered by a health and safety management system. External contractors are covered by specific prevention plans. In 2025, there were no fatalities resulting from workplace accidents or work-related diseases among either our in-house staff or the external workers employed at our sites. The total number of workplace accidents was 31 in 2025. The number of days lost by employees due to workplace accidents and work-related health problems stands at 383, which is 17% fewer days than in 2024. This information is not available for people not employed by Delfingen. The aim is to reduce the number of accidents by 10% by 2026. The frequency rate for recordable workplace accidents is 4.01, which represents an improvement on last year’s figure (5.97). This rate is, in fact, one of the criteria monitored by our financiers as part of a positive-impact loan (target of 7.43 by the end of 2024 and 6.83 by the end of 2025).



The percentage of the workforce covered by a health and safety management system based on legal requirements and/or recognised standards or guidelines, and which has undergone an internal audit and/or a third-party audit or certification, is not available.

Nevertheless, Delfingen follows the guidelines set out in ISO 45001 and OSHA 18001, although it is not officially certified.

3.3.112 Remuneration

Gender pay gap

Delfingen has adopted the methodology used to calculate the pay gap in France's Gender Equality Index with regard to the validity of the comparison groups. It was therefore decided that there must be at least three women and three men at the same management level for that level to be considered comparable. Otherwise, it is deemed invalid. The data used is solely the basic hourly wage. Furthermore, salary data is compared in local currency and as a proportion of the total valid workforce in each country. It is not consolidated at global level. A positive gap is favourable to men; a negative gap is favourable to women.

COUNTRY	Management level	Gender pay gap as a %
BRAZIL	Operator / Employee	Invalid
CANADA	Operator / employee	1%
CHINA	Manager / Expert	2.8%
CHINA	Supervisor / Equivalent to a managerial position	-3.4%
CHINA	Technician	5.9%
CHINA	Operator / employee	3.1%
FRANCE	Head of Department	1.8%
FRANCE	Manager / Expert	3.2%
FRANCE	Supervisor / Equivalent to a managerial position	0.7%
FRANCE	Technician	-0.1%
FRANCE	Operator / employee	2.6%
GERMANY	Head of Department	1.4%
GERMANY	Manager / Expert	1.7%
GERMANY	Supervisor / Equivalent to a managerial position	3.4%
GERMANY	Technician	2.3%
GERMANY	Operator / employee	3.0%
HONDURAS	Technician	-9.1%
HONDURAS	Operator / employee	-2.8%
INDIA	Supervisor / Equivalent to a managerial position	0.9%
INDIA	Operator / employee	-4.1%
ITALY		Invalid
JAPAN		Invalid
SOUTH KOREA		Invalid
LUXEMBOURG		Invalid
MEXICO	Supervisor / Equivalent to a managerial position	-0.3%
MEXICO	Technician	0.8%
MEXICO	Operator / employee	4.6%
MOROCCO	Manager / Expert	3.0%
MOROCCO	Supervisor / Equivalent to a managerial position	-11.9%
MOROCCO	Technician	-1.0%

COUNTRY	Management level	Gender pay gap as a %
PHILIPPINES	Manager / Expert	0.70%
PHILIPPINES	Supervisor / Equivalent to a managerial position	-1.2%
PHILIPPINES	Technician	-0.9%
PHILIPPINES	Operator / employee	0.9%
PORTUGAL	Supervisor / Equivalent to a managerial position	0.9%
PORTUGAL	Technician	3.7%
PORTUGAL	Operator / employee	10.4%
ROMANIA	Head of Department	0.6%
ROMANIA	Manager / Expert	2.0%
ROMANIA	Supervisor / Equivalent to a managerial position	0.2%
ROMANIA	Technician	-0.6%
ROMANIA	Operator / employee	6.3%
SLOVAKIA	Technician	1.37%
SLOVAKIA	Operator / employee	5.15%
SLOVAKIA		Invalid
SPAIN		Invalid
TUNISIA	Manager / Expert	-1.4%
TUNISIA	Supervisor / Equivalent to a managerial position	1.7%
TUNISIA	Technician	4.9%
TUNISIA	Operator / employee	0.5%
USA	Director	0.5%
USA	Manager / Expert	2.6%
USA	Supervisor / Equivalent to a managerial position	2.1%
USA	Technician	-10.9%
USA	Operator / employee	5.4%
UAE		Invalid

Remuneration ratio

In 2025, the ratio of the total annual remuneration of the highest-paid individual to the median total annual remuneration of all employees (excluding the highest-paid individual) in France was 7.89. Complete payroll data is not available at group level for 2025, making it impossible to carry out the calculation for that year across the group.

3.3.113 Living wages

Delfingen is able to guarantee that all its employees receive the statutory minimum wage applicable at each site, as well as the principle set out in its Decent Work Charter: “Equal pay for equal work at each site, without discrimination”. The concept of a living wage, which has recently been developed – notably in the UN Global Compact – was the subject of an in-depth analysis in 2025 to assess the current situation at each site and in each country. Delfingen has adopted the Anker methodology as the benchmark for a living wage, as this is recommended by the CSRD and has been adopted by Middlednext. It specifies that all European minimum wages are regarded as living wages. The company carried out the analysis on the basis of the available figures and through discussions with local site managers. The results show that Delfingen comfortably complies with the local living wage for 97 per cent of its permanent staff. The 3 per cent of staff identified as potentially underpaid in two countries will be subject to further analysis and their details updated with the 2026 salary data.

3.3.1.14 Incidents, complaints and severe human rights impacts

The whistleblowing scheme is in place across the Delfingen Group via a dedicated external system called IntergrityLine. This system is available to everyone (i.e. staff, customers, suppliers, government bodies, partners, etc.) free of charge on the website www.delfingengroup.com. Internally, regular communications are issued, notably through the ‘Compliance Minute’ in the DNN (the Group’s global intranet) and via a QR code available on all screens at all Delfingen Group sites and displayed at all the Group’s sites. The number of alerts worldwide should therefore be taken into account in this wide-ranging communication. It should also be noted that the number of alerts should not be taken as indicative of the number of cases warranting disciplinary action. In fact, only the absolute number of alerts is taken into account here. In 2025, there were no reported cases of complaints or serious incidents relating to human rights (harassment, discrimination, forced labour, child labour, human trafficking, etc.). Consequently, there are no fines, penalties or compensation to be reported.

3.3.2 Workers in the value chain

3.3.2.1 Material IROs

The following risk has been identified in relation to workers in the value chain:

Themes	Issues	Materiality	Impacts
Workers in the value chain	R	36%	Customers’ refusal to purchase Delfingen products in the event of ethical issues relating to labour within the value chain

The process for assessing their materiality is described in section 3.1.4.

This risk does not apply to a specific category of workers, but to all types of workers employed by one of our suppliers.

3.3.2.2 Policies, actions, metrics and targets relating to workers in the value chain

The role of the administrative, management and supervisory bodies is described in general terms in sections 3.1.2.1 to 3.1.2.5.

In particular, on the subject of workers in the value chain:

- the Legal Department manages the Group’s legal risks, particularly those relating to industrial property, ethics and liability claims.
- The Purchasing Department ensures compliance with the Group’s procurement policies, the assessment of suppliers, and adherence to the code of conduct by our partners.

The Group’s procurement policy is set out in section 3.4.1.4.

In particular, we follow a rigorous supplier selection process which incorporates ethical and sustainable practices into the assessment. We also carry out in-depth on-site audits for new suppliers, high-risk products or those that have an impact on safety and regulatory compliance.

Our suppliers must also complete a questionnaire on corporate social and environmental responsibility. This criterion assesses the supplier’s commitment to sustainability, covering both social and environmental aspects.

Our ‘Supplier Requirement Agreement’ also requires all subcontractors and suppliers to uphold decent working conditions and to employ only workers aged 16 or over, in accordance with our Decent Work Charter. The new code of conduct, formalised in 2024, was rolled out on a large scale in 2025 to all our subcontractors and suppliers.

This year marks the first phase of a feedback phase, focusing on a limited scope of the Group’s procurement activities. For this first round of distribution, efforts have been focused on non-manufacturing suppliers in France: to date, 29% of them – representing 80% of the Pareto chart of purchases invoiced in France – have already signed and returned the document. Delfingen plans to gradually extend this monitoring and data consolidation to its entire global operations. This Code of Conduct sets out the values and standards of conduct expected of all partners, their employees and their supply chain. These values and principles of conduct form a compulsory basis for Delfingen’s collaboration with its business partners and employees.

They are now required to adhere to the same social standards as those observed by Delfingen:

- Employees’ rights: For Delfingen, the observance of and respect for internationally recognised human rights form the basis of all business relations. We comply with the principles and rules set out below, as well as with the labour laws of the various countries in which we operate.
- Respect for human rights: In all its places of business, Delfingen complies with applicable human rights legislation, in particular laws relating to slavery and human trafficking, as well as applicable laws on due diligence in the supply chain.
- Delfingen will not use or tolerate slavery, human trafficking, practices akin to slavery or any other form of oppression in the workplace.

- No forced or compulsory labour: Delfingen rejects any deliberate use of forced or compulsory labour.
- No child labour: Child labour is prohibited at Delfingen. The minimum working age is observed in accordance with the legal provisions in force in the various countries. Delfingen complies with the minimum age for employment, which is at least 16 years of age in accordance with ILO Convention No.138 on the minimum age. Under no circumstances do we tolerate the use of pressure or coercion.
- Health and safety at work: At Delfingen, we are mindful of our responsibility regarding the physical demands of work, health and safety in the workplace on a day-to-day basis.
- The health, lives and safety of our employees are a top priority for us. Delfingen is committed to ensuring the same level of safety at all its sites.
- Compliance with working hours, the granting of leave and the payment of fair remuneration: Delfingen complies with local laws on the minimum wage, working hours and working conditions, and grants its employees reasonable rest periods and time off in the event of illness or an emergency. We ensure that statutory working hours are observed and that the statutory minimum holiday entitlement is granted.
- Delfingen is committed to applying equivalent pay and benefits for equivalent work at every site, without discrimination.
- Anti-harassment policy: Delfingen has a zero-tolerance policy towards all forms of harassment (psychological, sexual, etc.), threats or physical abuse, and behaviour that undermines human dignity.
- Freedom of association: Delfingen respects employees' right to freedom of association and assembly, and grants them the right to collective bargaining with a view to regulating working conditions.
- Safeguarding equal treatment and equal opportunities: Delfingen is committed to combating discrimination and promoting equal opportunities.
- Equality & Diversity: Delfingen promotes equal treatment, equal opportunities, diversity, fairness and inclusion at all levels for its employees and throughout its supply chain. Delfingen is committed to not discriminating on the grounds of physical appearance, religion or beliefs, political opinions, gender, age, social or national origin, sexual orientation, gender identity, marital status, health status or disability, or any other characteristic protected by law, as long as they are based on tolerance and democratic principles.
- Recruitment & careers: Delfingen's policy is to select, recruit and promote employees on the basis of their abilities, experience and skills, and to support their development accordingly by providing appropriate training.
- Disability: Delfingen does everything in its power to retain an employee who has been with the company for more than a year and has a disability. Delfingen endeavours to arrange working hours to suit a family caregiver with a disability.
- Training and personal development: Delfingen

is committed to providing its staff with appropriate training and to supporting the personal development of all its employees so that they can become more independent in their day-to-day work.

Disseminating this new code of conduct to our suppliers and subcontractors forms the core of our 2025 action plan on this issue, with the aim of ensuring that it reaches everyone.

There is no metric specifically associated with the identified risk. However, one of the criteria for selecting suppliers assesses the supplier's commitment to sustainability, covering social and environmental aspects (3.4.1.4).

14 supplier audits were carried out in 2025, covering the selection criteria for these suppliers.

3.3.3 Affected communities

3.3.3.1 Material IROs

The following IROs have been identified in relation to the communities affected by our activities.

The process for assessing their materiality is described in section 3.1.4.

Themes	Issues	Materiality	Impacts
Commitment to communities and regions	I +	45%	Through the Delfingen Foundations, the company improves the living conditions of its employees and their families, offers them the opportunity to lead more independent and dignified lives, and supports them in taking control of their lives in terms of housing, education and healthcare.
Commitment to communities and regions	O	30%	A positive image amongst local stakeholders associated with the Delfingen Foundations

There are two types of communities affected by our double materiality assessment:

- Communities living or working near the company's operating sites, particularly in low- and middle-income countries (immediate families of employees, extended families, schools, local communities, etc.). The policies and actions aimed at these communities are those of the Corporate Foundation and are described below.
- The communities at the end of the downstream value chain – namely the indirect users of our products around the world – who can benefit from a diverse, safe and increasingly low-carbon range of mobility options. This aspect is not described in further detail in this document and falls within the scope of policies and actions relating, in particular, to climate change (E1), the circular economy (E5), and product quality and safety for end users (S4).

3.3.3.2 Policies relating to affected communities

The Delfingen Corporate Foundations.

'Globalisation based on solidarity is an opportunity for humanity'

The Delfingen corporate foundations were established in 2007 as part of the Group's commitment to take action in the local communities in which it operates. Serving as a real link between the Group, its employees and local communities, the Foundation aims to develop sustainable solutions that will give people more autonomy, more dignity, and help them take control of their own destiny. At sites where there is no specific foundation-type legal entity, ad hoc committees act in that capacity.

Their areas of intervention are: health, education, housing, disability compensation, and, since 2022, the environment. Through this new pillar, Delfingen is raising awareness amongst colleagues, their families and their communities about various environmental issues (CO₂, plastic pollution).

Entities and governance:

- The SWISS Delfingen Foundation is chaired by Delfingen's CEO. It sets out the main areas of focus for the other local foundations and committees, as well as the recommended annual campaigns, and approves major expenditure by the other local foundations or production sites within the aforementioned areas of operation.
- In France, the Delfingen Corporate Foundation focuses in particular on the Europe/Africa region, in conjunction with the production sites located there. It collects donations from employees and funds activities both within and outside the region, with the help of the Delfingen Endowment Fund (which collects donations from third parties).
- In the United States, the Delfingen US Foundation carries out similar work across the 'Americas' region and is responsible for fundraising and financing regional initiatives.

- There is also a specific organisation for the Philippines, which has been very active since its establishment in 2007.
- At sites where there is no specific legal entity, ad hoc committees carry out activities on behalf of the foundations.

As a result, around a hundred dedicated volunteers around the world are working in the areas of health, education, housing, disability and the environment, supporting the families of Delfingen Group employees and local communities.

Foundation resources:

- The Delfingen Group

In 2024, Delfingen donated 1% of its 2023 net income to the Delfingen Corporate Foundation (a French organisation). From 2025 onwards, Delfingen will contribute 1% of its annual net profit to the SWISS Delfingen Foundation, which has become the main organisation.

- DONATIONS

Donations from colleagues, in particular, help to boost its resources, as do external donations from partners, friends, suppliers and customers. In particular, an online donation form is available on the foundation's website. Local organisations also organise various fundraising activities (e.g. the sale of obsolete PCs at the various Delfingen sites, dedicated events, etc.).

FOUNDATION OUTLOOK

Over the past three years, the Delfingen Foundation has been restructured to help revitalise the local foundations. New volunteers joined the Foundation, and new actions were launched by its teams to make it more dynamic and improve visibility, particularly among new employees. The foundation will be continuing its partnerships with other foundations, organisations and other local stakeholders to expand its reach and activities.

3.3.3.3 Process for engaging with affected communities on the impacts

Interaction with local communities takes place mainly through the hundred or so volunteers around the world, who are based as close as possible to the specific needs that have been identified. These interactions take place, in particular, when specific projects are being set up, sometimes in collaboration with other specialist local stakeholders.

List of amounts committed in 2025 by the various bodies and committees:

EXPENDITURE		PILLAR					
2025	REGION	DISABILITY	EDUCATION	ENVIRONMENT	HEALTH	HOUSING	TOTAL
	AMERICAS	€1,256			€4,653	€661	€19,449
	ASIA	€5,783	€12,879	€32,168	€22,193	€6,297	€88,016
	ENA	€750	€21,575	€168	€14,390	€988	€49,951
TOTAL		€7,789	€33,655	€32,336	€41,236	€7,946	€157,416

3.3.3.4 Measures relating to significant IROs affecting the communities affected and the effectiveness of these measures

Key commitments in 2025:

- Protection of Marine Biodiversity in Cebu

The year was marked by a significant acceleration in our activities in the Philippines. We launched our second coral restoration project in Cebu, thereby strengthening our environmental footprint in this critical biodiversity area. This deployment demonstrates our commitment to moving from experimentation to a strategy for the sustainable restoration of marine ecosystems.

- Public Health: A Global and Community-Based Approach

Alongside our environmental action, we launched our first dental screening project in Cebu, addressing a vital primary healthcare need for local communities. On the international stage, the Foundation has reached a key milestone by expanding its prevention campaigns worldwide: whether it is Pink October for breast cancer or Movember for men's cancers, our awareness-raising messages now cross borders to create a unified impact.

- Circular Innovation with Plastic Odyssey

We are proud to continue developing the Plastic Odyssey Micro Factories. Working closely with local stakeholders, these units transform plastic waste into resources, demonstrating that the circular economy is a powerful driver of economic empowerment and environmental protection at a local level.

- Strategic Partnerships and Solutions for the Future

The partnership we have forged with the Solar Impulse Foundation marks a turning point in our quest for efficient solutions. This synergy led to the launch of an ambitious project with Rrreefs, a company certified by Solar Impulse. Together, we are deploying cutting-edge technology to restore a coral reef in Cebu, combining precision engineering with nature conservation.

- Public Awareness and Engagement

Our relationship with our donors and the general public remains at the heart of our mission. The charity market held in Anteuil was a wonderful opportunity to share our values, raising visitors' awareness of our causes whilst raising much-needed funds. In this spirit of togetherness, we have also launched a 'World Cuisine' booklet, a charity initiative whose proceeds go directly towards supporting our programmes on the ground.

- A New Digital Showcase

To support this growth, the Foundation has officially launched its dedicated website. This modern and transparent communication tool now enables our partners, donors and the public to track the progress of our projects in real time and to gauge the tangible impact of their contributions.

- Spotlight on 'Solar Impulse'

The Delfingen Group is joining forces with the Solar Impulse Foundation to step up its environmental commitment. The Delfingen Group has reached a new milestone in the implementation of its environmental commitments by announcing a strategic partnership with the prestigious Solar Impulse Foundation, led by the explorer and visionary Bertrand PICCARD. This partnership stems from a shared set of core values with those of the Group's founding family, and aims to take the Group's commitment to sustainable development to a new level. This collaboration is centred on two main objectives:

Increasing the impact: utilising the Solar Impulse Foundation's reputation and network to raise awareness of the Delfingen Group's commitment and on-the-ground initiatives, particularly through its own Foundation.

Partnering with solutions: integrating and supporting some of the 'Efficient Solutions' selected by Bertrand PICCARD's team. These solutions, which are both economically viable and environmentally friendly, will enable Delfingen to minimise the environmental impact of its own initiatives, particularly those relating to access to decent housing, education and environmental projects.

"We are convinced that efficiency depends on innovation. By partnering with the Solar Impulse Foundation, we are drawing on cutting-edge expertise that will ensure the relevance and sustainability of our environmental initiatives."

It's a bold move to set an example for future generations," says Gérald Streit, CEO of the Delfingen Group and Chairman of the Delfingen Foundation.

"Fostering a spirit of exploration to challenge our perception of the world and the laws that govern it, inspiring industries to rethink the way they produce and use energy, and moving responsibly towards qualitative growth are the keys to the solutions of tomorrow." Bertrand PICCARD, Founder and President of the Solar Impulse Foundation.

This partnership is a natural follow-on from the actions carried out as part of the Plastic Odyssey initiative in 2021.



(From left to right) Gérald Streit, Bertrand Piccard and Michèle Piccard at the
Pioneers Forum, 8 October 2025 in Brussels

3.3.3.5 Metrics and targets

Targets relating to the management of significant negative impacts, the promotion of positive impacts, and the management of significant risks and opportunities

The Group allocates 1% of its consolidated net income to the corporate foundation for its activities. The foundation does not set measurable targets for its various areas of work – namely health, education, housing, disability and the environment – and has no plans to do so. Indeed, a large proportion of the actions that may be undertaken are in response to potential emergencies, which by definition are unforeseen (e.g. weather events, accidents, health issues, etc.) or depend on the demographics of our sites (scholarships, vaccinations, etc.).

However, as set out in S3-4, a detailed report on the actions taken and the associated budgets is produced at least quarterly, enabling us to monitor the effectiveness of our local commitments.

3.3.4 Consumers and end users

3.3.4.1 Material IROs

The following IROs have been identified in relation to consumers and end users.

The process for assessing their materiality is described in section 3.1.4.

The end consumers included in the analysis are all those likely to purchase or use vehicles (private vehicles, commercial vehicles) fitted with Delfingen products.

Themes	Issues	Materiality	Impacts
Product quality and safety	I +	60%	Clear and transparent product information (such as environmental impact ratings), enabling customers and users to make an informed choice when placing an order.
Product quality and safety	R	60%	Loss of market share and damage to the company's reputation in the event of safety and quality issues

3.3.4.2 Policies relating to consumers and end-users

QSE Policy and Management System: a commitment to quality, safety and the environment

Delfingen has placed customer satisfaction, personal safety and environmental protection at the centre of its priorities. This commitment is reflected in a formalised QSE policy and a management system certified to IATF 16949 and ISO 14001, covering all its sites and activities, from design to the supply of products and services.

Delfingen's policy focuses on:

- Customer satisfaction: By delivering high-quality products on time, thanks to a robust organisational structure and dedicated processes. Quality is managed at every stage, from design through to dispatch.
- Safety: By complying with laws and regulations, continuously improving safety through corrective actions, and incorporating safety into the design of products and processes from the outset.
- The environment: By taking into account the environmental impact throughout the entire product life cycle, from relations with suppliers right through to delivery, and by extending its sphere of influence to its Tier 1 suppliers and customers. Environmental aspects (I+ and opportunity) are mainly covered in sections 3.2.1 to 3.2.4.

A structured approach

Delfingen has adopted a process-based approach to its QSE management system.

Twelve key processes have been defined, covering management, implementation and support, with responsibilities clearly assigned at different levels of the organisation (plant, region, group). This approach ensures that activities are managed in a structured and consistent manner.

In accordance with the requirements of the ISO 9001:2015 standard, Delfigen’s management system is based on a risk management approach. Risk assessments are carried out at every level (process, plant, group), taking into account the internal and external context as well as the needs of stakeholders. Where appropriate, these analyses are updated annually during the management review.

Delfingen is committed to the continuous improvement of its QSE management system. Management reviews, internal and external audits carried out by certification bodies and/or customers, and the monitoring of performance indicators enable us to identify areas for improvement and to implement corrective and preventive actions.

The company also keeps a close eye on changes to standards and regulations, as well as industry best practice, in order to adapt its system and improve its performance in terms of quality, safety and the environment.

With specific regard to the identified risk relating to product quality and safety, Delfingen’s QSE management system – with its process-based approach, risk management and commitment to quality and safety – aims to prevent defects and non-conformities. Quality control procedures at every stage of the process, internal and external audits, and corrective and preventive actions help to minimise the risk of quality or safety issues that could damage the company’s reputation and lead to a loss of market share.

3.3.4.3 Process for engaging with consumers and/or end users on the impacts

There is no direct or formal interaction between Delfingen and end consumers. This interaction mainly takes place through our customers, equipment manufacturers and/or OEMs when they enquire about existing or new products (e.g. a new part number for a customer or for a new vehicle or a new platform).

Some new products are also developed by our innovation teams without any initial customer requests, based on our knowledge of the market and its trends. (benchmarks, teardowns, technical studies, market research, etc.).

3.3.4.4 Measures related to significant IROs affecting consumers and end-users

Actions related to impacts, risks and opportunities (IRO) affecting end consumers are centred on two main areas:

- **Product quality and safety:** These priorities are underpinned by the Group’s quality policy, which aims to ensure strict compliance with our contractual obligations towards our Tier 1 customers and automotive manufacturers (OEMs).
- **Sustainability and transparency:** The requirements in this regard are set out in sections 3.2.1 to 3.2.4 of this document.

In 2025, the Group’s quality performance confirmed its trajectory of continuous improvement. The table below shows the trends in the key indicators over the last three financial years:

Quality Indicators	2025	2024	2023
Formal complaints	201	236	281
Complaints for information purposes	418	432	557
PPM (parts per million)	1.11	1.39	1.44

Note: these indicators may include logistical issues (delivery times) that do not directly affect the technical compliance or safety of the products.

In 2025, 15.43% of the training courses delivered within the group were dedicated to QSE, demonstrating the importance of this topic within the group.

Furthermore, in accordance with the Quality System procedures, all sites underwent rigorous internal and external audits in 2025. These checks were supplemented by specific audits carried out by our customers and the renewal of the quality certifications for our production units.

3.3.4.5 Metrics and targets

In order to better reflect customer perception and increase customer satisfaction, the Group is updating its performance indicators for 2026.

The new reporting scope will no longer distinguish between formal complaints and complaints made for information purposes, so as to avoid downplaying the impact of the latter.

This scope will also be expanded to include supplier-related issues as well as errors arising from support services. This comprehensive approach will enable greater traceability of all forms of customer rejection, whatever the cause.

The targets set for 2026 are as follows:

- **Aggregated claims (official and informational) and expansion of the scope (due to supplier issues and/or support service issues):** A 10% reduction compared with 2025.
- **PPM (parts per million):** Keep the level below 9.

3.4

Governance

3.4.1 Business conduct

Ethical commitment

Delfingen attaches the utmost importance to acting in an irreproachable manner towards our stakeholders. Delfingen is committed to acting responsibly and ethically towards its customers, suppliers, the State, public authorities, and its employees. Business integrity also strengthens the Group's good reputation.

3.4.1.1 Governance

The roles of the administrative, management and supervisory bodies are described in sections 3.1.2.1 to 3.1.2.5. In particular,

- the Legal Department manages the Group's legal risks, particularly those relating to industrial property, ethics and liability claims.
- The Human Resources Department ensures that local social legislation is properly applied
- The Finance Department manages the risks associated with the Group's financial activities, in particular the compliance of financial statements with local and international accounting standards (IFRS), foreign exchange, interest rate, liquidity, tax and fraud risks.
- The Information Systems Department ensures that stored information can be replicated, and also manages cyber risks.
- The Purchasing Department ensures compliance with the Group's procurement policies, the assessment of suppliers, and adherence to the code of conduct by our partners.
- The Supply Chain Department ensures that customs and import/export legislation is properly applied at Group and local level.

An ethics committee is responsible for dealing with the reports submitted through the various available channels. Members of the ethics committee are appointed by the board of directors and sign a charter committing them, in particular, to confidentiality and to compliance with the rules governing the conduct of investigations. Both the membership and commitment of the members of the ethics committee and the governing body in relation to the charter are renewed annually. At the same time, a compliance committee meets regularly to oversee compliance-related activities as a whole. The role of this committee is to coordinate compliance actions with the relevant departments, business lines and managers, who raise any issues or challenges. At the same time, cyber risk is monitored and reported to the executive committee by the Group's Chief Information Officer.

3.4.1.2 Material IROs

The following IROs have been identified in relation to business conduct:

Themes	Issues	Materiality	Impacts
Responsible purchasing	R	60%	Failure or delay in the delivery of raw materials or components
Ethics and compliance	I +	60%	A scheme in place across all the Group's subsidiaries enables every employee to feel protected and to report any dangerous situation. This is important in countries where the law does not protect whistleblowers or employees.
Ethics and compliance	O	60%	The company's appeal through a positive image (recruitment, investors, partners, etc.)
Responsible purchasing	I +	36%	Supporting suppliers and service providers in adopting a committed approach to sustainability through a responsible procurement policy could help them to obtain certification and achieve better ratings from rating agencies and financial partners
Ethics and compliance	R	30%	Failure to comply with company and legal rules on the protection of whistleblowers and on corruption
Information systems security and responsible data management	R	30%	Stopping certain operations (manufacturing, scheduling, delivery, invoicing)
Information systems security and responsible data management	I +	60%	Ensure a robust information security management system, or even one that is TISAX-certified
Information systems security and responsible data management	I -	50%	Unpatched security vulnerabilities or inadequate protective measures may disrupt Delfingen's operations (order management and tracking, delivery delays, etc.) and lead to disruptions in customers' own operations if they do not receive their deliveries.

The process for assessing their materiality is described in section 3.1.4.

3.4.1.3 Corporate culture and business conduct policies

Delfingen is committed to acting responsibly and ethically towards its customers, suppliers, the State, public authorities, and its employees. Business integrity also strengthens the Group's good reputation. This is reflected, in particular, in:

- Our values, which were set out very early on, amended in 1984 to give them an international dimension (freedom, sharing, continuous improvement and responsibility) and updated in 2020: Entrepreneurship, Solidarity, Harmony and Responsibility;
- Our responsible procurement policy. See 3.4.1.4.
- Our anti-corruption policy. See 3.4.1.5 and 3.4.1.6.
- A group-wide ethics committee
- A general culture of social responsibility within the business world, as illustrated by the Group's corporate foundation, whose aim is to support the most disadvantaged communities in France and around the world. See 3.3.3.
- A whistleblowing system, as described below.

Since 2022, Delfingen has had a whistleblowing system in place for both internal and external parties (customers, suppliers, public authorities, partners, etc.) via a dedicated app, IntegrityLine. This system is available to everyone (i.e. employees, customers, suppliers, government bodies, partners, etc.) free of charge on the website <https://delfingengroup.com/>, and in all the Group's languages.

The ethics committee is responsible for dealing with the various reports submitted through the various channels: IntegrityLine, reporting up the chain of command, correspondence, etc. The members of the ethics committee are appointed by the board of directors and sign a code of conduct committing them, in particular, to confidentiality and to compliance with the rules governing the conduct of investigations. Both the membership and commitment of the members of the ethics committee and the governing body in relation to the charter are renewed annually. The ethics committee reports on its work and progress to the audit committee at least twice a year.

Whistleblowers are protected by the Whistleblowing Policy, which stipulates, amongst other things, that all reports, including any references to the whistleblower, are treated confidentially and in accordance with applicable laws.

Internally, regular communications are issued, notably through the 'Compliance Minute' in the DNN (the Group's global intranet) and via a QR code available on all screens at all Group sites and displayed at all Group sites. There is, therefore, a great deal of communication. It should also be noted that the number of alerts should not be taken as indicative of the number of cases warranting disciplinary action. In fact, only the absolute number of reports is taken into account here: Two reports were received in 2025, compared with seven in 2024.

In addition to the communication and awareness-raising channels, specific training courses are provided for particular groups, including sales staff, buyers, HR, senior management, etc. With regard to the risks of corruption, the payment of bribes and/or gifts, Delfingen has introduced a gifts policy, available on the website <https://delfingengroup.com/>, to set out the rules and the appropriate course of action in various situations. The gifts policy supplements the Delfingen Group's anti-corruption code of conduct and, in particular, enables employees to make appropriate decisions, depending on the context, regarding gifts and hospitality received or offered in the course of their professional activities. The overriding principle is compliance with the law and the regulations in force. In specific situations that are not described in detail, it is up to each employee to make the best decision by using their common sense and experience, in accordance with the criteria set out in the gifts policy.

3.4.1.4 Supplier relations management

RESPONSIBLE PURCHASING: AN ESSENTIAL TOOL FOR GAINING CUSTOMERS' TRUST

Given the size of our purchasing budget, supply chain issues are fundamental. The quality of the finished products we deliver to our customers is intrinsically linked to the quality of our raw materials. Our choice of suppliers therefore meets quality requirements that must be maintained throughout the product life cycle and also sustainability requirements.

Delfingen's commitment to product quality and sustainable

development is deeply embedded in our procurement process for products purchased from the **bill of materials (BOM)**.

A rigorous process ensures responsible sourcing and compliance with best practice throughout our supply chain.

Key stages in our procurement process:

- **Precise definition of requirements:** we meticulously define our requirements, including technical specifications, drawings and anticipated volumes, thereby ensuring clarity and transparency for our suppliers.
- **Rigorous supplier selection:** we follow a rigorous supplier selection process that prioritises ethical and sustainable practices. This includes a thorough risk assessment to evaluate the potential social, environmental and economic impacts.
- **On-site audits and assessments:** we carry out in-depth on-site audits for new suppliers, high-risk products or those that have an impact on safety and regulatory compliance. This ensures compliance with our sustainability standards and those of our customers.
- **Process qualification:** we validate suppliers' processes through rigorous audits and assessments, ensuring that they meet our quality and sustainability criteria.
- **Continuous improvement:** we work with suppliers to develop and implement action plans, thereby promoting continuous improvement in their sustainability performance.
- **Traceability and transparency:** we maintain a comprehensive coding system for all purchased components and raw materials, ensuring full traceability and transparency throughout our supply chain.
- **Sample validation:** we require that initial samples meet strict quality and compliance standards (e.g. PPAP 4th edition or VDA 2 PPA), ensuring product safety and performance.
- **Material compliance:** we meticulously check the declarations and certifications (REACH and RoHS) for all raw materials, ensuring compliance with environmental regulations.
- **Customs compliance:** we work with our GSC-Douanes contact to validate customs codes (HS codes), ensuring legal compliance and ethical sourcing.
- **Effective procurement planning:** we use effective procurement methodologies (Kanban, Just-in-Time, etc.) to optimise stock management and minimise waste.
- **Inspections upon receipt and non-conformity management:** we carry out thorough inspections upon receipt of goods and have a robust process for managing supplier non-conformities.
- **Supplier quality assessment:** we continuously assess suppliers' performance in terms of quality to ensure ongoing compliance with our sustainability standards.

Our selection of suppliers follows a rigorous procedure,

in line with the company's objectives and the IATF 16949 standard. For suppliers who are not imposed by our end customers, Delfingen's supplier assessment procedure is a comprehensive process designed to minimise risks and maximise supply chain performance. It is based on a number of key criteria, particularly in the areas of sustainability and risk management.

Key sustainability criteria:

- **ISO 14001 certification:** giving preference to ISO 14001-certified suppliers demonstrates a commitment to environmental management.
- **Product carbon footprint:** the supplier's ability to provide data on the carbon footprint of its products enables a better understanding and management of the supply chain's environmental impact.
- **Responses to the survey on corporate social and environmental responsibility:** this criterion assesses the supplier's commitment to sustainability, covering social and environmental aspects.

Key criteria relating to risk management:

- **Product criticality:** identifying critical products enables risk management efforts to be focused on the most sensitive elements.
- **The supplier's position in the automotive market:** the supplier's experience in the automotive sector and its reliance on this market are indicators of stability and resilience.
- **Supplier technology:** suppliers with tried-and-tested technologies pose fewer risks in terms of innovation and development.
- **Factory and manufacturing facilities:** the stability and capacity of production facilities are essential to ensuring continuity of supply.
- **Production line/equipment capacity:** sufficient production capacity helps to prevent stock-outs and delays.
- **Supplier assessment:** a supplier's track record in terms of quality, costs and lead times is an important indicator of its overall performance.
- **Contingency plan:** the existence of a contingency plan demonstrates the supplier's ability to manage crisis situations.
- **Financial health:** the supplier's financial stability is crucial to ensuring the long-term viability of the business relationship.
- **Supplier track record:** the supplier's experience with Delfingen and its track record regarding force majeure are indicators of reliability.
- **Distance between the supplier and the end customer:** geographical proximity can reduce logistical risks and delivery times.
- **Risk of shortages:** assessing the risk of shortages makes it possible to anticipate potential disruptions to the supply chain.

In conclusion:

Delfingen's supplier assessment procedure is an essential tool for identifying and managing supply chain risks whilst

incorporating sustainability criteria. This approach enables us to select high-performing and responsible suppliers, thereby contributing to Delfingen's overall performance and reputation.

We continue to display our supplier mapping to make it easier to understand and track them, and to make us more responsive should anything go wrong.

We closely monitor all technological developments to help us improve the energy consumption of our industrial processes, and are strongly committed in our support of renewable energy supply contracts. See 3.2.1 Climate change.

A paragraph on 'compliance' has been added to our general purchasing conditions and our ethical charter is available on our website.

In 2024, Delfingen also introduced a code of conduct for its business partners (customers, suppliers, etc.) to ensure they are contractually committed to various environmental, social and ethical issues, amongst others. The roll-out of this code of conduct is due to begin in 2025.

In addition, Delfingen Group Purchasing Department signed the Responsible Purchasing and Supplier Relations Charter (RFAR) in early 2024. The Charter sets in writing the work methods and ethics that have already been in place for many years.

Established in 2010, the Responsible Supplier Relations Charter is intended to encourage companies and public and private organisations to adopt responsible practices towards their suppliers. It is now guided in France by the Ombudsman and CNA (national purchasing advisory).

Delfingen underwent an audit in France in November 2024 on this subject, with a view to obtaining the 'Responsible Supplier Relations and Procurement' label. This label is the only one awarded by public authorities in this field. It is awarded for a period of three years, subject to annual verification of the key criteria by one of the organisations approved by the French Ombudsman and national purchasing advisory.

Delfingen was officially awarded the RFAR label in February 2025. The first follow-up audit in early 2026 confirmed that the label had been retained.



3.4.1.5 Prevention and detection of corruption and bribery

Delfingen is committed to a system that prevents the risk of corruption and a policy to fight corruption in all its forms, and strives to apply this policy at all its sites. It should be noted that actions related to ethics and compliance extend to all Delfingen entities and cover the entire scope.

Delfingen has put in place a number of overlapping procedures to prevent, detect and stop potential cases of corruption, bribery or gifts, and also to deal with any related matters:

- Anti-corruption code of conduct drawn up in collaboration with Middelnext and its member companies, intended primarily for the Group's employees,
- Code of conduct for business partners (customers, suppliers, third parties, etc.),
- Gift policy
- A reliable and effective whistleblowing system (see 3.4.1.1)
- Group-level ethics committee
- The compliance committee which meets every month to manage actions relating in particular to the protection of personal data, anti-corruption measures, and insider trading.

Anti-corruption code of conduct

In 2018, driven in particular by the so-called 'Sapin 2' Act, Delfingen drew up an anti-corruption code of conduct, developed in collaboration with MIDDLENEXT and its member companies. This code of conduct:

- Sets out the standards of conduct applicable to our activities and provides guidelines for decisions that Group employees may be required to make on various ethical matters;
- Describes the fundamental rules relating, in particular, to the following areas: gifts (as set out in our 'gifts' policy), tokens of courtesy, entertainment, donations to charitable or political organisations, facilitation payments, etc.;
- Supplements the rules, procedures and standards set out in each country, which employees must continue to follow;
- Is aimed at all employees, members of the executive committee and senior management, and corporate officers of Delfingen and its subsidiaries worldwide;
- This also applies to Delfingen's partners, customers and suppliers, who must share the same values.

In France, adherence to the code of conduct is a condition of employment for all staff members of our group, which does not tolerate any breaches of it.

100% of individuals identified as being at risk and 100% of senior management have received anti-corruption training in the last few years.

3.4.1.6 Cases of corruption or the payment of bribes

Following the investigation procedure, the committee did not issue any conclusions or recommendations to the relevant departments or sites.

To date, Delfingen has not been, and has never been, the subject of any complaint relating to corruption and/or the payment of bribes. Delfingen has never been convicted of any offences relating to corruption or similar matters.

3.4.1.7 Payment practices

The average time (in days, for all suppliers regardless of size) taken by the group to pay an invoice from the date on which the contractual or statutory payment period begins is 47 days in 2025.

The group has set up a system to monitor late payments to suppliers. The on-time payment rate stands at 97% in 2025. The delays typically observed are overwhelmingly due to quality issues.

There are no legal proceedings currently underway relating to non-payment.

3.4.2 Information systems security and responsible data management

3.4.2.1 Material IROs

The following IROs have been identified in relation to the security of information systems and responsible data management:

Themes	Issues	Materiality	Impacts
Information systems security and responsible data management	I +	30%	Stopping certain operations (manufacturing, scheduling, delivery, invoicing)
Information systems security and responsible data management	R	60%	Ensure a robust information security management system, or even one that is TISAX-certified
Information systems security and responsible data management		50%	Unpatched security vulnerabilities or inadequate protective measures may disrupt Delfingen's operations (order management and tracking, delivery delays, etc.) and lead to disruptions in customers' own operations if they do not receive their deliveries.

The process for assessing their materiality is described in section 3.1.4.

We do not disclose certain cybersecurity policies, actions, targets and indicators in detail. This confidentiality is essential to safeguard the security of our information systems, as the disclosure of this information – particularly details of our defences – could be exploited by potential attackers.

3.4.2.2 Information Security Management System

New technologies are essential to the running of the business and, therefore, to its long-term viability. They are involved in all areas of the organisation's operations, including production, distribution, administration, management, etc. Employees therefore process and store a large amount of information, the protection of which must be ensured through moral, contractual or regulatory obligations. These IT resources may become the target of constantly evolving malicious activities.

The security of our information systems and our responsible management of data are therefore a major concern, both at an individual and a collective level. Policies, procedures and documents (Information Security Management System) set out all these aspects in detail:

Strategic Level:

These documents set out security policies and guidelines in line with business needs and stakeholder requirements. They include:

- The General Information Systems Security Policy (PGSSI): A foundational and guiding strategic document for the Information Security Management System (ISMS).
- The ISMS risk management plan: This plan identifies and assesses risk management options, and selects the ISMS's security objectives and controls.
- The Statement of Applicability (SoA) and the ISA VDA: This document sets out the security objectives and the appropriate measures applicable to the SMSI (a document combining the Statement of Applicability and the ISA VDA requirements). VDA ISA is the 'Information Security Assessment of the Verband der Automobilindustrie', a security standard specifically designed for the automotive industry.

Tactical Level:

These documents set out all the security requirements to be implemented, in accordance with the guidelines set out in the Information Security Policy. They set out the security objectives to be achieved and specify the means for achieving them. They consist of thematic policies, charters for IT system administrators and users, and the security assurance plan (PAS).

Operational level:

These documents provide recommendations and best practice guidance for implementing security in accordance with the requirements set out by Delfigen. They consist of operational processes (for managing a specific security issue), guides (documents to assist with the classification or implementation of a security issue), procedures and forms.

Governance

The task of addressing information systems security issues is entrusted to the **chief information security officer (CISO)**. The CISO assists senior management in setting objectives and priorities relating to information systems security.

In collaboration with the Information Systems Department (ISD), the CISO develops, formalises and disseminates security policies (PGSSI, operational standards, procedures, etc.) to achieve these objectives. Working alongside operational staff, the CISO helps to define the specific security measures to be implemented and ensures that these measures are approved. The CISO oversees the implementation of these measures, and plans and coordinates all activities relating to information system security.

In collaboration with the internal audit team, the CISO organises and manages the monitoring and assessment of information systems security. The CISO is involved in the management of any security incidents and crises that may arise. The CISO reports to the CIO on the achievement of security objectives and provides an update on the overall security situation and the progress of major projects at an annual review.

Executive committee (COMEX): the COMEX oversees the organisation's entire information security programme and approves the information security policy. The COMEX assigns responsibilities, accountability and authority for the various security functions to the competent staff within the organisation and appoints a CISO. The COMEX manages all risks relating to the information services, including security objectives, to develop information security standards.

Chief Information Officer (CIO): the CIO is a member of the executive committee and is directly responsible for the cybersecurity strategy. The CIO is responsible for setting the high-level strategy, managing the budget for cybersecurity initiatives and appointing a sponsor for each project. The CIO, in consultation with the CISO, may approve any exemption from the security standards.

IT Managers: IT Managers are responsible for ensuring that information security standards are upheld throughout the provision of services. All new information systems must comply with the provisions of the standards and existing systems must also be brought into compliance.

Data Protection Officer (DPO): the DPO provides Delfingen and its employees with information and advice on the rules governing personal data. The DPO monitors compliance with national data protection regulations and

legislation. The DPO advises Delfingen on carrying out data protection impact assessments and monitors their implementation. Delfingen employees contact the DPO with any queries relating to the protection of personal data. The DPO cooperates with local authorities on matters relating to the protection of personal data.

Legal Department: the Legal Department monitors business risks and compliance. The Legal Department reviews and assesses the risk associated with all contracts to be signed by a company within the Delfingen Group. The Legal Department ensures that, in the contractual documents to be signed, external partners comply with the Group's minimum requirements regarding security and the protection of personal data.

Industrial IT Operations Manager: The Industrial IT Operations Manager is responsible for implementing security standards for ICS (industrial control systems), whilst taking into account their specific requirements in terms of performance, reliability and security.

Regional Managers: Regional Directors are responsible for implementing information security standards in their region to ensure that regional staff comply with Delfingen's information security standards.

Users must be familiar with Delfingen's information security standards and take part in training programmes. They undertake to comply with all the principles, rules and obligations set out in the user charter.

A review of **cybersecurity issues is carried out each month by the Information Systems Director for the executive committee.**

An **IS security steering committee** meets every three months. It ensures that security policies can be applied within the operational units of the various subsidiaries, communicates the policies in force within the organisation, and identifies the various security-related needs and/or areas for improvement.

The Strategic IS Security Committee meets once a year. It comprises members of the executive committee, the information systems department, the risk manager, and the IT managers. An **annual safety report** is presented there, and Delfingen's annual security action plan is put forward and approved.

Security principles:

The General Information Systems Security Policy is broken down by the CISO into various **security principles**:

- Establish a management framework to ensure information security.
- Identify and manage the security risks to which Delfingen is exposed.
- Identify the organisation's information assets and define the appropriate responsibilities for their protection.
- Raise awareness amongst employees and provide training.
- Protect systems and infrastructure.
- Secure network communications.

- Ensure the correct and effective use of cryptography.
- Manage employee identities and physical and logical access.
- Control access to data, particularly personal, confidential, financial or sensitive data.
- Ensure secure access to information whilst on the move.
- Detect and analyse security incidents.
- Manage incidents and crises, and ensure the continuity of Delfingen's operations.
- Monitor security levels and compliance with the PGSSI and relevant regulations.
- Integrate security into projects at every stage, from scoping through to deployment.
- Manage external partners who have access to the information system.
- Manage mergers and acquisitions.
- Oversee any exemptions and potential deviations from security policies and rules.

Each of these principles is set out in detail in specific procedures that form part of the Group's quality management system.

3.4.2.3 Actions, targets and metrics

For security reasons, we do not disclose details of all actions, objectives and indicators, with the exception of the following:

TISAX:

To date, three Delfingen sites have been assessed under the 'TISAX' scheme, including the group's head office. These assessments are based on the VDA ISA guidelines. The group's other sites, although not assessed, share the same rules, procedures and tools, and therefore the same overall level of security, owing to the high degree of centralisation of our systems.

Chromebooks:

Delfingen began using Google Workspace (formerly G Suite) in 2012. The next logical step was to gradually roll out Chromebooks to its users. The move to Chromebooks is a strategic decision and, in particular, helps to improve security. Indeed, their full integration into Google Workspace enables administrators, in particular, to manage and roll out security policies, applications and settings to all users via the Google Admin console.

Chromebooks also stand out for:

- **Their ease of use:** Their user-friendly interface makes it easier for users to get to grips with the system and reduces the need for training.
- **Their day-to-day performance:** Ultra-fast start-up and excellent responsiveness for office and collaborative tasks.
- **Their integrated collaboration:** The native integration of Google Workspace makes collaboration and communication easier.
- **Simplified and cost-effective IT management:** Centralised management of Chromebooks, with automatic updates and one-click initial setup, significantly reduces the workload for the IT team, compared with the complexity of managing traditional PCs.
- **Their enhanced security:** Chromebooks feature robust security mechanisms that effectively protect them against viruses and malware. To date, no successful cyberattack has been reported on a Chromebook, offering a higher level of security than Windows PCs, which remain vulnerable to major threats (such as the Crowstrike bug that affected 8.5 million devices).

The roll-out of Chromebooks gathered pace in 2023 and 2024. Today, **90 per cent of users use Chromebooks**. The final phase of the project aims to adapt the Chromebooks to the few use cases that still present challenges.

Users' roles and responsibilities in IT security at Delfingen

Users of Delfingen's information systems have a crucial role to play in data protection and the company's overall security. They are required to comply with a set of rules and best practices set out in the IT charter. This charter was revised in 2024 to incorporate issues relating to artificial intelligence, and was distributed to all users in 2025.

Key user commitments:

- **Compliance with the IT charter:** Users undertake to comply with all the rules and obligations set out in the charter. Failure to comply with these rules will result in them or their employer (service provider, consultant, etc.) being held personally liable and may lead to sanctions (warnings, access restrictions, disciplinary action, or even civil and criminal proceedings).
- **Responsible use of resources:** Users must use the IT resources (hardware, software, internet access, etc.) made available to them in a responsible manner and in accordance with their professional needs, whilst respecting intellectual property rights.
- **Data protection:** They must comply with the GDPR (General Data Protection Regulation) and local laws relating to the processing of personal data. Users have the right to access, rectify and object to the processing of their own personal data.
- **Confidentiality and discretion:** Users, particularly those with access to monitoring tools, must exercise discretion and respect the confidentiality of information, especially that relating to other users.

- **Separation of work and personal data:** Users must clearly distinguish between their work-related data and their personal data. Only work-related data is accessible to Delfingen (subject to legal exceptions).
- **Human supervision of AI:** Users who generate results using artificial intelligence tools are responsible for verifying them.

Delfingen's rights and controls:

- Delfingen may access all business data stored on its information system, in accordance with applicable legislation (in particular regarding data protection and the GDPR/IAAct). This includes analysing event logs and checking business data.
- Access to personal data, however, is strictly regulated and is only permitted in the user's presence (or after they have been informed), except in exceptional circumstances (a court order, imminent danger to the company).

Information system security at Delfingen is based on shared responsibility. The company implements security tools and procedures, but vigilance and responsible behaviour on the part of every user are essential to ensure that information is protected and that the law is complied with. Delfingen uses its HRIS to share best practice on cybersecurity through online training courses. **In 2024, 570 different users attended 650 training sessions on the subject.**

Other security indicators:

The governance of information system security is based on a security dashboard featuring a set of (confidential) indicators, which enable the assessment of:

- **The level of exposure of the information systems** (is the level of risk high? Are the incidents encountered serious and/or frequent?).
- **The level of protection of the information systems** (what is the current status of the safeguards in place? What proportion of attacks fail? What is the impact of successful attacks? How effective are the measures taken to ensure business continuity and recovery?).
- **Security efforts approved** (what is the extent of the efforts devoted to anticipation, protection, incident preparedness and disaster recovery?) Is this volume high or low? Is it enough?).

The list of these indicators is proposed by the CISO and approved by the IT security steering committee. These indicators may be supplemented at regular intervals by formal assessments of the security level of information systems and the maturity level of security practices in relation to ISO 27001 and 27002 standards.

APPENDICES

Appendix 1: Material IROs, associated indicators and controls

Themes	Impacts	Department(s)	Controlled by	indicator(s)	Quantitative data source
ESG rating		Corporate (CSR) Purchasing	Annual ESG rating: CDP Ecovadis Ethifinance + RFAR certification	notes: CDP Ecovadis Ethifinance	NA
Adapting activities to the effects of climate change	The consequences of climate-related risks affect employees at exposed sites and can worsen their working conditions: heatwaves, droughts. The company's operations (damage to or destruction of sites) may be disrupted, leading to job losses or a reduction in orders placed with suppliers.	CSR Operations QSE	IATF internal and external audits, including contingency plans	Number of days of disruption to operations Number of extreme events affecting our sites % of sites that have updated their contingency plan	ad hoc
	Extreme or progressive physical risks affecting the facilities				
	Environmental disaster affecting supply chain facilities that are unprepared for climate change	SCM and Purchasing Department	NA	Number of suppliers affected	ad hoc
	The business model is ill-suited to a low-carbon economy (the electric vehicle market)	Sales, R&D departments	audit of financial statements External IATF audits ('listening to customers' process)	% global market share of NEVs (new energy vehicles) % of sales accounted for by NEVS, % of low-carbon products sold	financial statements, ERP

Themes	Impacts	Department(s)	Controlled by	indicator(s)	Quantitative data source
Carbon footprint reduction	Increase in operating costs due to volatility in energy prices	Purchasing	Financial performance / audit of financial statements	% energy/sales (P&L)	financial statements, ERP
	Loss of business opportunities due to a lack of commitment to reducing emissions	Sales, R&D departments	Financial performance / audit of financial statements (long-term)	Number of PCFs and LCAs requested; alignment of targets with those of customers (benchmarking); signing of commitments with customers regarding recycled and carbon-neutral products	ad hoc financial statements
	Attracting partners (customers, investors, etc.) with an aim of reducing emissions	Sales, Corporate	Financial performance / audit of financial statements (long-term)		
	Greenhouse gas emissions across the entire supply chain contribute to climate change and affect the resilience of biodiversity and civil societies (extreme weather events: heatwaves, floods, etc.). The use of electricity and fossil fuels in the production process results in direct and indirect emissions that can have a significant environmental impact.	Corporate (CSR) Purchasing (scope 2)	annual carbon footprint, methodology reviewed by EcoAct, audited data	Electricity consumption (kWh) Electricity consumption per kg: kWh produced/kg Number of sites with green electricity contracts Scope 2 – TCO ₂ eq Fuel consumption in m ³ & Scope 1 in TCO ₂ eq Scope 3 – TCO ₂ eq Carbon Intensity / Added value Premium freight indicator	ERP, D365, QSE data

Themes	Impacts	Department(s)	Controlled by	indicator(s)	Source of quantitative data
Industrial and pollution risks	Failure to comply with legal requirements regarding air, water and soil pollution linked to industrial activities	QSE	annual internal audits IATF external audits	Number of non-conformities identified	ad hoc
Water consumption	Limiting water consumption	QSE	annual internal audits IATF / ISO 14001 external audits	water consumption in m ³	QSE data
Resource and waste management	The use of recycled materials and the reuse of post-industrial waste help to reduce the use of raw materials and promote the circular economy through the development of industries that can utilise Delfingen's plastic waste. Implementing a policy aiming to limit the volume of final waste and improving the efficiency of material consumption at each site reduces the risk of waste being sent to landfill that would not otherwise form part of an appropriate recycling or recovery process.	Purchasing, QSE, operations	annual internal audits and external IATF audits on indicators relating to material consumption, production waste, etc.	Waste (%) Chemical waste (litres) Paper and cardboard waste (kg) Recyclable waste (kg) Non-recyclable waste (kg) Technical waste (kg) Reusable waste (internal) Reusable waste (external)	ERP, QSE data
	The purchase of non-bio-sourced raw materials contributes to the depletion of natural resources. Plastic accounts for 87% of total emissions linked to inputs. Industrial waste contributes to environmental pollution if it is not treated and recycled through appropriate channels (landfill).			% of low-carbon products sold / total	
	Manufacturing recyclable products that meet market requirements	Sales, R&D departments	Financial performance / audit of financial statements (long-term)		financial statements, ERP
	Significant rise in the price of plastic	Purchasing	NA	NA in the ESG section	financial statements

Themes	Impacts	Department(s)	Controlled by	indicator(s)	Quantitative data source
Diversity, equity and inclusion within the workforce	Promotes a positive corporate image	HR	annual survey	E-NPS (Employee Net Promoter Score) e-reputation rating % of women / total number of managers (categories A1 to D2)	ad hoc
	Cases of harassment and discrimination giving rise to legal disputes and corporate liability	HR & Legal	compliance committee	Number of cases reported in real time or via the dedicated helpline	ad hoc
Training and skills development	Implementing a career management process makes it easier to anticipate employees' career development needs in relation to the organisation's requirements. Employees benefit from a clearer overview of training courses tailored to their personal career plans. It can also help reduce inequalities by enabling everyone to improve their skills and boost their employability.	HR	annual internal audits IATF external audits	% of the training plan completed number of hours of training per employee	HRIS
	An attractive employer brand to encourage recruitment and staff retention	HR	annual survey	E-NPS (Employee Net Promoter Score) e-reputation rating	ad hoc
Quality of life at work	A positive impact on employees' well-being at work by making workplaces safer, reducing accidents and work-related illnesses, and promoting a better work-life balance through social policies (parental leave, remote working, etc.).	HR, QSE, operations	annual internal audits IATF external audits	Permanent staff turnover rate Absenteeism rate	HRIS & consolidation software data
	High staff turnover rate amongst employees	HR	annual internal audits IATF external audits	Permanent staff turnover rate	HRIS
	Attracting and retaining talent	HR	on staff turnover rate: annual internal audits & IAT external audits	Permanent staff turnover rate E-NPS (Employee Net Promoter Score) e-reputation rating	HRIS ad hoc

Themes	Impacts	Department(s)	Controlled by	indicator(s)	Quantitative data source
Social dialogue	A deterioration in the workplace atmosphere and/or the risk of disputes leading to a decline in performance	HR	annual survey	Number of potential conflicts	ad hoc
Employee health and safety	Impact on employees in the event of uncontrolled exposure to risks associated with manual handling, noise and dust, and poor workstation ergonomics, leading to work-related diseases or long-term disability or incapacity for work, and consequently affecting their employability.	QSE	annual internal audits IATF external audits	Workplace incidents/ accidents workplace accident rate compared with the sector benchmark	QSE data
Workers in the value chain	Customers' refusal to purchase Delfingen products in the event of ethical issues relating to labour within the value chain	Legal Purchasing	Ethics committee, compliance committee	Number of non-conformities	ad hoc
Commitment to communities and regions	Through its charitable foundations, the company improves the living conditions of its employees and their families, offers them the opportunity to lead more independent and dignified lives, and supports them in taking control of their lives in terms of housing, education and healthcare.	Foundation board	annual audit of the French foundation's activities	report on the foundations' activities and budget	ad hoc report
	A positive image amongst local stakeholders involved in the foundations' activities.				
	Through its products for the automotive industry and other mobility sectors, Delfingen enables all local authorities to benefit from a diverse, safe and increasingly low-carbon range of mobility solutions	see E1: GHG reduction			NA

Themes	Impacts	Department(s)	Controlled by	indicator(s)	Quantitative data source
Product quality and safety	Clear and transparent product information (such as environmental impact ratings), enabling customers and users to make an informed choice when placing an order.	see E1; E5			NA
	Loss of market share and damage to the company's reputation in the event of safety and quality issues	Sales department, QSE	Financial performance / audit of financial statements (long-term)	Number of non-conformities, PPM	financial statements QSE data
	Gain market share and increase revenue by responding to sustainability expectations (customers, suppliers, etc.)	Sales, R&D departments	Financial performance / audit of financial statements (long-term)	NA (see E1; E5)	NA
Responsible purchasing	Failure or delay in the delivery of raw materials or components	Purchasing	supplier audits ISO / IATF certifications	PPM & IPM, complaints, service levels	QSE data
	Supporting suppliers and service providers in adopting a committed CSR approach through a responsible procurement policy could help them to obtain certification and achieve better ratings from rating agencies and financial partners	Purchasing	supplier audits ISO / IATF certifications supplier ESG ratings	RFAR label	NA

Themes	Impacts	Department(s)	Controlled by	indicator(s)	Quantitative data source
Ethics and compliance	A scheme in place across all the Group's subsidiaries enables every employee to feel protected and to report any dangerous situation. This is important in countries where the law does not protect whistleblowers or employees.	Legal	whistleblowing hotline, ethics committee, compliance committee	number of cases reported directly or via the dedicated helpline Number of criminal complaints Number of convictions	Ad hoc
	Failure to comply with company and legal rules on the protection of whistleblowers and on corruption				
	The company's appeal through a positive image (recruitment, investors, partners, etc.)	Corporate	Financial performance / audit of financial statements (long-term)	N/A (see S1)	financial statements
Information systems security and responsible data management	Stopping certain operations (manufacturing, scheduling, delivery, invoicing)	CIO	NA	% of exposure to attacks: network and application anomalies, account anomalies, malware, system anomalies, breaches of security policies, social engineering	Ad hoc
	Unpatched security vulnerabilities or inadequate protective measures may disrupt Delfingen's operations (order management and tracking, delivery delays, etc.) and lead to disruptions in customers' own operations if they do not receive their deliveries.				
	Ensure a robust information security management system, or even one that is TISAX-certified	CIO	TISAX assessment	Number of certified sites	Ad hoc

APPENDICES

Appendix 2: Standardised taxonomic table

[illegible]

AUDITIS	EXCO P2B AUDIT
1 Rue Louis de Broglie	16 rue Frédéric Japy
21000 DIJON	25200 MONTBELIARD

DELFINGEN SA

Public limited company with capital of
€4,004,058.52

Head office: Rue Emile STREIT
25340 ANTEUIL

CERTIFICATION REPORT ON SUSTAINABILITY INFORMATION
AND VERIFICATION OF COMPLIANCE WITH THE DISCLOSURE
REQUIREMENTS SET OUT IN ARTICLE 8 OF REGULATION (EU) 2020/852

FINANCIAL YEAR ENDING 31 DECEMBER 2025

To the General Meeting of DELFINGEN S.A.,

This report is issued in our capacity as statutory auditors of DELFINGEN S.A. It concerns the verification of sustainability information and the information required under Article 8 of Regulation (EU) 2020/852, relating to the financial year ending 31 December 2025 and included in sections 3.1 to 3.4 of Chapter 3 of the Universal Registration Document.

Pursuant to Article L.233-28-4 of the Commercial Code, DELFINGEN S.A. is required to include the aforementioned information in a separate section of the Group's management report. This information has been prepared in the context of the first-time application of the aforementioned articles, characterised by uncertainties regarding the interpretation of the texts, the use of significant estimates, the absence of established practices and frameworks – particularly for double materiality assessment – and an internal control system that is still evolving. They provide an insight into the impact of the Group's activities on sustainability issues, as well as how these issues influence the Group's business performance. Sustainability issues include environmental, social and corporate governance issues.

Pursuant to Article L.822-24(II) of the aforementioned Code, our remit is to carry out the work necessary to issue an opinion, expressing limited assurance, relating to:

- Compliance with the sustainability reporting standards adopted pursuant to Article 29b of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter 'ESRS' for European Sustainability Reporting Standards) of the process implemented by DELFINGEN S.A. to determine the information disclosed, and compliance with the obligation to consult the social and economic committee as provided for in the sixth paragraph of Article L.2312-17 of the Labour Code;
- The compliance of the sustainability information included in sections 3.1 to 3.4 of Chapter 3 of the universal registration document with the requirements of Article L. 233-28-4 of the Commercial Code, including the ESRS; and
- Compliance with the information disclosure requirements set out in Article 8 of Regulation (EU) 2020/852.

This assignment is carried out in accordance with the ethical standards, including those relating to independence, and the quality rules laid down in the Commercial Code.

It is also governed by the guidelines of the Haute Autorité de l'Audit entitled 'Assignment to certify sustainability information and to verify compliance with the disclosure requirements set out in Article 8 of Regulation (EU) 2020/852'.

In the three separate sections of the report that follow, we set out, for each of the key areas of our assignment, the nature of the verifications we carried out, the conclusions we drew from them, and, in support of these conclusions, the matters to which we paid particular attention and the procedures we carried out in relation to those matters. We would like to draw your attention to the fact that we do not draw any conclusions on these elements taken in isolation, and that the procedures described should be viewed within the overall context of the conclusions reached on each of the three areas covered by our assignment.

Finally, where we consider it necessary to draw your attention to one or more items of sustainability information provided by DELFINGEN S.A. in the Group's management report, we include a paragraph setting out our observations.

Scope of our remit

As the objective of our assignment is to provide limited assurance, the nature (choice of audit procedures), scope (extent) and duration of the work are less than those required to obtain reasonable assurance.

Furthermore, this assignment does not involve guaranteeing the viability or quality of the Group's management, nor does it involve evaluating the appropriateness of the choices made by DELFINGEN S.A. in terms of action plans, targets, policies, scenario analyses and transition plans, which would exceed compliance with the ESRS disclosure requirements.

Our assignment does, however, enable us to draw conclusions regarding the process for determining the sustainability information disclosed, the information itself, and the information disclosed pursuant to Article 8 of Regulation (EU) 2020/852, as to whether no errors, omissions or inconsistencies were identified, or on the contrary, whether any errors, omissions or inconsistencies were identified of such significance that they could influence the decisions made by readers of the information subject to our verification.

The sustainability information and the information required under Article 8 of Regulation (EU) No 2020/852 may be subject to uncertainty arising from the state of scientific knowledge, and in the quality of the external data used. Some information is sensitive to the methodological choices, assumptions, and/or estimates adopted to prepare it and presented in the Group's management report.

1°) Compliance with the ESRS of the process implemented by DELFINGEN S.A. to determine the information disclosed, and compliance with the obligation to consult the social and economic committee as provided for in the sixth paragraph of Article L. 2312-17 of the Labour Code

Nature of the verifications carried out

Our work involved checking that:

- The process defined and implemented by DELFINGEN SA has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities (IRO) relating to sustainability issues, and to identify those material impacts, risks and opportunities that have led to the disclosure of sustainability information in sections 3.1 to 3.4 of Chapter 3 of the universal registration document, and
- The information provided on this process also complies with the ESRS.

In addition, we checked that the requirement to consult the social and economic committee had been complied with.

Conclusion of the verifications carried out

Based on the verifications we carried out, we did not identify any significant errors, omissions or inconsistencies regarding the compliance of the process implemented by DELFINGEN S.A. with the ESRS.

With regard to the consultation of the social and economic committee provided for in the sixth paragraph of Article L.2312-17 of the Labour Code, we inform you that this obligation has been fulfilled.

Elements which were the focus of particular attention

Below, we set out the elements to which we paid particular attention with regard to the compliance of the process implemented by DELFINGEN S.A. to determine the information to be disclosed with the ESRS.

▪ With regard to the identification of stakeholders:

Information regarding the identification of stakeholders is set out in the Group's management report and presented in section 3.1.3.2, 'Interests and views of stakeholders', of Chapter 3 of the universal registration document.

We examined the analysis carried out by the Group to identify:

- Stakeholders who may affect the entities covered by the scope of the information, or who may be affected by them, through their direct or indirect activities and business relations within the value chain;
- The principal users of the sustainability reports (including the principal users of the financial statements).

We spoke to the people we considered appropriate and examined the available documentation.

Our procedures included, in particular:

- Assessing the consistency of the key stakeholders identified by DELFINGEN S.A. with the nature of its activities and its geographical location, taking into account its business relations and its value chain;
- Assessing the appropriateness of the description provided in section 3.1.3.2 'Interests and views of stakeholders' of Chapter 3 of the universal registration document, in particular with regard to the procedures put in place by DELFINGEN S.A. to gather stakeholders' interests and views.

▪ With regard to identifying impacts, risks and opportunities:

Information relating to the identification of impacts, risks and opportunities is set out in section 3.1.4.1, 'Description of procedures for identifying and assessing the significant IROs' of Chapter 3 of the universal registration document.

We examined the process implemented by DELFINGEN S.A. To identify real or potential impacts (negative or positive), risks and opportunities ('IROs') relating to the sustainability issues, strategy and business model referred to in paragraph 3.1.3.3, 'Significant IROs and their link to the strategy and business model'.

In particular, we assessed the approach adopted by DELFINGEN S.A. to identify its impacts and dependencies, which may give rise to risks or opportunities.

We examined the mapping carried out by the Group of identified IROs, including in particular the description of their distribution across the Group's own activities and the value chain, and assessed the consistency of this mapping with our understanding of the Group.

We:

- Assessed the consistency of the real and potential impacts, risks and opportunities identified by the Group;
- Assessed the consistency of the real and potential impacts, risks and opportunities identified by the Group, particularly those specific to it;
- Assessed whether DELFINGEN S.A. has taken into account the risks and opportunities that may arise from both past and future events arising from its own activities or its business relations, including the actions taken to manage certain impacts or risks;

- Assessed whether DELFINGEN S.A. has taken into account its dependence on natural, human and social resources when identifying risks and opportunities.

▪ With regard to the assessment of materiality of impact and financial materiality:

Information relating to the assessment of materiality of impact and financial materiality is set out in section 3.1.4.1, 'Description of procedures for identifying and assessing the important IROs' of Chapter 3 of the universal registration document.

Through discussions with management and an inspection of the available documentation, we familiarised ourselves with the process implemented by DELFINGEN S.A. for assessing materiality of impact and financial materiality, and assessed its compliance with the criteria set out in ESRS 1.

We particularly appreciated the way in which the Group established and applied the materiality criteria set out in ESRS 1, including those relating to the setting of thresholds, to determine the material information disclosed:

- With regard to indicators relating to the material IROs identified in accordance with the relevant thematic ESRS standards;
- With regard to information specific to DELFINGEN S.A.

2) Compliance of the sustainability information included in the Group's management report and set out in sections 3.1 to 3.4 of Chapter 3 of the Universal Registration Document with the requirements of Article L.233-28-4 of the Commercial Code, including with the ESRS

Nature of the verifications carried out

Our work involved verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- The information provided explains the procedures for preparing and managing the sustainability information included in the Group's management report and set out in sections 3.1 to 3.4 of Chapter 3 of the universal registration document, including the procedures for determining information relating to the value chain and the disclosure exemptions applied;
- The way this information is presented ensures that it is clear and easy to understand;
- The scope adopted by DELFINGEN S.A. in relation to this information is appropriate; and
- Based on a selection, informed by our analysis of the risks of non-compliance of the information provided and the expectations of its users, that this information is free from significant errors, omissions and inconsistencies – that is, likely to influence the judgement or decisions of those using the information.

Conclusion of the verifications carried out

On the basis of the verifications we carried out, we did not identify any significant errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Group's management report and presented in sections 3.1 to 3.4 of Chapter 3 of the Universal Registration Document with the requirements of Article L.233-28-4 of the Commercial Code, including with the ESRS.

Comment

Without calling into question the conclusion set out above, we draw your attention to the information contained in sections 3.1.1 'Basis for preparing the statements' and 3.1.3.3 relating to the quantitative financial information on impacts, risks and opportunities (IRO), contained in the universal registration document, which specify the context in which the sustainability information was prepared and the methodological principles applied.

The sustainability report, in section 3.1.3.3 'Significant IROs and their interaction with strategy and the business model', provides details on the methodological approach adopted for the preparation of the report, including areas for improvement. The avenues for progress mentioned relate in particular to the commitment to strengthen the financial dimension of the sustainability reporting, and more specifically to the climate risk aspect.

Elements which were the focus of particular attention

▪ Regarding information on the greenhouse gas emissions report:

The information disclosed in relation to climate change, and in particular greenhouse gas emissions, is set out in section 3.2.1 'Climate Change' of Chapter 3 of the universal registration document, whilst information relating to pollution is set out in section 3.2.2. 'Pollution'.

Our procedures included, in particular:

- On the basis of interviews conducted with senior management and relevant stakeholders – in particular the Decarbonisation Manager (CSR environment leader) and members of the CSR committee – assessing whether the description of the policies, actions and targets put in place by DELFINGEN S.A. covers the following issues: climate change mitigation and climate change adaptation.
- Assessing the appropriateness of the information presented in section 3.2.1.2 'Strategy' of the environmental section of the sustainability information included in the Group's management report, and its overall consistency with our knowledge of DELFINGEN S.A.

With regard to the information disclosed as part of the greenhouse gas emissions report, our work involved, in particular:

- Assessing the consistency of the scope used for the greenhouse gas emissions report with the scope of the consolidated financial statements, and the upstream and downstream value chain;
- Examining the company protocol and the greenhouse gas emissions inventory used by DELFINGEN S.A. to draw up its greenhouse gas emissions report, and assessing how these are applied to a selection of emissions categories;
- Assessing the appropriateness of the emission factors used and the calculation of the relevant conversions, as well as the assumptions underlying the calculations and extrapolations, taking into account the uncertainty inherent in the current state of scientific or economic knowledge and the quality of the external data used;
- Through discussions with management, we gained an understanding of the methodology used to calculate the estimated data and the sources of information on which these estimates are based;
- We assessed whether the methods had been applied consistently;
- We verified the arithmetic accuracy of the calculations used to produce this information.

▪ Regarding the verifications carried out under the Climate Change Mitigation Transition Plan:

The information disclosed under the Climate Change Mitigation Transition Plan is set out in section 3.2.1.2 'Strategy' of Chapter 3 of the universal registration document.

- We examined the group's environmental targets to reduce its greenhouse gas emissions by 2029 compared with 2022. The group wishes to draw up a transition plan to support its future strategic plan;
- Our procedures included, in particular:
 - o Assessing the appropriateness of the information presented in section 3.2.1 'Climate Change';
 - o Assessing whether the information disclosed in relation to the transition plan complies with the requirements of ESRS E1 and adequately describes the group's circumstances, which are based on an exception: the postponement of the preparation of the transition plan, which will be included in its future strategic plan;

3) Compliance with the requirements for the disclosure of information set out in Article 8 of Regulation (EU) 2020/852

Nature of the verifications carried out

Our work involved verifying the process implemented by DELFINGEN S.A. to determine whether the activities of the entities included in the consolidation were eligible and aligned.

It also involved verifying the information disclosed pursuant to Article 8 of Regulation (EU) 2020/852, which entails verifying:

- Compliance with the rules governing the presentation of this information, which ensure that it is clear and easy to understand;
- Based on a selection, the absence of errors, omissions or significant inconsistencies in the information provided – that is, likely to influence the judgement or decisions of those using this information.

Conclusion of the verifications carried out

On the basis of the verifications we carried out, we did not identify any significant errors, omissions or inconsistencies regarding compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

The Statutory Auditors

Dijon, 28 April 2026	Montbéliard, 28 April 2026
AUDITIS	EXCO P2B AUDIT
Yamna BENCHADDA	Pierre BURNEL
Partner	Partner



CHAPTER 4

REPORT OF THE BOARD OF DIRECTORS ON CORPORATE GOVERNANCE

CHAPTER 4

REPORT OF THE BOARD OF DIRECTORS ON CORPORATE GOVERNANCE

4.1 Governance overview.....	147
4.1.1 Corporate governance code.....	147
4.1.1.1 List of departments involved in the preparation of this report.....	147
4.1.1.2 Principles and rules for determining the remuneration of corporate officers	147
4.1.2 Governance and board of directors.....	147
4.1.2.1 The reference shareholder.....	147
4.1.2.2 The Chairman and Chief Executive Officer.....	148
4.1.2.3 Composition and work of the board of directors.....	150
4.1.2.4 The executive committee.....	154
4.1.3 Conflicts of interest.....	155
4.2 Remuneration and benefits.....	155
4.2.1 Remuneration of the executive directors.....	155
4.2.2 Remuneration of non-executive directors.....	156
4.2.3 Other remuneration.....	157
4.2.4 Regulated agreements concluded during the financial year.....	157

4.1

Governance overview

4.1.1 Corporate governance code

4.1.1.1 List of departments involved in the preparation of this report

In order to comply with the recommendations of the Autorité des Marchés Financiers (AMF) and the provisions of article L225-37 of the Commercial Code, the Chairman specifies the departments that contributed to the preparation of this report:

- General Management;
- Finance Department;
- Legal Department;
- Human Resources Department;
- Communications Department;
- Operational departments.

(Article L.225-37 of the Commercial Code)

In accordance with legal requirements, we report to you on the preparation and organisation of the board's work and on the principles and rules adopted to determine the remuneration and benefits of any kind granted to corporate officers.

The Company has endeavoured to comply with the spirit of the reference framework, supplemented by the application guide drawn up by the working group set up by the Autorité des Marchés Financiers, in order to develop and improve the organisation and implementation of its internal control system, while ensuring that this organisation is in line with its operating processes and the size of the Group. This report was approved by the board of directors at its meeting on 23 April 2026.

4.1.1.2 Principles and rules for determining the remuneration of corporate officers

The Company has been complying with the Middelnext Corporate Governance Code since its initial adoption on 5 March 2010. The board of directors ensures that its recommendations are implemented and, at its meeting on 5 December 2025, reiterated its commitment to applying the latest version of this framework. With regard to sustainability auditors, deviating from Middelnext's recommendations, the Annual General Meeting held on 5 June 2025, acting on

a proposal from the board of directors, resolved to renew the terms of office of the current Co-Statutory Auditors in their capacity as auditors for the purpose of certifying sustainability information.

Consequently, Delfingen declares that it will refer more specifically to the stipulations of the recommendations of the aforementioned code concerning the information on remuneration paid to managers (and in particular the remuneration of directors, as stipulated in article 14 of the board of directors' internal regulations, which establishes the following attribution rule: attendance at meetings of the board of directors as well as any related committee or commission, particular technical contribution during specific operations).

Information on remuneration is presented in the form of tables in accordance with the current regulatory framework and covers the last three financial years. It is specified that Mr Gérald Streit is not bound to Delfingen (or indeed to any other company making up the Delfingen Group, i.e. Delfingen Group S.A.S, Delfingen and its foreign and French subsidiaries) by any employment contract whatsoever.

No corporate officer, whether executive or non-executive, has received any remuneration from Delfingen since 1 July 2007, the date on which the Delfingen Group was established. The persons concerned are remunerated within the Delfingen Group in their capacity as corporate officers or as employees.

4.1.2 Governance and board of directors

As a family-owned company, Delfingen has developed governance tools to ensure continuity of ownership, to share decision-making in the best interests of the company, its shareholders and employees, and to manage the business efficiently and effectively.

4.1.2.1 The majority shareholder

The Streit family, founders of the Delfingen Group, is the majority shareholder and directly or indirectly holds more than two thirds of the voting rights. The continuity of the family shareholding was organised in 2007. Today, Gérald Streit, grandson of founder Emile Streit and son of Bernard Streit, is Chairman and CEO. The Streit family is also represented on Delfingen's board of directors by three directors: Gérald Streit and his children, Victor and Benoit.

It is important for the majority shareholder to ensure that the interests of minority shareholders in the capital of Delfingen are protected. The results of voting on resolutions at General Meetings are therefore analysed. This shows that, for all the proposed resolutions, most minority shareholders vote in the same way as the majority shareholder.

4.1.2.2 The Chairman and Chief Executive Officer

GÉRALD STREIT

PRÉSIDENT-DIRECTEUR GÉNÉRAL



NOMBRE D' ACTIONS DÉTENUES : 11 actions en nom propre, et 1 483 182 actions via DELFINGEN Group SAS

DÉCLARATION COMPLÉMENTAIRE :

M. Gérald STREIT n'a fait l'objet, au cours des 5 dernières années, d'aucune condamnation pour fraude, d'aucune procédure collective ou de séquestre, d'aucune incrimination ou sanction publique officielle, ou d'interdiction de gérer toute personne morale.

NATIONALITÉ : Française

BIOGRAPHIE :

- Né le 3 octobre 1976
- Ancien médecin Rhumatologue
- Directeur général, et Président du Conseil d'administration.
- Directeur Général de la société depuis le 3 avril 2015.
- Administrateur nommé jusqu'à l'Assemblée Générale Ordinaire statuant sur les comptes de l'exercice clos au 31 décembre 2025.

La société DELFINGEN Group est la maison mère de la société DELFINGEN.

NOM	MANDATS & FONCTIONS EXERCÉS
SOCIÉTÉS FRANÇAISES	
Directeur Général	DELFINGEN GROUP
Administrateur	DELFINGEN GROUP
Administrateur	DELFINGEN
Président Directeur Général	DELFINGEN
Président	DELFINGEN FR-ANTEUIL S.A.S À compter du 1er janvier 2023

FOREIGN COMPANIES

Chairman	PAKEM SA
Director	Delfingen PT-PORTO SA
Director	Delfingen RO-SATU MARE
Director	Delfingen US-HOLDING Inc.
Director	Delfingen US TEXAS Inc.
Director	Delfingen US-NEW YORK Inc.
Director	Delfingen US Inc.
Director	Delfingen US-CENTRAL AMERICA
Director	Delfingen US-MEXICO Inc.
Director	Delfingen MX-COAHUILA Srl
Director	Delfingen HN-CORTES
Director	Delfingen INDIA Pvt. Ltd.
Director	Delfingen (Hebi) Automotive Parts Co., Ltd
Director	Delfingen SIAM Co.
Director	Delfingen ROH Co.
Director	Delfingen ASIA PACIFIC HOLDING Pte. Ltd
Director	Delfingen SG-FILIPINAS Pte. Ltd.
Director	Delfingen PH-CAVITE Inc.
Director	Delfingen PH-FILIPINAS Inc.
Director	Delfingen JAPAN-K.K.
Director	Delfingen Korea Co.,Ltd
Director	Delfingen Middle East FZ-LLC
Director	SOFANOU of Mexico
Director	Delfingen BR São Paulo Equipamentos Automotivos Ltda
Director	DROSSBACH CN-Ontario Inc.
Director	Delfingen LU-Luxembourg

Limitation of the powers of the Chief Executive Officer

The Company's Articles of Association and the board of directors have not set any limits on the powers of the Chief Executive Officer.

4.1.2.3 Composition and work of the board of directors

When Delfingen was floated on the stock market in 1996, the Streit family decided to enlarge the board of directors to include independent members. The diversity of backgrounds and experiences contributes to the depth of the debates and exchanges within board meetings.

The board of directors has eight members, including three representatives of the Streit family, one representative of ASCOM Participation (see box on page 111[CM10.1]) and four independent directors as defined by the MIDDLENEXT Corporate Governance Code.

In accordance with the Company's Articles of Association, the Company is managed by a board of directors comprising at least three and no more than eighteen members.

The directors who are members of the Streit family are Mr Gérald Streit, Mr Victor Streit and Mr Benoit Streit. In order to benefit from an external viewpoint and independent opinions, the board of directors has decided to open up to people from outside the Group. Since 2001, its members have come from a wide range of backgrounds and experience, contributing their know-how, skills and expertise in managerial practices from international business in the automotive sector.

The independence criteria applied by the company comply with the MIDDLENEXT Corporate Governance Code. The independent directors on the basis of this criterion are:

- Ms Annie KAHN;
- Ms Dinah LOUDA;
- Mr Cataldo MANGIONE;
- Mr Patrick CHERRIER.

On 31 December 2025, the composition of the board was as follows:

GÉRALD STREIT

PRÉSIDENT-DIRECTEUR GÉNÉRAL



NATIONALITÉ : Française

BIOGRAPHIE :

- Né le 3 octobre 1976
- Ancien médecin Rhumatologue
- Directeur général, et Président du Conseil d'administration.
- Directeur Général de la société depuis le 3 avril 2015.
- Administrateur nommé jusqu'à l'Assemblée Générale Ordinaire statuant sur les comptes de l'exercice clos au 31 décembre 2025.

La société DELFINGEN Group est la maison mère de la société DELFINGEN.

NOMBRE D'ACTIONS DÉTENUES : 11 actions en nom propre, et 1 483 182 actions via DELFINGEN Group SAS

DÉCLARATION COMPLÉMENTAIRE :

M. Gérald STREIT n'a fait l'objet, au cours des 5 dernières années, d'aucune condamnation pour fraude, d'aucune procédure collective ou de séquestre, d'aucune incrimination ou sanction publique officielle, ou d'interdiction de gérer toute personne morale.

NOM	MANDATS & FONCTIONS EXERCÉS
SOCIÉTÉS FRANÇAISES	
Directeur Général	DELFINGEN GROUP
Administrateur	DELFINGEN GROUP
Administrateur	DELFINGEN
Président Directeur Général	DELFINGEN
Président	DELFINGEN FR-ANTEUIL S.A.S À compter du 1er janvier 2023

ANNIE KAHN

ADMINISTRATRICE



NATIONALITÉ : Française

BIOGRAPHIE :

○ Née le 4 mai 1950
○ Annie Kahn était journaliste au journal « Le Monde » depuis 1987 et en charge du développement et de la diversification du Monde. Annie Kahn tenait également une chronique sur le management et les relations humaines en entreprise. Elle fut précédemment responsable des pages sur le Multimedia, chef adjoint du service Sciences, et co-responsable du Monde Affaires

- Avant d'entrer au journal «Le Monde», Annie KAHN dirigeait la société d'ingénierie médiatique, Annie Kahn Communication, après avoir été rédactrice en chef d'un magazine spécialisé en Informatique
- Administratrice nommée jusqu'à l'Assemblée Générale Ordinaire qui sera appelée à statuer sur les comptes de l'exercice clos le 31 décembre 2025

NOMBRE D'ACTIONS DÉTENUES : 10 actions

DÉCLARATION COMPLÉMENTAIRE :

Madame Annie KAHN n'a fait l'objet, au cours des 5 dernières années, d'aucune condamnation pour fraude, d'aucune procédure collective ou de séquestre, d'aucune incrimination ou sanction publique officielle, ou d'interdiction de gérer toute personne morale

MANDATS & FONCTIONS EXERCÉS

SOCIÉTÉS FRANÇAISES

Administratrice

DELFINGEN

SOCIÉTÉS ÉTRANGÈRES

Néant

DINAH LOUDA

ADMINISTRATRICE



NATIONALITÉ : Franco-américaine

BIOGRAPHIE :

○ Née le 16 avril 1955
○ Politologue de formation, Dinah LOUDA est diplômée de l'Institut d'Études Politiques de Paris (DEA d'Histoire Contemporaine), ainsi que l'université Harvard (Master of Arts en relations internationales).
○ Après un parcours de journaliste (notamment en tant que correspondante de Business International, repris par le groupe The Economist), Dinah LOUDA a exercé des fonctions de Directrice de la communication au sein de groupes de premier plan tels que Abeille Assurances (devenu AVIVA), Crédit Agricole Indosuez (devenu Calyon) et Areva T&D (membre du Comité exécutif)
○ Depuis 2006, Dinah LOUDA a rejoint le groupe VEOLIA Eau en tant que Directrice de la communication, membre du Comité exécutif

- En 2011, Dinah LOUDA devient Conseillère auprès du Président-Directeur Général pour les relations internationales du groupe VEOLIA. Elle est depuis mai 2020 Présidente de l'Institut Veolia. Elle est depuis mai 2020 Présidente de l'Institut Veolia, après en avoir été la directrice exécutive depuis 2015
- Administratrice nommée jusqu'à l'Assemblée Générale Ordinaire qui sera appelée à statuer sur les comptes de l'exercice clos le 31 décembre 2025

NOMBRE D'ACTIONS DÉTENUES : 150 actions

DÉCLARATION COMPLÉMENTAIRE :

Madame LOUDA n'a fait l'objet, au cours des 5 dernières années, d'aucune condamnation pour fraude, d'aucune procédure collective ou de séquestre, d'aucune incrimination ou sanction publique officielle, ou d'interdiction de gérer toute personne morale

MANDATS & FONCTIONS EXERCÉS

SOCIÉTÉS FRANÇAISES

Administratrice

DELFINGEN

Administratrice

French-American Foundation

Administratrice

Fondation Veolia

SOCIÉTÉS ÉTRANGÈRES

Néant

CATALDO MANGIONE

ADMINISTRATEUR



NATIONALITÉ : Française

BIOGRAPHIE :

- Né le 19 avril 1953
- Ancien cadre dirigeant du Groupe SCHNEIDER ELECTRIC, Cataldo MANGIONE était chargé du développement d'activités sur le plan international

- Administrateur nommé jusqu'à l'Assemblée Générale Ordinaire qui sera appelée à statuer sur les comptes de l'exercice clos le 31 décembre 2025

NOMBRE D'ACTIONS DÉTENUES : 10 actions

DÉCLARATION COMPLÉMENTAIRE :

Monsieur Cataldo MANGIONE n'a fait l'objet, au cours des 5 dernières années, d'aucune condamnation pour fraude, d'aucune procédure collective ou de séquestre, d'aucune incrimination ou sanction publique officielle, ou d'interdiction de gérer toute personne morale

MANDATS & FONCTIONS EXERCÉS

SOCIÉTÉS FRANÇAISES

Administrateur

DELFINGEN

SOCIÉTÉS ÉTRANGÈRES

Néant

PATRICK CHERRIER

ADMINISTRATEUR



NATIONALITÉ : Française

BIOGRAPHIE :

- Né le 30 mars 1949
- Dirigeant mondial avec plus de 45 ans d'expérience - dont 40 en Asie.
- Avant de prendre sa retraite en avril 2017, Patrick Cherrier a été directeur général et directeur exécutif d'Essilor International, une société leader dans le domaine de l'optique, pour la région Asie-Pacifique, Moyen Orient, Russie et Afrique. Il était membre du comité exécutif de l'entreprise. En tant que PDG de la région Asie-Pacifique, Moyen Orient, Russie et Afrique, il était responsable de la gestion stratégique et de la direction de 135 filiales dans cette vaste région
- Patrick Cherrier a acquis une vaste expérience de la gestion et de la stratégie au niveau mondial, d'abord en tant que président de SCOA Taiwan, puis en tant que président des opérations de Sommer-Allibert en

Asie-Pacifique pendant 5 ans. Il a également été président de l'unité Givenchy du groupe LVMH au Japon pendant 4 ans avant de rejoindre Essilor International

- Au cours des 24 années passées chez Essilor, Patrick Cherrier a été le fer de lance de l'expansion de l'entreprise sur le marché par le biais de la croissance organique, de joint-ventures et d'acquisitions dans des pays d'Asie, d'Océanie, d'Afrique, du Moyen-Orient, de la région méditerranéenne et de la CEI, ainsi qu'en Russie

- Administrateur nommé jusqu'à l'Assemblée Générale Ordinaire qui sera appelée à statuer sur les comptes de l'exercice clos le 31 décembre 2028

DÉCLARATION COMPLÉMENTAIRE :

Monsieur CHERRIER n'a fait l'objet, au cours des 5 dernières années, d'aucune condamnation pour fraude, d'aucune procédure collective ou de séquestre, d'aucune incrimination ou sanction publique officielle, ou d'interdiction de gérer toute personne morale.

NOMBRE D'ACTIONS DÉTENUES : Néant

MANDATS & FONCTIONS EXERCÉS

SOCIÉTÉS FRANÇAISES

Administrateur

DELFINGEN

SOCIÉTÉS ÉTRANGÈRES

Administrateur

DELFINGEN Korea Co., Ltd.

DISTINCTIONS

2007: Mérite national français décerné par le Président de la République française

ASCOM PARTICIPATION

ASCOM PARTICIPATION :

La société ASCOM PARTICIPATION, Société par actions simplifiée au capital de 465 000 €, dont le siège social est situé Rue Emile Streit 25340 ANTEUIL, immatriculée au registre du commerce et des sociétés de BELFORT sous le numéro 890 517 915, a été nommée en qualité de nouvel administrateur jusqu'à l'issue de l'Assemblée Générale Ordinaire des actionnaires qui sera appelée à statuer sur les comptes de l'exercice clos le 31 décembre 2026.

- La société a été créée le 30 octobre 2020
- Représentée par Christophe CLERC, Président

NOMBRE D'ACTIONS DÉTENUES : 339 324 actions

BENOIT STREIT

Administrateur



NATIONALITÉ : Franco-suisse

BIOGRAPHIE :

- Né le 4 juin 2006
- Etudiant en 2ème année à HEC à Lausanne
- Administrateur de Delfingen depuis juillet 2025

DÉCLARATION COMPLÉMENTAIRE :

Monsieur Benoit STREIT n'a fait l'objet, au cours des 5 dernières années, d'aucune condamnation pour fraude, d'aucune procédure collective ou de séquestre, d'aucune incrimination ou sanction publique officielle, ou d'interdiction de gérer toute personne morale.

VICTOR STREIT

Administrateur



NATIONALITÉ : Franco-suisse

BIOGRAPHIE :

- Né le 10 juin 2004
- Etudiant en 3ème année de médecine à Besançon
- Administrateur de Delfingen depuis juillet 2025

DÉCLARATION COMPLÉMENTAIRE :

Monsieur Victor STREIT n'a fait l'objet, au cours des 5 dernières années, d'aucune condamnation pour fraude, d'aucune procédure collective ou de séquestre, d'aucune incrimination ou sanction publique officielle, ou d'interdiction de gérer toute personne morale.

Conditions for preparing and organising the work of the board of directors

Operation and meetings

In accordance with the Articles of Association and the Rules of Procedure, the board of directors meets as often as the company's interests require, and at least four times a year. In 2025, the board met five times, with an actual attendance rate of 90%. All the meetings were chaired by Mr Gérald Streit.

The Chair draws up the annual schedule, sets the agendas and chairs the discussions. Minutes are drawn up at the end of each session and submitted for approval at the next meeting.

Information for directors

Within a reasonable time frame prior to each meeting, the Chair provides the directors with the information and documents necessary for them to consider the items on the agenda. Between meetings, board members are kept regularly informed of significant events and the Group's business performance.

The board's activities during the financial year

In addition to reviewing and authorising the corporate and consolidated financial statements (annual and half-yearly) for issue, the board's work in 2025 focused primarily on:

- **Strategy and forward planning:** Review of the forward-planning documents, revision of the projected profit and loss accounts, and putting the 2025 budget to a vote;
- **Governance and Remuneration:** Adoption of the Universal Registration Document (URD), preparation of reports and draft resolutions for the Annual General Meeting, self-assessment of the board's work, and renewal of adherence to the Middenext code. The board also decided on the remuneration of the corporate officers and the reimbursement of their expenses;
- **Corporate Social Responsibility and Sustainability (CSRD):** Validation of sustainability-related information, appointment of certification auditors, and analysis of the value chain, double materiality and gap analysis in accordance with CSRD requirements;
- **Finance and Legal:** Delegation of authority to grant bank and corporate guarantees, and to approve regulated agreements and amendments to credit agreements (banking pool);

Ethics and compliance: Update on compliance and renewal of our commitment to the ethics committee.

Joint meetings

Joint meetings are held periodically between the directors and the members of the executive committee.

At these meetings, the Chairman and the members of the executive committee present a report on the Group's business and general situation, including human resources,

finance and business affairs. They submit the points on which the board is called upon to debate, give an opinion and decide on the measures to be implemented.

These meetings also examine the questions and issues raised by the board of directors. Experts from within or outside the Group may also be invited to contribute their expertise, depending on the subject under discussion.

The audit committee

The board of directors has decided to carry out the supervisory duties assigned to it under Article L. 821-67 of the Commercial Code itself, in its capacity as the 'Audit Committee'.

Tasks

In this capacity, the board of directors checks, in particular:

- the monitoring of the process to prepare financial and sustainability information (CSRD);
- the effectiveness of the internal control, internal audit and significant risk management systems;
- the monitoring of the statutory audit of the accounts and the independence of the statutory auditors.

Composition and operation

The board of directors, acting as the audit committee, brings together all the directors. Its members possess the necessary financial and accounting skills.

The statutory auditors attend the meetings held in this format, with the exception of deliberations concerning them. During the 2025 financial year, the board met three times acting as the audit committee, with an attendance rate of 80%.

Proceedings of the board meeting acting as an 'audit committee'

The board of directors, acting as the 'audit committee', carries out the supervisory duties laid down by law itself. Acting in this capacity, it met three times in 2025 (March, April and September).

Summary of the audit committee's activities:

- **Financial information:** detailed review of the corporate and consolidated financial statements, review of financial presentations (French Society of Financial Analysts (SFAF)) and press releases on half-yearly and annual income.
- **Risks and internal control:** review of the risks identified within the URD, monitoring of delegated powers and progress updates on compliance processes (anti-corruption and data protection).
- **Audit and sustainability:** monitoring the work of the statutory auditors, monitoring the decarbonisation roadmap and validating sustainability information in the context of the CSRD.
- **Information systems:** monitoring the progress of the Group's digital transformation projects.

4.1.2.4 The executive committee

The executive committee is made up of a close-knit team (Executive Vice-Presidents) around the Chairman and CEO, Gérald Streit. It steers strategic projects, sets financial and operational objectives, decides on priorities and allocates the necessary resources.



Christophe Bellicam
Executive Vice President, Industrial
Performance Director



Christophe Clerc
Executive Vice President, Chief
Corporate Officer



Emmanuel Klinklin
Executive Vice President,
Chief Operating Officer &
Europe/Africa Director



Marc Lemke
Executive Vice President, Chief
Information Officer



Pierre Le Moel
Executive Vice President,
Global Market Intelligence



Damien Personeni
Executive Vice President,
Global Business Development
& Asia Director



Jean-François Remond
Executive Vice President, Americas
Director



Sébastien Roux
Executive Vice President,
Fluid Transfer Tubing Director



Gérald Streit
CEO, Chief Executive Officer



Olivier Trottin
Executive Vice President, Global
Purchasing and Supply Chain
Director

4.1.3 Conflicts of interest

Declaration of absence of conflict of interest

There is no conflict of interest between, firstly, any member of the board of directors, executive committee or general management and his/her private interests or any other duties incumbent upon him/her in the performance of his/her duties, and, secondly, the Company.

4.2

Remuneration and benefits

4.2.1 Remuneration of executive directors

Summary of remuneration paid to the Chairman and Chief Executive Officer

Name	2025	2024	2023
Gérald Streit			
Remuneration for directorship	€13,725	€15,250	€15,250
Remuneration from an employment contract	-		-
Total	€13,725	€15,250	€15,250

Employment contracts, compensation, supplementary pension schemes for executive directors

Executive directors	Employment contract	Supplementary pension plan	Compensation/ benefits likely to be payable as a result of termination/ change of functions	Compensation in respect of a non-competition clause
Gérald Streit, Chief Executive Officer, appointed by the board of directors on 3 April 2015, and Chairman and Chief Executive Officer since 6 June 2018	No	No	No	No

4.2.2 Remuneration of non-executive directors

Table showing the remuneration for directors' duties and other remuneration received by non-executive directors, on 31 December 2025

	2025	2024	2023
Cataldo Mangione			
Remuneration for directorship	€13,725	€15,250	€15,250
Other remuneration	-	-	-
Variable remuneration	-	-	-
Total	€13,725	€15,250	€15,250
Annie Kahn			
Remuneration for directorship	€13,725	€15,250	€15,250
Other remuneration	-	-	-
Variable remuneration	-	-	-
Total	€13,725	€15,250	€15,250
Dinah Louda			
Remuneration for directorship	€13,725	€15,250	€12,200
Other remuneration	-	-	-
Variable remuneration	-	-	-
Total	€13,725	€15,250	€12,200
Patrick Cherrier			
Remuneration for directorship	€16,775	€10,675	€10,675
Other remuneration	-	-	-
Variable remuneration	-	-	-
Total	€16,775	€10,675	€10,675
ASCOM Participation			
Remuneration for directorship	€12,200	€10,675	€10,675
Other remuneration	-	-	-
Variable remuneration	-	-	-
Total	€12,200	€10,675	€10,675
Victor Streit			
Remuneration for directorship	€4,575	-	-
Other remuneration	-	-	-
Variable remuneration	-	-	-
Total	€4,575	-	-
Benoit Streit			
Remuneration for directorship	€1,525	-	-
Other remuneration	-	-	-
Variable remuneration	-	-	-
Total	€1,525	-	-

4.2.3 Other remuneration

Stock options granted during the year to each executive director - History of grants in previous years

None

Performance shares granted to executive and non-executive directors

None

Special report on the stock option plan

None

Stock options granted to corporate officers

The executive directors of Delfingen do not hold any stock options of any kind and were not granted any stock options during the financial year ended 31 December 2025.

4.2.4 Regulated agreements concluded during the year

Interested parties	Designation	Summary of content	Interested parties	Date of board meeting
2025				
Delfingen S.A. /Directors	Reimbursement of expenses	Reimbursement of travel expenses in 2025	Directors	28/03/2025 (Authorisation)
Delfingen S.A. /Directors	Directors' remuneration	Interim remuneration second half 2024	Directors	28/03/2024 (Authorisation)
Delfingen S.A.	Agreements L 225-38 Commercial Code	Review of agreements entered into and authorised in previous financial years and continuing in the current year	Directors	28/03/2025 (Authorisation)
Delfingen S.A. /Directors	Directors' remuneration	Interim remuneration first half 2025	Directors	19/09/2025 (Authorisation)

These four agreements are considered normal and customary.



CHAPTER 5

CAPITAL AND SHAREHOLDERS

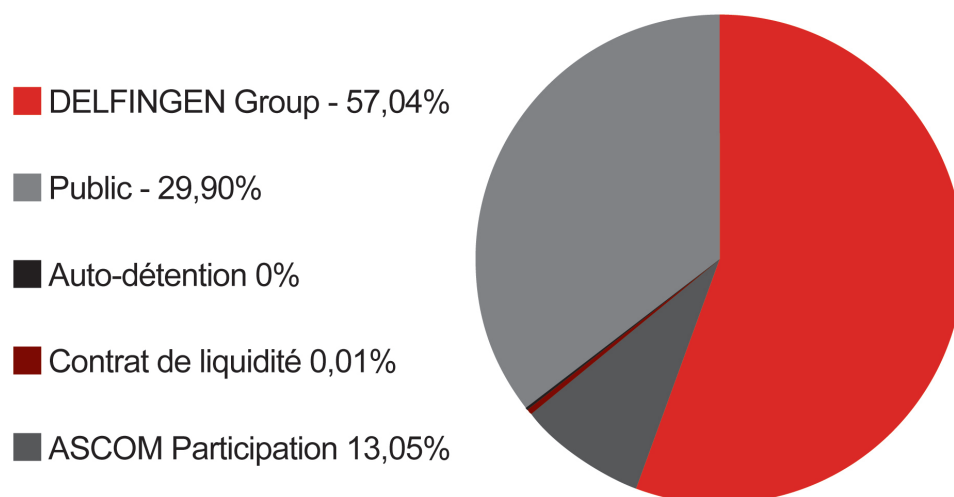
CHAPTER 5

CAPITAL AND SHAREHOLDERS

5.1 Shareholders.....	160
5.1.1 Ownership structure and voting rights.....	160
5.1.2 Disclosure of threshold overruns received by the company.....	162
5.1.3 Voting rights.....	162
5.2 Stock market data.....	162
5.2.1 Capital.....	162
5.2.2 Share liquidity.....	163
5.2.3 Liquidity contract.....	164
5.3 Communication with shareholders.....	165
5.4 Dividends.....	165
5.4.1 Dividend distribution policy.....	165
5.4.2 Last three dividends.....	165
5.5 Share buy-back programme.....	166
5.6 Capital information.....	166
5.6.1 Recent changes in capital.....	166
5.6.2 Unissued authorised capital.....	167
5.6.3 Other information on capital.....	167

5.1

Shareholders



5.1.1 Ownership structure and voting rights

Situation on 31 December 2025

Shareholders	Number of shares	% of capital	Double voting rights	Actual number of voting rights	% of voting rights
Delfingen Group ⁽¹⁾	1,483,182	57.04%	1,483,182	2,966,364	70.22%
ASCOM Participation ⁽²⁾	339,324	13.05%	140,575	479,899	11.36%
Treasury shares ⁽³⁾	0	0.00%	None	0	0.00%
Liquidity contract	369	0.01%	None	369	0.01%
Public ⁽⁴⁾	777,163	29.90%	573	777,736	18.41%
TOTAL	2,600,038 ⁽⁴⁾	100.00%	1,624,330	4,224,368	100.00%

(1) A company owned primarily by Mr Gérald Streit and the company known as PAKEM SA.

(2) ASCOM Participation, a simplified joint stock company with share capital of 420,000 euros, whose shareholders are the members of the Group's executive committee, held a total of 339,324 shares on 31 December 2025 (of which 140,575 were registered shares).

(3) Following the cancellation of the 5,394 treasury shares held by Delfingen S.A. on 15 December 2025.

(4) Including bearer and registered shares.

Situation on 31 December 2024

Shareholders	Number of shares	% of capital	Double voting rights	Actual number of voting rights	% of voting rights
Delfingen Group ⁽¹⁾	1,483,182	56.71%	1,483,182	2,966,364	70.13%
ASCOM Participation ⁽²⁾	154,324	5.90%	140,575	294,899	6.97%
Treasury shares ⁽³⁾	10,000	0.38%	None	0	0.00%
Liquidity contract	369	0.01%	None	369	0.01%
Public ⁽⁴⁾	967,557	37.00%	573	968,130	22.89%
TOTAL	2,615,432 ⁽⁴⁾	100.00%	1,624,330	4,229,762	100.00%

(1) A company owned primarily by Mr Gérald Streit and the company known as PAKEM SA.

(2) ASCOM Participation, a simplified joint stock company with share capital of 420,000 euros, whose shareholders are the members of the Group's executive committee, held a total of 154,324 shares on 31 December 2024 (of which 140,575 were registered shares).

(3) Following the buy-back of the 10,000 treasury shares held by Delfingen S.A. in May 2024.

(4) Including bearer and registered shares.

Situation on 31 December 2023

Shareholders	Number of shares	% of capital	Double voting rights	Actual number of voting rights	% of voting rights
Delfingen Group ^{(1) (2)}	1,483,182	56.71%	1,473,182	2,956,364	72.30%
ASCOM Participation ⁽³⁾	154,324	5.90%	0	154,324	3.77%
Treasury shares ⁽⁴⁾	0	0%	None	0	0%
Liquidity contract	1,765	0.07%	None	1,765	0.04%
Other Public ⁽⁵⁾	976,161	37.32%	623	976,784	23.89%
TOTAL	2,615,432 ⁽⁴⁾	100.00%	1,473,805	4,089,237	100.00%

(1) Two undertakings to retain shares in Delfingen were signed by Mr Bernard Streit, his wife and their two children and Delfingen Group on 6 January 2010; these undertakings were the subject of a press release distributed on 24 February 2010 via the professional distributor Hugin.

(2) The company is wholly owned by members of the Streit family, principally Mr Gérald Streit, who holds full legal title to 12,317,041 shares, and Mr and Mrs Bernard Streit, who hold the usufruct attached to 12,037,942 shares held in bare ownership by Mr Gérald Streit.

(3) ASCOM Participation, a simplified joint stock company with share capital of 420,000 euros, whose shareholders are the members of the Group's executive committee, held a total of 154,324 shares on 31 December 2023 (of which 140,575 were registered shares).

(4) Following the cancellation of 50,688 treasury shares held by Delfingen SA, resulting in a capital reduction effective from 9 November 2023.

(5) Including bearer and registered shares.

5.1.2 Major holding notifications received by the company

In a letter dated 30 January 2025, TIEPOLO notified the company that its holding had fallen below the 1% threshold.

In a letter dated 2 October 2025, ASCOM PARTICIPATION declared that, on 30 September 2025, it had exceeded the statutory threshold of 13% of the company's share capital. On that date, the shareholder held 339,324 shares representing 479,899 voting rights, equivalent to 13.02% of Delfingen's share capital and 11.36% of its voting rights.

5.1.3 Voting rights

Voting rights attached to shares are proportional to the capital they represent. Each share or bonus share entitling the holder to the same par value entitles the holder to one vote.

Article 15 of the Articles of Association, pursuant to a resolution of the Extraordinary General Meeting of 19 December 1995, provides that shares registered in the name of the same shareholder for at least two years carry double voting rights, provided the shareholder submits a request to the company by registered letter.

5.2

Stock market data

5.2.1 Capital

The share capital amounts to €4,004,058.52 (four million four thousand and fifty-eight euros and fifty-two cents). It is divided into 2,600,038 fully subscribed and paid-up shares, each with a par value of one euro fifty-four (€1.54).

The share was listed on the Second Marché of the Paris Bourse (now Euronext) on 8 February 1996. It was transferred to Euronext Growth (formerly Alternext) on 19 September 2013. It is traded on a continuous basis under the ISIN code: FR 0000054132, mnemonic ALDEL.

The share is listed in the ICB classification: Industry 3000, Consumer Goods

SupSector 3300, Automobiles & Parts Sector 3350, Automobiles & Parts SubSector 3355, Auto Parts

5.2.2 Share liquidity

The Delfingen share on 31 December 2025

Net earnings per share ⁽¹⁾	Share price	Market capitalisation ⁽²⁾
€4.86	€33.90	€88.1 million

(1) Diluted earnings per share, Group share
(2) On the number of shares on 31 December 2024: 2,615,432



2025						
Month	Closing price	Highest price	Lowest price	Average per session	Trading volume	Securities processed during the month
January	15.00	17.60	14.25	15.61	729	37,918
February	16.75	17.95	14.80	16.20	635	28,379
March	15.10	16.80	16.55	16.30	394	15,046
April	15.55	16.85	13.00	14.95	706	33,114
May	21.30	23.10	15.00	19.13	1,771	60,509
June	23.20	23.70	18.50	20.79	1,198	33,374
July	27.60	31.50	24.80	28.63	955	46,598
August	27.60	31.50	24.80	28.63	1,196	133,055
September	33.70	34.00	25.00	29.51	1,146	141,242
October	34.60	37.00	32.30	33.97	889	23,496
November	34.50	36.20	30.20	32.24	652	23,734
December	33.90	38.90	33.30	36.24	727	22,520

2024						
Month	Closing price	Highest price	Lowest price	Average per session	Trading volume	Securities processed during the month
January	48.30	50.60	47.00	48.57	319	5977
February	35.20	48.40	33.10	41.31	1007	32443
March	37.70	41.40	35.00	38.04	512	26781
April	36.50	40.00	36.30	38.08	545	17423
May	41.50	41.50	35.80	37.90	750	38912
June	31.60	46.80	31.40	37.17	1148	43437
July	29.40	33.70	28.60	31.34	903	27157
August	29.30	29.80	26.10	28.18	463	16484
September	19.85	29.90	19.65	24.07	1230	68541
October	15.45	20.00	15.45	17.72	720	46911
November	11.55	15.55	11.00	13.82	1090	52255
December	14.70	15.20	11.15	13.20	963	55395

2023						
Month	Closing price	Highest price	Lowest price	Average per session	Trading volume	Securities processed during the month
January	50.00	55.40	44.40	50.73	425	10,273
February	52.00	55.40	47.80	52.58	573	15,422
March	48.40	52.60	45.90	49.25	376	10,996
April	45.40	48.50	43.70	46.60	373	16,489
May	48.60	53.80	44.80	49.88	571	20,625
June	53.00	53.60	48.20	51.65	423	17,258
July	52.80	53.20	49.30	51.78	619	29,336
August	53.00	53.20	47.80	51.93	531	10,481
September	51.60	59.00	48.00	52.86	844	19,648
October	49.80	55.60	49.10	52.08	560	12,548
November	51.60	52.80	49.40	51.86	551	11,423
December	49.30	51.40	48.50	49.82	346	6,413

5.2.3 Liquidity contract

Delfingen entered into a liquidity contract with Crédit Industriel et Commercial (CIC) from 1 May 2019 in order to maintain a liquid market in its shares.

This contract was drawn up following changes in the regulations on liquidity contracts, and in particular AMF Decision No. 2018-01 of 2 July 2018, and complies with the code of conduct of the French Financial Markets Association (AMAFI).

The trading platform on which transactions under the liquidity contract are carried out is Euronext Growth.

The resources allocated to the implementation of this liquidity contract are €100,000 in cash.

Under the terms of the contract, the situations or conditions leading to its suspension or termination are as follows:

"Performance of the contract is suspended under the conditions set out in Article 5 of the AMF Decision. It is also suspended at the request of the Issuer for the period it specifies.

The contract may also be suspended by the facilitator if information brought to its attention makes it impossible for it to continue to fulfil its obligations".

The contract may also be terminated at any time by Delfingen or with 30 days' notice by CIC, in accordance with the termination conditions set out in the contract.

5.3

Communication

with the shareholders

Delfingen shareholders have a single point of contact via the email address 'actionnaires@delfingen.com'. Emails sent to this address are then relayed to the various departments (General Management, Finance Department, Legal Department, etc.) in order to provide the most accurate response possible.

Shareholders have access to a dedicated section on the company's website (www.delfingengroup.com), under the 'Investor Relations' tab. This tab contains all the documents relating to the General Meeting, including this Universal Registration Document (<https://delfingengroup.com/espace-investisseurs/>).

Institutional investors

- Specific presentations are organised for institutional investors in the form of road shows;
- Twice a year, a presentation of the annual/half-yearly financial statements is organised at the offices of the Société Française des Analystes Financiers in Paris. These meetings provide management with an opportunity to discuss Group strategy.

Individual investors

- Historically, Delfingen has sent a personal invitation to all bearer shareholders on the occasion of its Annual General Meeting. Management sees this as an opportunity to meet its shareholders and present its activities, strategy, development plans and local initiatives;
- Delfingen has around 1,000 individual shareholders.

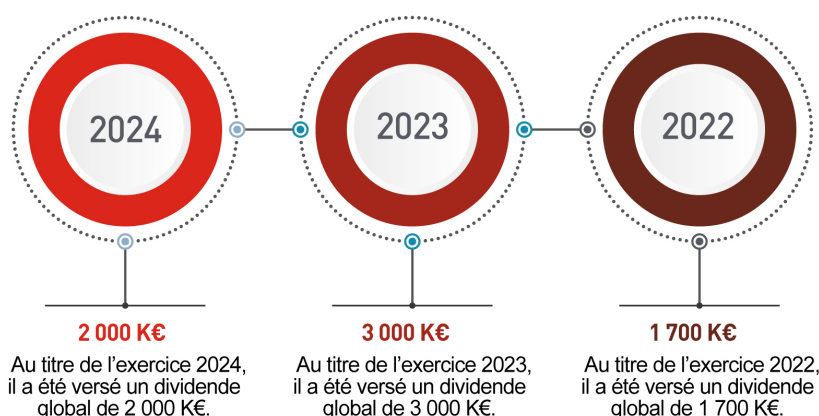
5.4

Dividends

5.4.1 Dividend distribution policy

The General Meeting may offer each shareholder payment of the dividend to which they are entitled in cash or in shares. The company does not generally pay interim dividends; dividends are paid annually after the Ordinary Annual General Meeting. Dividends not claimed within five years of their payment are time-barred and paid to the State.

5.4.2 Last three dividends



5.5

Share buyback programme

Share buyback programme

In accordance with Article L. 225-206 of the Commercial Code, the Combined General Meeting of 5 June 2025 authorised the board of directors to buy back its own shares, up to a limit of 10% of the shares making up the share capital on the date of purchase.

Cancellation

The Combined Annual General Meeting held on 5 June 2025 granted authorisation to cancel some of the company's shares. This authorisation, which remained in force until 31 December 2025, was utilised by the board of directors at its meeting on 12 September 2025 to carry out a capital reduction by cancelling shares.

5.6

Information on capital

5.6.1 Recent changes in share capital

Date	Nature of capital transaction	Increase or reduction	Issue premium in the report entitled "Interested party(ies)"	Amount of capital	Number of shares	Nominal
20/12/13	Capital increase with preferential subscription rights for shareholders	€621,951.12	€4,378,048.08	€3,739,234.60	2,443,944	€1.53
20/12/13	Capital increase by raising the par value of shares, by drawing on reserves	€24,439.16	-	€3,763,673.76	2,443,944	€1.54
25/11/20	Capital increase	€342,151.04	€2,990,488.96	€4,105,824.80	2,666,120	€1.54
09/11/23	Capital reduction	€78,059.52	-	€4,027,765.28	2,615,432	€1.54
30/04/25	Capital reduction	€15,400	-	€4,012,365.28	2,605,432	€1.54
15/12/25	Capital reduction	€8,306.76	-	€4,004,058.52	2,600,038	€1.54

5.6.2 Unissued authorised capital

Pursuant to the 13th resolution of the Combined General Meeting of 5 June 2025, the board of directors was granted delegated authority, for a period of 26 months, to carry out capital increases reserved for members of a company savings scheme, up to a nominal ceiling of €40,000. This delegation had not been utilised on 31 December 2025.

5.6.3 Other information on capital

Statutory thresholds to be declared to the company (Article 8 of the Articles of Association)

Pursuant to Article 8 of the Articles of Association, any natural person or legal entity, acting alone or in concert, who comes to hold a number of shares in the company or voting rights equal to or greater than 1% of the total number of shares or voting rights must, within fifteen days of exceeding this threshold, inform the company of the total number of shares or voting rights held by them/it by registered letter with acknowledgement of receipt. This declaration is renewed under the same conditions each time a threshold of 1% is crossed upwards or downwards.

In determining these thresholds, account will also be taken of shares and voting rights held indirectly and shares and voting rights equivalent to shares and voting rights held, as defined by the provisions of articles L.233-7 et seq. of the Commercial Code.

In each declaration referred to above, the declarant must certify that the declaration made includes all the securities and voting rights held or owned within the meaning of the preceding paragraph. He/she/it must also indicate the date(s) of acquisition.

In the event of failure to comply with the above provisions, the shareholder will be deprived of voting rights in respect of the shares or voting rights exceeding the thresholds subject to declaration, at the request, in accordance with the provisions of paragraph 6 of Article L. 233-7 of the Commercial Code, recorded in the minutes of the General Meeting, of one or more shareholders holding a fraction of the capital equal to at least 1%.

Identification of bearer shares

Delfingen's articles of association authorise it to seek the information necessary to identify bearer shareholders, under the conditions provided for by the legislation in force.

Registered shares

Since March 2021, the register and registered shareholder accounts have been managed by:

Crédit Industriel et Commercial (CIC)

6 avenue de Provence

75009 Paris

Registered shareholders can access their account by contacting the Registered Share Department on Tel: 01.53.48.80.10, or by e-mail: 34318@cic.fr.

A shareholder website is available at: [https:// www.actionnaire.cic-marketsolutions.eu](https://www.actionnaire.cic-marketsolutions.eu)



CHAPTER 6

COMMENTS

ON THE FINANCIAL YEAR

CHAPTER 6

COMMENTS ON THE FINANCIAL YEAR

6.1 Group Management Report.....	170
6.1.1 Business and profit and loss statement.....	170
Sales.....	173
Results.....	173
6.1.2 Cash flow and financial structure.....	174
6.1.3 Investments.....	174
6.2 Events after year-end.....	174
6.3 Developments and outlook.....	174
6.4 Company management report.....	175
Significant events of the financial year.....	175
Activity and results for 2025.....	175
Extraordinary events or disputes.....	176
Non-tax-deductible expenses.....	176
Change in accounting method.....	176
Maturities of trade payables and receivables.....	177
Events after year end.....	177
6.5 Results and other information for the last five financial years.....	178

6.1 Group management report

6.1.1 Business and income statement

Significant events of the financial year

‘IMPULSE 2026’ roadmap: current situation

Over the course of the year, Delfingen has rigorously implemented the key stages of its IMPULSE 2026 plan, which is designed to boost its profitability, reduce its debt and enhance its resilience.

The streamlining of FTT tube assembly operations has now been completed:

- Termination of 20 unprofitable customer contracts, the under-performance of which was significantly undermining results, with an impact of approximately €15 million on the Group’s sales in 2025 and €25 million on a full-year basis;
- Closure of the Nitra site in Slovakia and downsizing of the Guanajuato site in Mexico;
- Staff cuts amounting to 450 people (production, sales and engineering).

Furthermore, Delfingen is continuing to implement its plan to improve efficiency and operational performance. Measures to improve material consumption, reduce costs and control the payroll were therefore put in place, which quickly led to an increase in the contribution to the Group’s operating margin.

Delfingen has also continued its efforts to operate as close as possible to its customers (“local to local”) by expanding production capacity at its sites in high-potential regions such as China, India, Thailand and Morocco (Tangier).

Finally, these strategic initiatives were accompanied by the company’s continued commitment to CSR, a key pillar of its corporate strategy:

- By tackling plastic pollution in the ocean through the creation, in partnership with PLASTIC ODYSSEY, of a global network of local recycling initiatives – an initiative led by the Delfingen Foundation;
- By setting ambitious decarbonisation targets;

– By continuing to prioritise the well-being and safety of its staff, notably achieving a 33% reduction in the accident rate over the last 12 months.

World automotive market

Car manufacturing

According to the S&P Global Mobility report, in 2025, world car production reached 92.9 million cars, an increase of 3.7% compared to 2024. Despite this growth, the overall volume remains 2% below the all-time highs recorded in 2017.

Performance in 2025 is characterised by significant disparities between regions:

- Asia (Growth driver): production surged by 7% (representing over 54 million units), driven by strong exports and the Chinese domestic market;
- Europe and North America (Stagnation): both regions recorded a slight fall in production of around 1% each in 2025. S&P Global notes that European production is nearly 24% below its previous peaks. ;
- France (Notable exception): bucking the European trend, French production rose by 6% over the year, setting it on course to exceed 1.5 million vehicles manufactured by 2026.

Acceleration of electric vehicles (BEVs)

Production is continuing to shift towards electric vehicles.

Production of battery electric vehicles (BEVs) reached 14.5 million in 2025, compared with 11.3 million in 2024. They now account for 16% of total global production of light vehicles (compared with 13% the previous year).

Tightening of the regulatory framework: Euro 7 and CO2 targets

The regulatory framework has necessitated massive investment in R&D to bring fleets into compliance.

The entry into force of Euro 7, which applies to light vehicles from 1 July 2025, imposes strict limits on nitrogen oxides (NOx) and, for the first time, on particulate matter from brakes and tyres.

The new regulations on battery durability stipulate that batteries must retain at least 80% of their capacity after five years or 100,000 km.

These requirements have led to an automatic rise in production costs, which has been passed on to the final selling prices.

Acceleration of the ‘Software-Defined Vehicle’ (SDV)

By 2025, the added value of the vehicle had shifted from hardware to software.

The move towards centralised electronic architectures now makes it possible to generate recurring revenue through over-the-air (OTA) updates and subscription services.

For equipment and car manufacturers, this has required a fundamental transformation into technology companies, with the global SDV market estimated to be worth over 247 billion USD.

Changes in raw material prices

In 2025, the average price of oil (Brent) stood at \$69.10/b, down 14% on 2024 (\$80.52/b), reflecting a significant easing in global energy markets between the two financial years.

This fall of more than 11 dollars per barrel is due to robust production from non-OPEC+ countries (notably the United

States, Canada and Brazil) and weaker-than-expected growth in global demand.

Changes in the EUR/USD exchange rate

The year 2025 was marked by a gradual and significant strengthening of the euro against the US dollar, reversing the trend of a strong greenback observed at the end of 2024.

After starting 2025 at a low of 1.0389 (closing rate on 31 December 2024), the single currency began a steady rise. It broke through the 1.15 mark in June 2025, ending the financial year at 1.175 on 31 December 2025. The average rate rose from 1.082 in 2024 to 1.130 in 2025.

Sales

Comments on the activity

In millions of €	2025	2024	Published
Sales	400.3	423.7	-5.5%

Organic	Currency effect	Change in scope
-3.1%	-2.4%	0.0%

In millions of €	2025	2024	Published
Automotive market	333.4	356.4	-6.4%
Industrial Market	66.8	67.4	-0.8%

Organic	Currency effect	Change in scope
-4.1%	-2.4%	0.0%
1.8%	-2.6%	0.0%

Activity

2025 sales of €400.3 million, down by 5.5%

In 2025, turnover stood at €400.3 million, in line with the Group's expectations for the financial year, despite an adverse currency effect which reduced the Group's sales by €10.2 million. At constant exchange rates and adjusted for the impact of the termination of FTT contracts – a decision taken deliberately as part of the IMPULSE 2026 strategic plan – turnover in 2025 would have been comparable to that of 2024.

During the 2025 financial year, the Group's sales were driven by the Textiles activity, which grew by 7.3%, with growth recorded across all regions. This activity is benefiting from the relocation of part of its production to China and

India, closer to its customers, as part of the IMPULSE 2026 plan. Now accounting for 20% of the Group's sales, this activity is cementing its position as a key driver of the Group's growth.

In the Americas region, the decline in sales was mainly due to the termination of the least profitable contracts in the FTT business (-49% on a like-for-like basis), amounting to €12 million.

It is worth noting that, over the financial year, sales in the Industrial market rose slightly at constant exchange rates, even before the implementation of the strategy designed to set the Group on a new path of qualitative growth at both the operational and financial levels.

Breakdown of sales by quarter

In millions of €	2025	2024	Variation 2025 vs 2024 in %	
			Published	LFL CER ⁽¹⁾
First quarter	110.0	113.6	-3.2%	-4.6%
Second quarter	105.2	111.1	-5.3%	-2.5%
Third quarter	95.5	100.2	-4.7%	-1.1%
Fourth quarter	89.6	98.8	-9.4%	-4.4%
TOTAL	400.3	423.7	-5.5%	-3.1%

⁽¹⁾ Like-for-like and constant exchange rate.

Breakdown of sales by market and geographical area

In millions of €	2025	2024	Variation 2025 vs 2024 in %	
			Published	LFL CER ⁽¹⁾
AUTOMOTIVE				
Europe - Africa	170.1	177.7	-4.3%	-4.2%
Americas	104.0	121.6	-14.4%	-10.5%
Asia	59.3	57.1	4.0%	10.0%
TOTAL AUTOMOTIVE	333.4	356.4	-6.4%	-4.1%
INDUSTRIAL MARKET	66.8	67.4	-0.8%	-1.8%
TOTAL	400.3	423.7	-5.5%	-3.1%

⁽¹⁾ Like-for-like and constant exchange rate.

Sales by market and activity

In millions of €	2025	%	2024	%
PROTECTION	337.9	84.4%	345.2	81.5%
Automotive	271.1	67.7%	277.9	65.6%
Industrial	66.8	16.7%	67.4	15.9%
OTHER	62.4	15.6%	78.5	18.5%
TOTAL	400.3	100%	423.7	100%

Results

In millions of €	2025	2024	2023
Sales	400.3	423.7	456.7
Profit (loss) from recurring operations	30.0	23.8	28.1
<i>Profit (loss) from recurring operations as % of sales</i>	<i>7.5%</i>	<i>5.6%</i>	<i>6.2%</i>
OPERATING PROFIT (LOSS)	29.6	16.2	23.8
<i>Operating profit (loss) as % of sales</i>	<i>7.4%</i>	<i>3.8%</i>	<i>5.2%</i>
Net cost of debt	(7.9)	(9.2)	(8.0)
Other financial revenue and expenses	(1.9)	(0.2)	(1.6)
Income tax expense	(7.0)	(6.9)	(7.2)
NET INCOME BEFORE INCOME FROM DISCONTINUED ACTIVITIES	12.8	(0.1)	7.0
Net profit (loss) from discontinued operations	-	-	-
Consolidated net profit (loss)	12.8	(0.1)	7.0
NET INCOME, GROUP SHARE	12.6	(0.1)	6.9

The gross margin is 55.4% of sales, compared with 52.3% in 2024, an increase of 3.1 points. This is mainly due to the fall in the price of the main raw materials used by the group, the assessment of the quality of the product mix following the repositioning of the FTT business and the expansion of the textiles business, and, finally, the improvement in the operational performance of certain sites.

Profit from recurring operations rose by 26.3% to €30.0 million, driven by the implementation of the restructuring plan launched in 2024. This plan resulted in a reduction in costs of approximately €5.5 million in wages (a reduction of around 450 staff in production, sales and research & development) and €3.1 million in purchasing and external costs, notably through the rationalisation of production sites in Europe, including the closure of the Nitra plant in Slovakia.

The operating margin from recurring items was 7.5% of sales, confirming the target announced when the fourth-quarter 2025 sales figures were published, (more than 7%).

After taking into account expenses and revenue from non-recurring operations amounting to €0.4 million, operating profit stood at €29.6 million, up 83.0%.

After a net financial loss of -€7.9 million, of which €7.8 million related to net borrowing costs and a tax charge of €7.0 million (with an effective tax rate of 35.5% compared with 100.1% in 2024), the net profit, Group share, came to €12.6 million.

6.1.2 Cash flow and financial structure

The EBITDA stood at €55.1 million, or 13.8% of sales, compared with 10.9% in 2024. After tax payments (€4.3 million) and favourable changes in working capital (€2.9 million), the cash flow generated by activities was €50.1 million, compared with €41.3 million in 2024, an increase of 21.3%.

Net cash flows used in investing activities was €14.6 million. These are essentially operating investments.

The Group's net financial debt was €126.0 million on 31 December 2025 (including €28.2 million of IFRS 16 debt), compared with €146.6 million on 31 December 2024 (including €31.5 million of IFRS 16 debt), and gearing was 86.7% compared with 98.5% in 2024.

Excluding the impacts of the application of IFRS 16, the Group's net financial debt stood at €97.8 million on 31 December 2025, compared with €115.1 million on 31 December 2024, and gearing was 67.0% compared with 76.7% in 2024.

During 2025, the following funding was put in place:

- A €15 million Capex loan maturing in 2031;

Shareholders' equity fell by €3.5 million to €145.4 million, compared with €148.9 million on 31 December 2024, mainly as a result of:

- Profit for the year of €12.8.0 million;
- The unfavourable impact of translation adjustments on shareholders' equity of €14.1 million;
- A dividend payout of €2.0 million.

6.1.3 Investments

In millions of €	2025	2024	2023
Investments	14.6	18.7	20.2
As % of sales	3.6%	4.4%	4.4%

The 2024 investment effort focused on production capacity for new business related to textile protection activities in Asia as well as the construction of a new building for the REIKU plant in Germany.

Investment in 2025 focused on:

- production capacity relating to new business in the textile protection and extrusion sectors;
- the relocation of the factory to Pune;
- the renovation and upgrading of a number of buildings to meet current standards.

For 2026, the situation is as follows:

- Investments already made at the end of February: €6.4 million;
- Investments planned and already committed: €9.0 million.

6.2 Events after year-end

The escalation of the conflict with Iran (marked by the US-Israeli offensives in late February 2026) caused a systemic shock to the global automotive market. The situation is particularly tense for European and Asian manufacturers.

The price of a barrel of oil has broken through the \$100 mark.

The risk of a disruption in the supply chain cannot be ruled out, as Iran and the Gulf region are critical transit points or production centres for materials essential to the automotive market, notably aluminium (due to rising energy and oil prices) and helium (a gas essential for the manufacture of microchips). Routing around the Strait of Hormuz and the Red Sea adds several weeks to delivery times for new vehicles and causes freight costs to skyrocket.

Delfingen remains vigilant regarding the potential impact of this situation on its financial results and its ability to meet its commitments to customers. The company confirms and remains committed to its roadmap, in particular its aim to increase production as close as possible to its customers.

There are no other events occurring after the end of the financial year that have an impact on the financial statements for the year ended 31 December 2025.

6.3 Evolution and prospects

According to estimates from S&P Global Mobility's February 2026 study, global car manufacturing should remain stable in 2026 with between 92 and 93 million vehicles produced worldwide.

For 2026, assuming market conditions remain the same as in 2025, Delfingen expects its sales to remain stable at constant exchange rates, prioritising value over volume, which should enable a further improvement in profitability and a further reduction in debt.

If the crisis in Iran were to continue, the outlook could diverge from our expectations, although we are not currently in a position to assess the consequences.

Furthermore, in 2026, Delfingen will continue to pursue its strategy of strengthening its presence in industrial markets with higher added value.

6.4 Group management report

Management report on the annual accounts of the parent company Delfingen S.A.

Significant events of the financial year

On 31 December 2025, Delfingen no longer held any treasury shares; the 10,000 shares acquired in 2024 and the 5,394 shares acquired during 2025 were cancelled in return for a reduction in share capital and other reserves amounting to €533k.

As part of the review of the value in use of equity investments and of the recoverability of current account advances and trade receivables, a net reversal of provisions for equity investments and for current accounts and trade receivables of €1,344k was recognised in the 2025 financial year:

- Delfingen BR-Sao Paulo shares were the subject of a provision of €89k;
- Delfingen PT-Porto shares were the subject of a reversal of provisions of €50k;
- Delfingen DE-Marktrodach shares were the subject of a reversal of provisions of €233k;
- The Wuhan Delfingen Automotive Tubing trade receivables were the subject of a reversal of provisions of €217k, and reversals of provisions of €933k were recognised for the Delfingen MA-Casablanca entity.

Delfingen received dividends of €8,334k over the period from Delfingen US-Holding and Delfingen BR-Sao Paulo.

Delfingen posted a profit of €6,613k.

Delfingen pursued its policy of improving its liquidity position, while strengthening its financial structure, in particular through a Capex loan of €15 million maturing in 2031.

In the light of these measures, Delfingen considers that its continued operation is not in doubt at the date on which the accounts are authorised for issue.

Activity and results for 2025

The Group's contractor function is performed by Delfingen, which concentrates all the costs of the Group's shared services. This function is remunerated using the net transaction margin method, one of the methods recognised by the OECD for transfer pricing.

In millions of €	2025	2024	2023
Operating revenue	60,381	59,566	63,088
Operating expenses	(55,688)	(63,964)	(65,628)
Operating profit (loss)	4,692	(4,398)	(2,541)
Financial profit (loss)	2,520	17,435	4,868
Profit (loss) on ordinary activities	7,212	13,037	2,328
Extraordinary profit (loss)	(283)	(6,562)	(78)
Tax	(315)	(203)	224
Net profit (loss)	6,613	6,272	2,474

The improvement in operating profit, which stood at €4,692k in 2025, is the result of increased profitability following the successful implementation of the restructuring plan, which led to a reduction in group-wide costs of approximately €5.5 million in wages (a reduction of around 450 staff in production, sales and research & development) and €3.1 million in purchases and external costs, notably through the streamlining of production sites in Europe, including the closure of the Nitra plant in Slovakia.

The financial profit of €2,520k mainly comprises:

- Dividends received of €8,334k;
- Net interest and financial expenses of – €5,592k;
- Favourable exchange rate differences of €698k;
- Charges net of financial write-backs (equity investments) of –€194k.

The corporate tax saving resulting from the tax consolidation of Delfingen and Delfingen FR-Anteuil SAS is €66k for the 2025 financial year.

Delfingen generated a profit of €6,613k.

The summary balance sheet is as follows:

In thousands of €	2025	2024	2023
Intangible assets	8,824	7,036	6,559
Property, plant and equipment	3,459	3,833	4,207
Long-term investments	169,651	173,807	169,442
TOTAL FIXED ASSETS	181,934	184,676	180,208
Current assets and accruals	25,065	28,085	29,754
TOTAL ASSETS	206,999	212,761	209,962
Shareholders' equity	60,149	56,074	53,163
Provisions for risks and liabilities	2,087	745	1,179
Payables and accruals	144,763	155,942	155,620
TOTAL LIABILITIES	206,999	212,761	209,962

Extraordinary events or disputes

Provisions for risks and liabilities mainly relate to litigation in progress on 31 December 2025. These provisions recognise risks at their maximum estimated value. Provisions for risks and liabilities are disclosed in section F of the notes to the financial statements.

There are no extraordinary events or disputes likely to have a material impact on the business, results, financial position or assets and liabilities of the Group's parent company that have not been taken into account in the financial statements.

Non-tax-deductible expenses

In accordance with the provisions of Article 223 subparagraph 4 of the French General Tax Code, we draw your attention to the fact that profit (loss) for the year includes €124,393 in respect of expenses that are not deductible for tax purposes under the provisions of Article 39-4 of the Code.

Change in accounting method

The annual accounts have been prepared in accordance with the provisions of the ANC (French accounting standards authority) Regulation No. 2022-06 of 4 November 2022 on the modernisation of financial statements, amending ANC Regulation No. 2014-03 of 5 June 2014 on the general chart of accounts.

The provisions of the aforementioned ANC Regulation apply for the first time to the company financial statements for the financial year covering the period from 1 January 2025 to 31 December 2025.

This change in the regulations means:

- a new definition of extraordinary profit (loss);
- the elimination of the transfer of expenses technique;
- changes to the chart of accounts and the introduction of a new classification system;
- new financial statement templates.

During the financial year, the company's chart of accounts was amended to reflect regulatory changes and specific management requirements, including the new definition of extraordinary profit (loss) and the removal of expense transfer accounts.

Maturities of trade payables and receivables

Supplier late payments

Invoices received but not yet paid at the end of the financial year which are overdue

		Overdue ex-VAT					
	Total purchases	0 day	1 to 30 days	31 to 60 days	61 to 90 days	91 days or more	Total excluding VAT overdue (1 day or more)
Amount (thousands of €)	36,837	1,156	173	10		491	680
% Total purchases ex-VAT		3.1%	0.5%	not significant	not significant	1.3%	1.8%

Of the total of €680k due after more than one day, €563k relates to Delfingen subsidiaries (83%).

Customer late payments

Invoices issued but not yet paid at the end of the financial year which are overdue

		Overdue ex-VAT					
	Total sales	0 day	1 to 30 days	31 to 60 days	61 to 90 days	91 days or more	Total excluding VAT overdue (1 day or more)
Amount (thousands of €)	56,833	-	748	216	123	8,877	9,963
% Total sales ex-VAT		-	1.3%	0.4%	0.2%	15.6%	17.5%

Almost all the amounts (99.7%) relate to Delfingen subsidiaries.

Events after year-end

The escalation of the conflict with Iran (marked by the US-Israeli offensives in late February 2026) caused a systemic shock to the global automotive market. The situation is particularly tense for European and Asian manufacturers.

The price of a barrel of oil has broken through the \$100 mark.

The risk of a disruption in the supply chain cannot be ruled out, as Iran and the Gulf region are critical transit points or production centres for materials essential to the automotive market, notably aluminium (due to rising energy and oil prices) and helium (a gas essential for the manufacture of microchips). Routing around the Strait of Hormuz and the Red Sea adds several weeks to delivery times for new vehicles and causes freight costs to skyrocket.

Delfingen remains vigilant regarding the potential impact of this situation on its financial results and its ability to meet its commitments to customers. The company confirms and remains committed to its roadmap, in particular its aim to increase production as close as possible to its customers.

There are no other events occurring after the end of the financial year that have an impact on the financial statements for the year ended 31 December 2025.

6.5

Results and other information

during the last five financial years

	Financial year 2025	Financial year 2024	Financial year 2023	Financial year 2022	Financial year 2021
Capital at year-end					
Share capital (k€)	4,004	4,028	4,028	4,106	4,106
Number of existing ordinary shares	2,600,038	2,615,432	2,615,432	2,666,120	2,666,120
Number of warrants	-	-	-	-	-
Transactions and results for the year					
Sales excluding tax (k€)	17,769	58,393	59,189	47,717	47,707
Profit (loss) before tax, employee profit-sharing, depreciation, amortisation and provisions (k€)	9,799	6,038	142	(1,701)	8,008
Income tax (k€)	315	203	(224)	(182)	25
Employee profit-sharing due for the financial year	-	-	-	-	-
Profit (loss) after tax, employee profit-sharing, depreciation, amortisation and provisions (k€)	6,613	6,272	2,474	(1,476)	9,115
Profit distributed for the year	4,500	2,000	3,000	1,700	3,000
Earnings per share (including share warrants)					
Profit (loss) after tax, employee profit-sharing, but before depreciation, amortisation and provisions	3.65	2.23	0.14	(0.57)	2.99
Profit (loss) after tax, employee profit-sharing, depreciation, amortisation and provisions	2.54	2.40	0.05	(0.55)	3.00
Dividend per share	1.73	0.77	1.15	0.64	1.13
Staff					
Average number of employees	154	188.6	194.5	91.2	86.7
Total payroll for the year	8,981	10,134	10,105	5,070	4,742
Employee benefits paid during the year	3,755	4,264	4,184	2,285	1,998



CHAPTER 7

FINANCIAL

STATEMENTS

CHAPTER 7

FINANCIAL STATEMENTS

7.1 Consolidated accounts.....	181
7.1.1 Consolidated statement of comprehensive income.....	181
7.1.2 Consolidated statement of financial position.....	182
7.1.3 Consolidated cash flow statement.....	184
7.1.4 Consolidated statement of changes in equity.....	185
7.1.5 Notes to the consolidated financial statements.....	186
A. Standards and valuation methods.....	188
B. Information relating to the scope of consolidation.....	188
C. Segment reporting.....	191
D. Operational data.....	193
E. Staff costs and benefits.....	197
F. Intangible and tangible assets.....	199
G. Off-balance sheet commitments relating to operating activities.....	205
H. Other provisions and contingent liabilities.....	205
I. Shareholders' equity and earnings per share.....	206
J. Financing and financial instruments.....	208
K. Current and deferred tax.....	214
L. Other information relating to the cash flow statement.....	216
M. Miscellaneous information.....	217
N. Related party transactions.....	217
O. Events after year-end.....	218
7.1.6 Statutory auditors' report on the consolidated financial statements.....	219
7.2 Corporate financial statements.....	223
7.2.1 Income statement.....	224
7.2.2 Balancesheet.....	225
7.2.3 Cash flow statement.....	227
7.2.4 Notes.....	228
A. Significant events of the financial year.....	229
B. Accounting policies and translation methods.....	229
C. Operational data.....	231
D. Staff costs and benefits.....	233
E. Intangible and tangible assets.....	234
F. Provisions for risks and liabilities.....	236
G. Financing and financial instruments.....	236
H. Income tax.....	238
I. Share capital and securities (shares).....	239
J. Miscellaneous information.....	239
K. Subsidiaries and affiliates.....	240
7.2.5 Statutory auditors' report on the annual financial statements.....	243

7.1

Consolidated financial statements

Unless otherwise indicated, figures are presented in thousands of Euros.

7.1.1 Consolidated statement of comprehensive income

	2025	2024	2023	Explanatory notes
Net sales	400,253	423,722	456,744	10
Other recurring operating revenue	68	193	394	
Other operating revenue	1,531	3,287	2,909	13
Total operating revenue	401,852	427,202	460,047	
Purchases consumed	(181,139)	(206,701)	(225,507)	11
Stocked and capitalised production	2,653	3,140	(2,065)	
Other purchases and external charges	(57,502)	(60,635)	(63,071)	12
Taxes	(1,251)	(1,377)	(1,578)	
Staff costs	(108,055)	(113,576)	(116,386)	18
Net depreciation and amortisation	(23,819)	(22,797)	(21,131)	23
Net allocations to provisions and impairment losses	(1,307)	368	228	15-3; 23; 25 - 2
Other operating expenses	(1,414)	(1,866)	2,909	13
Total operating expenses	(371,835)	(403,444)	(431,913)	
Profit (loss) from recurring operations	30,016	23,759	28,134	
Other operating revenue	278	2,282	188	14
Other operating expenses	(699)	(9,868)	(4,477)	14
Operating profit (loss)	29,595	16,173	23,846	
Revenue from cash and cash equivalents	4	17	33	
Gross cost of debt	(7,886)	(9,197)	(8,018)	36 - 2
Net cost of debt	(7,882)	(9,180)	(7,986)	
Other financial revenue	10,671	7,182	5,352	36 - 1
Other financial expenses	(12,607)	(7,375)	(6,935)	36 - 1
Profit (loss) before tax	19,777	6,800	14,276	
Income tax charge	(7,026)	(6,857)	(7,250)	38
Net profit (loss) from continuing operations	12,752	(56)	7,026	
Net profit (loss) from discontinued operations	-	-	-	7
Consolidated net profit (loss)	12,752	(56)	7,026	
Minority interests	123	62	122	
Net profit (loss), Group share	12,629	(118)	6,904	
Profit (loss) per share (in €)	4.86	(0.05)	2.64	31
Diluted earnings per share (in €)	4.86	(0.05)	2.64	31
Earnings per share from continuing operations (in €)	4.86	(0.05)	2.64	31
Average exchange rate for the financial year (€/USD)	1.1300	1.0821	1.0815	

Statement of net profit (loss) and gains and losses recognised directly in equity	2025	2024	2023
Net profit (loss)	12,752	(56)	7,026
Other components of comprehensive income recyclable in profit or loss	(13,976)	4,938	(3,912)
Translation differences	(13,976)	4,938	(3,912)
Revaluation of hedging instruments	-	-	-
Revaluation of available-for-sale financial assets	-	-	-
Revaluation of fixed assets	-	-	-
Other comprehensive income not recyclable in profit (loss)	99	(9)	25
Net actuarial gains/losses on defined benefit plans	99	(9)	25
Share of gains and losses recognised directly in equity of companies accounted for by the equity method	-	-	-
Total gains and losses recognised directly in equity	(13,877)	4,929	(3,887)
Net profit (loss) and gains and losses recognised directly in equity	(1,125)	4,873	3,139
Of which Group share	(1,177)	4,779	3,090
Of which minority interests	52	94	49

7.1.2 Consolidated statement of financial position

	2025	2024	2023	Explanatory notes
Non-current assets				
Goodwill	80,481	85,499	83,029	21
Intangible assets	12,274	11,707	12,055	21
Property, plant and equipment	111,146	120,765	116,418	22
Assets available for sale	-	-	-	
Other non-current financial assets	3,155	3,320	2,637	32
Deferred tax assets	1,771	1,939	1,656	39
TOTAL NON-CURRENT ASSETS	208,826	223,230	215,794	
Current assets				
Stocks	38,770	45,513	48,499	15-1
Accounts receivable and related accounts	70,230	75,351	85,006	15-2
Other net receivables	14,522	12,661	13,449	15-2
Current tax	2,869	3,356	2,684	15-2
Cash and cash equivalents	25,164	23,425	21,009	33
Assets held for sale	-	-	-	
TOTAL CURRENT ASSETS	151,556	160,306	170,647	
TOTAL ASSETS	360,382	383,536	386,441	
Exchange rate €/USD	1.1750	1.0389	1.1050	

Liabilities	2025	2024	2023	Explanatory notes
Group shareholders' equity				
Parent company capital	4,004	4,028	4,028	28
Capital reserves	15,763	15,763	15,763	28
Treasury shares	(119)	(521)	(110)	27
Consolidated reserves	123,640	126,314	122,439	
Translation differences	(11,467)	2,509	(2,439)	
Group net profit (loss)	12,629	(118)	6,904	
TOTAL GROUP SHAREHOLDERS' EQUITY	144,449	147,974	146,585	
Minority interests				
Minority interests in reserves	789	828	709	
Minority interests in profit (loss)	123	62	122	
Total minority interests	912	890	831	
TOTAL EQUITY	145,361	148,865	147,416	
Non-current liabilities				
Long- and medium-term debt	108,208	117,849	119,113	34
Other financial liabilities	160	661	202	32
Employee benefits	2,148	2,127	1,808	17
Non-current provisions	2,288	3,675	866	25
Deferred tax liabilities	4,210	4,692	4,747	39
TOTAL NON-CURRENT LIABILITIES	117,014	129,003	126,736	
Current liabilities				
Financial debt due in less than 1 year ⁽¹⁾	42,772	51,487	49,073	34
Trade payables	28,645	32,445	37,383	
Other current liabilities	22,479	20,098	23,600	15-4
Current provisions	-	-	-	
Current tax	4,111	1,638	2,233	
Liabilities held for sale	-	-	-	
TOTAL CURRENT LIABILITIES	98,007	105,668	112,289	
TOTAL LIABILITIES	360,382	383,536	386,441	
⁽¹⁾ Of which bank overdrafts	13,497	19,481	10,012	
Of which accrued interest	21	29	86	
Exchange rate €/USD	1.1750	1.0389	1.1050	

7.1.3 Consolidated cash flow statement

	2025	2024	2023	Explanatory notes
NET PROFIT (LOSS) OF CONSOLIDATED COMPANIES	12,752	(56)	7,026	
Elimination of non-cash and non-operating revenue and expenses				
Depreciation, amortisation and provisions: allocations	26,109	23,987	21,751	
Depreciation, amortisation and provisions: reversals	(544)	(780)	(1,157)	
Capital gains and losses on disposals	112	356	917	
IFRS 16 assignment of contracts	-	(151)	-	
Internal reorganisation project	(2,174)	7,332	-	
Transactions with no cash impact	486	(545)	1,681	
Self-financing capacity after cost of financial debt and taxes	36,740	30,142	30,219	
Cost of debt	7,886	9,197	8,018	
Current tax charge	7,025	7,262	8,239	38
Change in deferred tax	(100)	(405)	(989)	39
Self-financing capacity before cost of financial debt and taxes	51,551	46,195	45,487	41
Tax paid	(4,311)	(8,472)	(9,600)	
Change in working capital	2,871	3,585	15,358	15-5
Net cash flow from operating activities	50,111	41,309	51,245	
Cash flow from investing activities				
Acquisitions of property, plant and equipment	(10,764)	(16,147)	(17,534)	22
Acquisitions of intangible assets	(3,844)	(2,569)	(2,720)	21-2
Disposal of tangible and intangible assets	189	590	462	
Change in long-term investments	-	(451)	(544)	
Change in scope	(131)	-	(24,105)	6
Net cash used in investing activities	(14,551)	(18,578)	(44,441)	
Net cash flow from financing activities				
Dividends paid to parent company shareholders	(2,006)	(2,994)	(1,673)	29
Dividends paid to minority shareholders of consolidated companies	(31)	(34)	-	
Loan subscriptions	15,000	21,360	120,596	
Repayment of loans	(31,442)	(39,157)	(99,970)	
Interest paid	(7,886)	(9,197)	(8,018)	
Derivative financial instruments	14	16	90	
Treasury shares	(19)	(411)	(57)	
Deferred charges	-	-	(736)	
Other movements	(5)	-	-(174)	
Net cash flow from financing activities	(26,375)	(30,417)	10,056	
Theoretical change in cash and cash equivalents	9,185	(7,685)	16,860	
Opening cash position	3,945	10,997	(5,556)	
Impact of changes in exchange rates	(1,462)	633	(307)	
Reclassification of cash and cash equivalents	-	-	-	
Closing cash position	11,667	3,945	10,997	33-2
Actual change in cash and cash equivalents	9,185	(7,685)	16,860	

7.1.4 Consolidated statement of changes in equity

	Capital	Capital reserves	Treasury shares	Reserves and consolidated profit (loss)	Translation adjustments	Equity - Group share	Equity - minority interest	Total equity
On December 31, 2023	4,028	15,762	(110)	129,344	(2,439)	146,585	831	147,416
Capital increase / reduction	-	-	-	-	-	-	-	-
Profit (loss) for the year	-	-	-	(118)	-	(118)	62	(56)
Dividends paid	-	-	-	(2,994)	-	(2,994)	(34)	(3,028)
Translation adjustments	-	-	-	-	5,390	5,390	32	5,422
Fair value of hedging instruments	-	-	-	-	(442)	(442)	-	(442)
Changes in consolidation scope	-	-	-	-	-	-	-	-
Net actuarial gains/ losses on defined benefit plans	-	-	-	(9)	-	(9)	-	(9)
Treasury shares	-	-	(411)	-	-	(411)	-	(411)
Other movements	-	-	-	(28)	-	(28)	-	(28)
On 31/12/2024	4,028	15,762	(520)	126,195	2,509	147,974	890	148,864
Capital increase / reduction	(24)	-	-	(509)	-	(533)	-	(533)
Profit (loss) for the year	-	-	-	12,629	-	12,629	123	12,752
Dividends paid	-	-	-	(2,006)	-	(2,006)	(31)	(2,037)
Translation adjustments	-	-	-	(67)	(14,496)	(14,563)	(70)	(14,633)
Fair value of hedging instruments	-	-	-	-	520	520	-	520
Changes in consolidation scope	-	-	-	-	-	-	-	-
Net actuarial gains/ losses on defined benefit plans	-	-	-	99	-	99	-	99
Treasury shares	-	-	401	-	-	401	-	401
Other movements	-	-	-	(72)	-	(72)	-	(72)
On 31/12/2025	4,004	15,762	(119)	136,269	(11,467)	144,449	912	145,361

7.1.5 Notes to the consolidated financial statements

A. Standards and valuation methods.....	186
Note 1 Standards applied and new standards, amendments and interpretations.....	188
Note 2 Use of estimates.....	188
B. Information relating to the scope of consolidation.....	188
Note 3 Consolidation principles.....	188
Note 4 Closing dates.....	189
Note 5 Scope of consolidation.....	189
Note 6 Business acquisitions and disposals.....	191
Note 7 Discontinued operations and assets held for sale.....	191
Note 8 Information concerning special purpose entities	191
C. Segment reporting.....	191
Note 9 Segment reporting.....	191
D. Operational data.....	193
Note 10 Sales.....	193
Note 11 Purchases consumed.....	193
Note 12 Other purchases and external charges.....	194
Note 13 Other operating revenue and expenses.....	194
Note 14 Other operating revenue and expenses.....	194
Note 15 Working capital requirement	195
E. Staff costs and benefits.....	197
Note 16 Breakdown of staff.....	197
Note 17 Staff benefits	197
Note 18 Staff costs.....	198
Note 19 Stock option plan.....	198
Note 20 Remuneration paid to management bodies.....	199
F. Intangible and tangible assets.....	199
Note 21 Goodwill and other intangible assets.....	199
Note 22 Property, plant and equipment.....	203
Note 23 Allocations and reversals of depreciation, amortisation and provisions on intangible assets and property, plant and equipment.....	205
G. Off-balance sheet commitments relating to operating activities.....	205
Note 24 Leases.....	205
H. Other provisions and contingent liabilities	205
Note 25 Provisions.....	205
Note 26 Contingent liabilities.....	206
I. Equity and earnings per share.....	206
Note 27 Treasury shares.....	206
Note 28 Share capital and premiums.....	207
Note 29 Dividends paid.....	207
Note 30 Minority interests.....	207
Note 31 Net earnings per share.....	207
J. Financing and financial instruments	208

Note 32 Financial assets and liabilities.....	208
Note 33 Cash and cash equivalents.....	208
Note 34 Financial debt.....	209
Note 35 Financial risk management.....	211
Note 36 Financial revenue and expenses.....	213
Note 37 Off-balance sheet commitments relating to Group financing.....	213
K. Current and deferred tax.....	214
Note 38 Tax charge.....	214
Note 39 Deferred tax.....	215
Note 40 Scope of tax consolidation.....	216
L. Other information relating to the cash flow statement.....	216
Note 41 Self-financing capacity before taxes and cost of financial debt (CAFICE).....	216
Note 42 Free cash-flow.....	216
M. Miscellaneous information.....	217
Note 43 Fees paid to the Statutory Auditors.....	217
N. Related party transactions.....	217
O. Events after year-end.....	218

A. Standards and valuation methods

Instruments: Classification and measurement of financial instruments.

Note 1 Standards applied and new standards, amendments and interpretations

1.1 Standards applied

The financial statements are presented in accordance with IFRS (International Financial Reporting Standards) as adopted by the European Union on 31 December 2025 and available for consultation on the European Commission website.

The financial statements are presented in euros and rounded to the nearest thousand. They have been prepared in accordance with the general principles of IFRS:

- True and fair view;
- Business continuity;
- Accrual accounting;
- Consistency of presentation;
- Materiality and grouping.

The Group has decided not to adopt early, where permitted by law, standards, updates and interpretations that have been published but whose application is not mandatory for the financial year beginning 1 January 2025. The Group does not believe that this will result in any significant changes.

The accounting policies used to prepare the Group's financial statements are described in the following notes. Unless otherwise stated, they have been applied consistently across all the financial years presented.

1.2 Standards, amendments and interpretations adopted by the European Union and whose application is compulsory or not for accounting periods beginning on or after 1 January 2025

Standards, amendments and interpretations adopted by the European Union and mandatory for accounting periods beginning on or after 1 January 2025

The following standards and amendments to standards have no impact on the Group's consolidated financial statements on 31 December 2025:

- Amendment to IAS 21 'The Effects of Changes in Foreign Exchange Rates': Lack of convertibility.

Standards, amendments and interpretations adopted by the European Union and which are not mandatory for accounting periods beginning on or after 1 January 2025

Delfingen has not applied in advance the following accounting principles adopted by the European Union, but whose application is not mandatory:

- IFRS 18 – Presentation and disclosures in the financial statements
- IFRS 19 – Disclosure requirements for subsidiaries without public accountability
- Amendment to IFRS 9 and IFRS 7 'Financial

Note 2 Use of estimates

The preparation of financial statements in accordance with IFRS is based on assumptions and estimates determined by Management to calculate the value of assets and liabilities, revenue and expenses at year-end. These estimates and assumptions reflect the reasonable and prudent judgement of Management, who review them on an ongoing basis, drawing on past experience and all available information. However, actual results could differ materially from these estimates.

The significant estimates and assumptions used in the preparation of the financial statements for the period ended 31 December 2025 relate in particular to the following items:

- Deferred tax assets;
- Provisions;
- Impairment losses on goodwill.

The sensitivities identified and monitored by management relate mainly to the data and assumptions used in the impairment tests. These assumptions are consolidated by gathering forecasting information from major players in the automotive sector (market assumptions) and from an actuary (discount rates).

B. Information relating to the scope of consolidation

Note 3 Consolidation principles

3.1 Consolidation methods

The full consolidation method is applied to the financial statements of companies in which Delfingen directly or indirectly exercises control.

Control of a company exists when the Group:

- Holds power over the company;
- Is exposed to or entitled to variable returns because of its links with the company;
- Has the ability to exercise its power over the company's relevant activities in such a way as to influence the amount of returns it obtains.

There are no companies covered by a partnership agreement.

All material transactions between consolidated companies are eliminated, as are intra-Group profits (capital gains, profits on inventories, dividends).

3.2 Conversion methods

3.2.1 Transactions in foreign currencies

Transactions in foreign currencies are recorded in the functional currency at the exchange rate prevailing on the transaction date or, in practice, at the average exchange rate for the period, provided that this rate is not affected by

significant changes in exchange rates. At year-end, monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the rate prevailing at year-end. Exchange differences arising on translation are recognised in profit (loss), with the exception of those relating to loans and borrowings, which in substance form an integral part of the net investment in a foreign subsidiary.

These are recognised in other comprehensive income, in the translation reserve included in consolidated shareholders' equity, at their amount net of tax until the date of disposal of the net investment, when they are recognised in profit (loss).

3.2.2 Translation of financial statements of consolidated subsidiaries

The financial statements of foreign companies are translated into euros at the exchange rate on 31 December 2025 for balance sheet items and at the average exchange rate for the year for the income statement. Translation differences are recognised in other comprehensive income and are recycled through profit (loss).

The rates of the main currencies used for the consolidation of the accounts are as follows:

	Opening rate			Average rate			Closing rate		
	2025	2024	2023	2025	2024	2023	2025	2024	2023
Euro	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
Tunisian dinar	3.3156	3.3863	3.3107	3.3749	3.3637	3.3476	3.3944	3.3156	3.3863
Moroccan dirham	10.4831	10.9572	11.1699	10.5503	10.7520	10.9499	10.7040	10.4831	10.9572
Romanian leu	4.9743	4.9756	4.9495	5.0418	4.9747	4.9471	5.0968	4.9743	4.9756
Brazilian real	6.4253	5.3618	5.6386	6.3110	5.8284	5.4018	6.4364	6.4253	5.3618
US dollar	1.0389	1.1050	1.0666	1.1300	1.0822	1.0815	1.1750	1.0389	1.1050
Chinese yuan	7.5833	7.8509	7.3582	8.1193	7.7863	7.6587	8.2262	7.5833	7.8509
Philippine peso	60.3010	61.2830	59.3200	64.9706	61.9808	60.1440	69.2660	60.3010	61.2830
Japanese yen	163.0600	156.3300	140.6600	169.0490	163.8565	151.9021	184.0900	163.0600	156.3300
Indian rupee	88.9335	91.9045	88.1710	98.7208	90.5448	89.3040	105.5965	88.9335	91.9045
Thai baht	35.6760	37.9730	36.8350	37.1122	38.1683	37.6218	37.21800	35.6760	37.9730
UAE dirham	3.8154	4.0581	3.9171	4.1500	3.9742	3.9717	4.3152	3.8154	4.0581
South Korean won	1,532.15	1,433.66	n/a	1,606.01	1,475.56	1427.7487	1,696.94	1,532.15	1,433.66

Note 4 Closing dates

With the exception of Delfingen India Private Limited, whose financial year ends on 31 March 2026, all the companies included in the scope of consolidation have a financial year ending on 31 December 2025.

In the case of Delfingen India Private Limited, an audited interim statement for the 12 months to 31 December 2025 has been prepared.

Note 5 Scope of consolidation

The Group's consolidated financial statements include all subsidiaries, sub-subsidiaries and equity interests of Delfingen.

The companies included in the Group's scope of consolidation are:

Company name	Country	% held			Method ⁽⁹⁾
		2025	2024	2023	
Delfingen	France	Parent	Parent	Parent	FC
SCHLEMMER Industry (1)	France	100.00	100.00	100.00	FC
Delfingen FR-Anteuil (2)	France	100.00	100.00	100.00	FC
Delfingen Europe Africa (3)	France	100.00	-	-	FC
Proteccable (4)	France	100.00	-	-	FC
Delfingen Tunisia Trading Company (5)	Tunisia	100.00	-	-	FC
Delfingen DE-Marktrodach	Germany	100.00	100.00	100.00	FC
Delfingen DE-Aschheim	Germany	100.00	100.00	100.00	FC
Delfingen DE-Hassfurt	Germany	100.00	100.00	100.00	FC
REIKU GmbH (6)	Germany	100.00	100.00	100.00	FC
Delfingen PT-Porto	Portugal	100.00	100.00	100.00	FC
Delfingen SK-Nitra	Slovakia	100.00	100.00	100.00	FC
Delfingen RO-Transilvania	Romania	100.00	100.00	100.00	FC
Delfingen RO-Satu Mare	Romania	100.00	100.00	100.00	FC
Delfingen TN-Tunis	Tunisia	100.00	100.00	100.00	FC
Delfingen MA-Casablanca	Morocco	100.00	100.00	100.00	FC
Delfingen IT-Verona	Italy	100.00	100.00	100.00	FC
Delfingen MA-Tanger 2	Morocco	100.00	100.00	100.00	FC
Delfingen TN-Fouchana	Tunisia	100.00	100.00	100.00	FC
Delfingen BR-Sao Paulo	Brazil	99.99	99.99	99.99	FC
Delfingen Iberica (7)	Spain	-	100.00	100.00	FC
Delfingen LU-Luxembourg (8)	Luxembourg	-	100.00	100.00	FC
Delfingen US-Holding	U.S.	100.00	100.00	100.00	FC
Delfingen US	U.S.	100.00	100.00	100.00	FC
Delfingen US-New York	U.S.	100.00	100.00	100.00	FC
Delfingen US-Texas	U.S.	100.00	100.00	100.00	FC
Delfingen US-Mexico	U.S.	100.00	100.00	100.00	FC
Sofanou of Mexico	U.S.	100.00	100.00	100.00	FC
Delfingen MX-Coahuila	Mexico	100.00	100.00	100.00	FC
Delfingen US-Central America	U.S.	100.00	100.00	100.00	FC
Delfingen HN-Cortes	Honduras	100.00	100.00	100.00	FC
Delfingen CN-Ontario	Canada	100.00	100.00	100.00	FC
Delfingen US-Ohio	U.S.	100.00	100.00	100.00	FC
Delfingen Asia Pacific Holding	Singapore	100.00	100.00	100.00	FC
Delfingen (Hebi) Automotive Parts Company	China	86.67	86.67	86.67	FC

Company name	Country	% held			Method ⁽⁹⁾
		2025	2024	2023	
Delfingen (Hebi) Automotive parts company, Shanghai Branch	China	100.00	100.00	100.00	FC
Wuhan Delfingen Automotive Tubing	China	100.00	100.00	100.00	FC
Delfingen SG-Filipinas	Singapore	100.00	100.00	100.00	FC
Delfingen PH-Filipinas Inc.	Philippines	99.99	99.99	99.99	FC
Delfingen PH-Cavite Inc.	Philippines	99.99	99.99	99.99	FC
Delfingen Japan	Japan	100.00	100.00	100.00	FC
Delfingen INDIA	India	100.00	100.00	100.00	FC
Delfingen Siam	Thailand	99.99	99.99	99.99	FC
Delfingen ROH ASIA	Thailand	99.99	99.99	99.99	FC
Delfingen PH-ROHQ	Philippines	100.00	100.00	100.00	FC
Delfingen Middle East	United Arab Emirates	100.00	100.00	100.00	FC
Delfingen Korea (9)	South Korea	100.00	100.00	100.00	FC

(1) FC: Full consolidation / NC: Not consolidated
(2) company established in March 2023
(3) company established in August 2025
(4) company established in December 2025 [CM19.1]
(5) company established in December 2025
(6) company acquired in March 2023
(7) company excluded from the scope in December 2025
(8) company excluded from the scope in December 2025
(9) company acquired in March 2023 and formerly known as AHN Chem

Note 6 Business acquisitions and disposals

During the 2025 financial year, there were no acquisitions or disposals of businesses within the scope of consolidation.

The group established Delfingen Europe Africa (August 2025), Protecable (December 2025) and Delfingen Tunisia Trading Company (December 2025), and excluded Delfingen LU-Luxembourg and Delfingen Iberica from the scope of consolidation in December 2025 as they represent only a negligible interest.

Note 7 Discontinued operations and assets held for sale

None.

Note 8 Information concerning special purpose entities

None.

C. Segment reporting

Note 9 Segment reporting

Under IFRS 8, an operating segment is a component of an entity:

- That engages in activities from which it may earn revenues and incur expenses (including revenues and expenses relating to transactions with other parts of the same entity);
- Whose operating profit (loss) is regularly reviewed by the entity's chief operating decision-maker with a view to making decisions about the resources to be allocated to the segment and assessing its performance;
- For which discrete financial information is available.

The Group has therefore defined the segments to be presented on the basis of the internal reporting used by Management to assess performance and allocate resources to the various segments.

In 2025, the four segments selected by the Group are as follows:

- Automotive - EA: this brings together products linked to the Automotive market in the Europe and Africa zone;
- Automotive - Americas: this brings together products linked to the Automotive market in North, Central and South America;
- Automotive - Asia: this covers products related to the Automotive market in Asia;
- Industrial Market: this segment includes all products outside the Automotive market, which essentially correspond to the activities of the Drossbach Group, as well as the activities of REIKU.

In addition to these 4 segments, there are holding companies and eliminations.

The indicators used to measure segment performance, particularly operating profit (loss), are reconciled with the consolidated financial statements. The key indicators are as follows:

- Sales;
- Profit (loss) from recurring operations;
- Tangible and intangible investments;
- Segment assets comprise property, plant and equipment, intangible assets, goodwill and inventories.

Financial debt, other income and other expenses, financial profit (loss) and tax are monitored at Group level and are not allocated to segments.

9.1 Income statement items by segment

Financial year 2025	Automotive EA	Automotive Americas	Automotive Asia	Industrial Market	Holding company and eliminations	Consolidated
Total sales	178,834	109,943	61,527	66,805	(16,856)	400,253
Profit (loss) from recurring operations	4,358	(981)	2,646	17,192	6,802	22,160
of which intra-group invoicing	(17,896)	(18,690)	(4,656)	-	41,242	-
Operating profit (loss)	8,963	(979)	2,584	17,192	1,835	29,595

Financial year 2024	Automotive EA	Automotive Americas	Automotive Asia	Industrial Market	Holding company and eliminations	Consolidated
Total sales	189,047	123,446	59,305	67,351	(15,427)	423,722
Profit (loss) from recurring operations	6,492	750	3,119	15,954	(4,155)	22,160
of which intra-group invoicing	(13,998)	(13,104)	(3,887)	-	30,989	-
Operating profit (loss)	6,514	855	3,214	15,954	(11,963)	14,574

Financial year 2023	Automotive EA	Automotive Americas	Automotive Asia	Industrial Market	Holding company and eliminations	Consolidated
Total sales	202,374	146,530	60,260	69,796	(22,215)	456,744
Profit (loss) from recurring operations	6,064	6,704	4,053	14,955	(3,642)	28,134
of which intra-group invoicing	(19,695)	(17,122)	(4,665)	-	41,482	-
Operating profit (loss)	6,048	6,678	3,921	14,955	(7,757)	23,846

9.2 Components of the statement of financial position by segment

Financial year 2025	Automotive EA	Automotive Americas	Automotive Asia	Industrial Market	Holding company and eliminations	Consolidated
Segment assets	92,569	36,317	39,320	21,751	57,639	247,596
Acquisition of non-current assets	3,712	1,508	4,654	177	5,491	15,543

Financial year 2024	Automotive EA	Automotive Americas	Automotive Asia	Industrial Market	Holding company and eliminations	Consolidated
Segment assets	103,060	45,339	42,203	24,206	52,934	268,743
Acquisition of non-current assets	8,343	1,334	4,627	630	3,783	18,717

Financial year 2023	Automotive EA	Automotive Americas	Automotive Asia	Industrial Market	Holding company and eliminations	Consolidated
Segment assets	101,135	48,844	37,455	23,538	49,028	260,000
Acquisition of non-current assets	7,320	4,754	5,286	1,851	1,042	20,254

D. Operational data

Note 10 Sales

The amount of sales is measured at the fair value of the consideration received or receivable, after deducting any rebates or action correlated with sales.

Revenue is recognised in the income statement when the significant risks and benefits of ownership of the goods have been transferred to the buyer.

Given the nature of the products, the general conditions of sale, the commercial terms of transport and insurance policies, products are generally recorded on the date of invoice.

Breakdown of sales by geographical area

	2025	2024	2023
Europe - Africa	197,261	204,303	215,419
Americas	143,273	162,058	184,682
Asia	59,721	57,361	56,638
Total	400,255	423,722	456,739

It should be noted that all the companies included in the scope of consolidation invoice customers on the basis of prices indexed to the euro exchange rate, with the exception of the American, Canadian, Filipino, Mexican, Honduran, Chinese, Indian and Korean companies.

The American, Filipino, Mexican and Honduran companies invoice their customers directly in US dollars, the Canadian company in Canadian dollars, the Chinese companies invoice mainly in Chinese yuan, the Indian company mainly in Indian rupees and the Korean company mainly in Korean won.

At constant exchange rates, the Group's consolidated sales would have come to €410.4 million, impacted mainly by sales in US dollars.

Note 11 Purchases consumed

	2025	2024	2023
Purchase of goods	31,868	39,618	47,280
Change in inventories of goods	(1,273)	2,779	(3,477)
Purchases of raw materials	132,031	150,678	159,312
Change in raw materials inventories	4,011	(787)	8,892
Transport	11,989	12,106	11,709
Other supplies	2,514	2,306	1,790
Total	181,139	206,701	225,507

The ratio of purchases consumed (net of changes in inventories and fixed assets) is down by 3.1 points in 2025 to 44.6% of sales, compared with 47.7% in 2024 and 49.8% in 2023. This is due partly to the lower prices of the main raw materials used by the Group compared with 2024, and partly to a favourable mix of products and activities.

Note 12 Other purchases and external charges

	2025	% Sales	2024	% Sales	2023	% Sales
Energy and other non-stock purchases	13,439	3.4%	14,489	3.1%	14,684	3.2%
Management fees	4,807	1.2%	4,524	1.1%	3,988	0.9%
Rent and rental expenses	5,184	1.3%	5,163	1.2%	5,391	1.2%
Maintenance and repairs	6,780	1.7%	7,334	1.7%	8,142	1.8%
Remuneration of intermediaries and fees	4,073	1.0%	5,472	1.3%	5,227	1.1%
Transport on sales and miscellaneous transport	9,775	2.4%	9,460	2.2%	11,368	2.5%
Travel, missions, receptions	3,140	0.8%	3,547	0.8%	4,154	0.9%
Other purchases and external charges	10,304	2.6%	20,726	4.9%	19,907	4.2%
Total	57,502	14.4%	60,635	14.3%	63,071	13.8%

The ratio of external expenses is 14.4% of sales, compared with 14.3% in 2024. There was a decrease of €3.1 million in absolute terms, demonstrating the Group's ability to control its costs, despite a continuing unfavourable environment characterised by a fall in sales. This decrease is also the result of the successful implementation of the 'IMPULSE 2026' roadmap.

Note 13 Other operating revenue and expenses

	2025	2024	2023
Other operating revenue	1,294	1,044	2,416
Revenue from management transactions	48	55	31
Revenue from disposals of property, plant and equipment and intangible assets	189	590	462
Revenue from disposals of financial assets	-	-	-
TOTAL OTHER OPERATING REVENUE	1,531	3,287	2,909
Other operating expenses	(1,162)	(794)	(1,024)
Expenses on management transactions	47	(126)	2
Net book value of intangible assets and tangible assets sold	(300)	(945)	(1,211)
Net book value of long-term investments sold	-	-	(168)
TOTAL OTHER OPERATING EXPENSES	(1,414)	(1,866)	(2,402)

Note 14 Other operating revenue and expenses

	2025	2024	2023
Non-current revenue from prior years	5	8	-
Other non-current revenue	273	2,274	188
TOTAL OTHER OPERATING REVENUE	278	2,282	188
Impairment of goodwill	-	-	-
Non-current expenses on previous years	(25)	(59)	(3)
Other non-current expenses	(674)	(9,810)	(4,474)
TOTAL OTHER OPERATING EXPENSES	(699)	(9,868)	(4,477)

'Other non-current expenses' mainly relate to:

- The net impact of €0.2 million arising from the reversal of provisions and the expenses recognised in relation to an internal restructuring project (see significant events);
- The cancellation of the effects of the revaluation at fair value of REIKU's inventories consumed on 31 December 2025, amounting to €0.3 million.

Note 15 Working capital requirement

15.1 Inventories and work-in-progress

Inventories are valued at the lower of cost and net realisable value.

Finished goods and work-in-progress are valued at production cost, which includes direct and indirect production costs based on a normal level of activity. Inventories of goods, raw materials and other supplies are valued at weighted average cost or at the last purchase price. Financial costs are not included in the cost of inventories.

A provision for impairment of inventories is recognised when their realisable value is less than cost, if they are damaged or obsolete, and whenever there is a risk that they will not be sold under normal conditions.

Stocks

Inventories break down as follows:

	2025	2024	2023
Raw materials and other supplies	18,459	23,719	25,321
Work in progress - goods	1,518	1,759	2,404
Finished products	12,585	15,364	13,013
Goods	9,512	8,977	11,693
GROSS INVENTORIES	42,074	49,819	52,431
Provisions	(3,304)	(4,306)	(3,932)
NET INVENTORIES	38,770	45,513	48,499

Change in inventories

Gross inventories at the start of the financial year	49,819
Change in exchange rates	(2,994)
Change in inventories	(4,638)
Other movements	(114)
Changes in consolidation scope	-
Gross inventories at year-end	42,074

Provisions at the start of the financial year	4,306
Allocations	1,795
Reversals	(2,353)
Other movements	(234)
Change in exchange rates	(209)
Changes in consolidation scope	-
Provisions at year-end	3,304
Net inventories at year-end	38,770

The amounts under 'Other movements' relate to:

- The cancellation of the effects of the revaluation at fair value of REIKU's inventories consumed on 31 December 2025, amounting to €0.3 million;
- The reclassification between inventories and fixed assets for machinery developed in-house but intended to be capitalised, amounting to -€0.4 million;

On 31 December 2025, provisions for depreciation of inventories amounted to:

- Raw materials and other supplies: €1.0 million;
- Finished products and work in progress: €1.6 million;
- Goods: €0.7 million.

15.2 Trade and other receivables

These receivables are recognised at their fair value remeasured at amortised cost using the effective interest rate method, less any impairment losses. Where payment terms are less than one year, the initial fair value and subsequent amortised cost are equal to the nominal amount.

Where there is a risk of non-recovery, impairment losses are recognised on a case-by-case basis, based on probable cash flows.

The table of receivables and other current assets is as follows:

	2025			2024	2023
	Gross	Provisions	Net	Net	Net
Accounts receivable and related accounts	70,753	523	70,230	75,351	85,006
Tax and social security receivables	8,049	-	8,049	5,648	5,652
Sundry debtors	1,134	-	1,134	1,597	1,422
Advances and deposits paid	863	-	863	1,737	2,145
Prepaid expenses	4,475	-	4,475	3,678	4,230
Sub-total Other net receivables	14,522	-	14,522	12,661	13,449
Current tax	2,869	-	2,869	3,356	2,684
TOTAL	88,144	523	87,622	91,367	101,139

The total of accounts receivable decreased by €3.7 million, mainly due to the decrease in business in the fourth quarter of 2025 compared with the same period in 2024 (-9.4%).

Given the quality of our customers, late payment is not a significant risk. They are generally the result of administrative problems.

On 31 December 2025, overdue payments of more than one month represented €1.5 million, and the provision for doubtful customers amounted to €0.5 million.

The majority of prepaid expenses correspond to the capitalisation of costs associated with the sale of tooling under IFRS 15, as well as the staggering of other operating expenses.

Factoring agreements

None.

15.3 Allocations to and reversals of provisions for current assets

	2025	2024	2023
Provisions for inventories	(1,797)	(1,443)	(1,919)
Provisions for other current assets	(436)	(530)	(605)
Reversals of provisions for inventories	2,102	1,834	1,795
Reversals of provisions on other current assets	310	658	402
TOTAL NET ALLOCATIONS TO PROVISIONS	178	519	(328)

15.4 Other current liabilities

	2025	2024	2023
Tax and social security liabilities	18,258	16,661	19,088
Advances and deposits received on orders	469	171	1,764
Deferred revenue	1,980	1,743	1,318
Partners' current account	-	-	-
Sundry debts	1,773	1,524	1,429
TOTAL	22,479	20,098	23,600

The €1.6 million increase in tax and social security liabilities is mainly due to the amount of the variable component awarded to certain managers, based on the performance achieved in 2025.

15.5 Change in working capital requirements

	2025	2024	2023
Change in net inventories	(4,079)	(1,174)	(10,235)
Change in net accounts receivable	(650)	(12,755)	5,432
Change in trade payables	3,926	5,744	(1,557)
Other changes	(2,068)	4,600	(8,998)
Increase (decrease) in working capital requirements	(2,871)	(3,585)	(15,358)

The working capital requirement decreased by €2.9 million, mainly due to the decrease in business in the fourth quarter of 2025 compared with the same period in 2024 (-10%).

The 'Other changes' line mainly corresponds to reductions in social security liabilities and advances and deposits.

E. Staff costs and benefits

Note 16 Breakdown of staff

The workforce on 31 December (including temporary staff) breaks down as follows:

	2025	2024	2023
Senior Executive	1	1	1
Executives	580	630	635
Employees	3,269	3,383	3,575
TOTAL GROUP	3,850	4,014	4,211

Note 17 Staff benefits

The amount recognised in respect of employee benefits corresponds solely to pension commitments. There are no other employee benefits within the Group that could give rise to a liability for the Group.

The Group's commitments in respect of pensions and similar benefits mainly relate to defined benefit schemes for termination benefits. The countries concerned by these provisions are France, India, the Philippines and Italy.

The amount of pension and similar benefit obligations is not significant (€2.1 million) given the Group's financial position and assets.

Pension commitments for France, India and the Philippines are valued by an actuary using the actuarial principle of projected credit units with final salary in accordance with the revised IAS19. They are recorded as liabilities in the balance sheet, with a deferred tax asset being recognised. In the United States, the American subsidiaries match their employees' voluntary contributions to a private pension fund (401 K plan). In France, as from the 2020 financial year, the French entities have outsourced the management of these commitments and paid a portion of the provision. Payments made by the US and French companies are recorded under staff costs.

The amount for Italy is not material and has not been calculated by an actuary.

The assumptions used to calculate provisions for retirement benefits for companies according to the various countries are as follows:

France	2025	2024	2023
Average retirement age	60 to 67 years	60 to 67 years	60 to 67 years
Turnover rate Executives	0.26% to 4.35%	0.23% to 4.79%	0.33% to 3.97%
Turnover rate Non-executives	0.63% to 5.00%	0.51% to 3.95%	0.43% to 4.80%
Discount rate	3.40%	3.14%	3.71%
Rate of salary increase	1.00 to 2.25%	1.00 to 2.25%	1.00 to 2.25%
Philippines			
Average retirement age	60 years	60 years	60 years
Turnover rate Executives	0 to 5%	0 to 5%	0 to 5%
Turnover rate Non-executives	0 to 5%	0 to 5%	0 to 5%
Discount rate	6.38%	6.04%	6.11%
Rate of salary increase	4.00%	4.00%	5.00%
India			
Average retirement age	58 years	58 years	58 years
Turnover rate Executives	12.00%	12.00%	12.00%
Turnover rate Non-executives	12.00%	12.00%	12.00%
Discount rate	6.73%	6.92%	6.38%
Rate of salary increase	10.00%	10.00%	10.00%

Change in provision for employee benefits

At the start of the financial year	2,127
Increase in existing provisions	306
New provisions	-
Unused reversals	-
Reversals used	(41)
Change in exchange rates	(131)
Other movements	(114)
Change in scope of consolidation	-
At year-end	2,148

Note 18 Staff costs

	2025	% Sales	2024	% Sales	2023	% Sales
Salaries	83,079	20.8%	87,949	20.8%	88,686	19.4%
Social security costs	20,144	5.0%	21,583	5.1%	21,476	4.7%
Temporary staff	4,832	1.2%	4,044	1.0%	6,224	1.4%
Total	108,055	27.0%	113,576	26.8%	116,386	25.5%

Staff costs fell by €5.5 million, mainly as a result of the internal restructuring programme carried out in 2025.

Note 19 Stock option plan

Special report on the stock option plan

None.

Stock options granted to corporate officers

The executive directors of Delfingen do not hold any stock options of any kind and were not granted any stock options during the financial year ended 31 December 2025.

Note 20 Remuneration for management bodies

The remuneration paid by Delfingen to its management bodies relates solely to members of the board of directors and amounts to €82k. Furthermore, the corporate officer receives their remuneration from Pakem, the entity that owns the Delfingen Group.

F. Intangible and tangible assets

Note 21 Goodwill and other intangible assets

21.1 Goodwill

Business combinations are accounted for using the acquisition method (revised IFRS 3).

Goodwill represents the difference between the acquisition cost of shares in consolidated companies and the Group's share in the fair value of their assets and liabilities at the date of acquisition.

Goodwill is not amortised, in accordance with IFRS 3 (revised) 'Business combinations'. It is tested for impairment whenever there is an indication that it may be impaired, and at least once a year.

For the purposes of this test, goodwill is broken down by Cash Generating Unit, which corresponds to homogeneous groups generating independent cash flows. Under IFRS 8, the CGUs defined by the Group are no larger than an operating segment. In the event of an estimated loss in value at the end of a financial year, the impairment is recorded in profit (loss) for that year.

Details of impairment tests are provided in note 21.4.

21.2 Intangible assets

Research and development costs

In accordance with IAS 38, research costs are expensed and development costs arising from the application of research results are capitalised, provided that the Group can demonstrate:

- Its intention and its financial and technical capacity to see the development project through to completion; and
- That the asset will generate future economic benefits; and
- That the cost of this intangible asset can be measured reliably.

Development costs meeting the above criteria are capitalised and amortised over a maximum period of 5 years.

Other intangible assets

Other intangible assets include development and acquisition costs for computer software, patents and licences. These costs are amortised on a straight-line basis over their estimated useful lives.

It should be noted that the Group's assets do not include any intangible assets with an indefinite useful life.

	Duration	Mode
Development costs	5 years	Linear
Fungible rights (Patents)	20 years	Linear
Software and other intangible assets	3 years	Linear

21.3 Change in goodwill and other intangible assets

	Goodwill	Development costs (internally generated)	Fungible rights	Other intangible assets	TOTAL
Gross value					
At the start of the financial year	109,702	8,906	9,655	13,178	141,441
Increases	-	248	2,170	1,426	3,844
Decreases	-	(2,461)	-	(348)	(2,809)
Changes in exchange rates	(7,495)	(120)	(22)	(893)	(8,530)
Other movements	-	951	3,434	(4,249)	136
Changes in scope of consolidation	-	-	-	-	-
At year-end	102,207	7,524	15,237	9,114	134,083
Depreciation and impairment					
At the start of the financial year	24,204	7,456	7,452	5,124	44,235
Increases	-	909	1,843	327	3,079
Decreases	-	(2,704)	-	(213)	(2,917)
Changes in exchange rates	(2,477)	(121)	(9)	(461)	(3,069)
Other movements	-	1,399	-	(1,399)	-
Changes in scope of consolidation	-	-	-	-	-
At year-end	21,726	6,938	9,286	3,378	41,328
Net value at year-end	80,481	587	5,951	5,736	92,755

Development costs relate to expenditure generated internally on eligible projects.

Fungible rights represent international patents and product models developed by Group companies.

Other intangible assets mainly comprise customer portfolios, software and intangible assets in progress (capitalisation of projects and software).

21.4 Impairment of goodwill

Principles

At least once a year, or whenever there is an indication that the recoverable amount of an asset may be less than its book value, the recoverable amount of the asset is assessed and, if appropriate, an impairment loss is recognised.

The recoverable amount is defined as the higher of the fair value (less costs to sell) and the value in use determined by discounting expected future cash flows. In practice, given that there is rarely a reliable basis for determining the fair value of the Group's CGUs, Delfingen uses value in use to determine the recoverable amount of a CGU.

For the purposes of this test, assets are grouped into Cash Generating Units (CGUs). Under IFRS 8, the CGUs defined by the Group are no larger than an operating segment.

To define CGUs, the Group has chosen to group its Business Units (BUs) strategically within its four operating segments:

Automotive Americas (North, Central and South America), EA (Europe and Africa), Asia (Asia) and Industrial Market.

The Automotive EA operating segment comprises the following BUs:

- Bundle Protection and Fluid Transfer EA BU (CGU 1);
- Assembly/Mechanics BU (CGU 2);
- Bundle Assembly BU (CGU 3);
- Textile Protection Germany BU (CGU 10);
- Schlemmer BU (CGU 13).

The Automotive Americas operating segment comprises the following Bus:

- Bundle Protection Americas BU (CGU 4);
- Fluid Transfer Americas BU (CGU 5).

The Automotive Asia operating segment comprises the following BUs:

- Bundle Protection and Fluid Transfer Philippines BU (CGU 6);
- China BU (CGU 7);
- India BU (CGU 8);
- South Korea BU (CGU 14).

The Industrial Market operating segment comprises the following Bus:

- Electrical Machinery and Equipment BU (CGU 9);
- Technical textiles Germany BU (CGU 11);
- Protective Tubes DROSSBACH BU (CGU 12);
- REIKU Industrial BU (UGT 15).

Impairment tests were carried out in accordance with the following rules:

- Goodwill has been allocated to the various CGUs;
- Goodwill is tested for impairment whenever there is an indication that it may be impaired, and at least once a year;
- Value in use is determined by reference to discounted net cash flows after tax, based on a 4-year business plan drawn up by Group management;
- Discount rates are provided by an external service provider.

Impairment losses recognised in respect of goodwill are irreversible.

Impairment tests on 31 December 2025

Impairment tests carried out on 31 December 2025 at the level of each CGU did not result in any impairment.

The recoverable amount of CGUs has been determined by discounting the post-tax cash flows arising from the budget and medium-term plans for each CGU, approved by the board of directors, including a component for the return on investment expected by shareholders and a component for the cost of external financing. Cash flows are projected over 4 years.

This plan complies with the provisions of IAS 36.44. The calculation of value in use excludes:

- Future cash inflows or outflows expected to result from future restructuring to which the company is not yet committed - for example, reductions in staff costs. With regard to restructuring operations, only those in which the entity is involved within the meaning of IAS 37 are taken into account in cash flows;
- Future capital expenditure that will improve or increase the performance of the asset.

The main assumptions affecting value in use are the level of operating margin used in future cash flows and the weighted average cost of capital.

The volume assumptions in the medium-term plan have been adjusted using the latest assumptions from external sources. Cash flow forecasts also include the impact on costs of the operational excellence plan. The extrapolation of cash flow forecasts beyond the last year of the medium-term plan (2029) is determined by applying a growth rate for the geographical area concerned.

The weighted average cost of capital used to discount future cash flows is based on an analysis carried out by an independent expert. For 2025, the average cost used as a rate to discount future cash flows has been set at 8.19% for

the Automotive market and 9.42% for the Industrial market (8.93% and 9.92% respectively in 2024), incorporating a market risk premium of around 5.26%, a deleveraged debt beta (1) of 0.80% for the Automotive market and 0.92% for the Industrial market, and an additional rate linked to the size effect of 3.16% (compared with a market risk premium of 5.95% in 2024, a deleveraged debt beta (1) of 0.84% and an additional rate linked to the size effect of 3.16%).

The business risk premium includes the following spreads linked to the specific financial situation of each country:

- India: 2.36%
- Italy: 2.36%
- Morocco: 2.82%
- Tunisia: 4.66%
- Germany: -0.89%
- Philippines: 1.93%
- United States: -0.48%
- South Korea: -0.16%

(1) Beta is a measure of non-diversifiable risk, which expresses the volatility of shares in listed companies operating in the same 'Auto-parts' business segment

	Automotive market (1/2)				
	EASA	Germany	Italy	Morocco	Tunisia
	Protection and Transfer	Protection	Protection and Transfer	Protection	Protection
Gross book value of goodwill	3,075	2,045	4,923	14,375	3,510
Net book value of goodwill	1,570	2,045	4,923	14,375	3,510
Method used	value in use				
Model parameters:					
Growth rate over 4 years	according to Budget 2026 and Medium Term Plan 2027/2029				
Growth rate on terminal value	3.41%	1.08%	0.72%	0.98%	1.4%
Discount rate	9.44%	7.75%	9.35%	2.47%	10.48%
Impairment losses recognised during the year	0	0	0	0	0
Change in discount rate leading to impairment	+69.3 points	+22.8 points	+29.6 points	+30.5 points	+1.7 points
Change in EBIT rate leading to impairment	-12.7 points	-15.9 points	-19.0 points	-21.6 points	-1.3 points
Variation in annual investments leading to impairment	€27.0 million	€14.9 million	€8.1 million	€160.9 million	€0.6 million

	Automotive market (2/2)			
	Philippines	Americas	India	South Korea
	Protection and Transfer	Protection	Protection	Protection
Gross book value of goodwill	223	35,102	2,946	3,415
Net book value of goodwill	223	16,344	2,946	3,415
Method used	value in use			
Model parameters:				
Growth rate over 4 years	according to Budget 2026 and Medium Term Plan 2027/2029			
Growth rate on terminal value	6.00%	1.33%	6.48%	2.02%
Discount rate	9.14%	7.95%	9.35%	8.11%
Impairment losses recognised during the year	0	0	0	0
Change in discount rate leading to impairment	+16.8 points	+32.5 points	+29.3 points	+2.7 points
Change in EBIT rate leading to impairment	-13.7 points	-12.0 points	-15.8 points	-5.5 points
Change in annual investments leading to depreciation	€23.7 million	€51.1 million	€49.3 million	€1.4 m

	Industrial Market		
	United States		Germany
	Electrical Equipment	Protection tubes - Drossbach	Industrial - REIKU
Gross book value of goodwill	5,821	6,117	19,267
Net book value of goodwill	5,671	6,117	19,267
Method used	value in use		
Model parameters:			
Growth rate over 4 years	according to Budget 2026 and Medium Term Plan 2027/2029		
Growth rate on terminal value	1.33%	1.33%	1.08%
Discount rate	9.12%	9.12%	8.87%
Impairment losses recognised during the year	0	0	0
Change in discount rate leading to impairment	+32.8 points	+34.9 points	+1.4 points
Change in EBIT rate leading to impairment	-14.6 points	-25.7 points	-4.8 points
Change in annual investments leading to depreciation	€7.7 million	€31.9 million	€2.2 million

It should be noted that the following CGUs: fluid transfer Americas (CGU 5) and China (CGU 7), have no associated goodwill and do not appear in the table above.

Also, the Bundle Assembly BU (CGU 3) and the Technical Textiles Germany BU (CGU 11) are not presented due to the total impairment of the associated goodwill.

Note 22 Property, plant and equipment

Gross value

The gross value of property, plant and equipment corresponds to their acquisition or production cost. It is not subject to revaluation. Borrowing costs are excluded from the cost of fixed assets.

Where components of a tangible asset are identifiable, they are capitalised as a separate tangible asset.

This gross value includes assets eligible under IFRS 16.

Subsequent costs

In the case of the replacement of a component or expenditure that significantly extends the useful life of the asset, the cost is recognised as an asset.

In the case of ongoing maintenance, servicing and routine repairs that contribute to the proper use of the asset, the cost is recognised as an expense.

Depreciation

Depreciation is calculated on the basis of acquisition or production cost, less any residual value. Residual values are zero.

Depreciation periods are based on the estimated useful lives of the various categories of fixed assets, the main ones being:

		Duration	Mode
Fixtures and fittings, land and buildings		8 to 10 years	Linear
Buildings	Structural work	30 years	Linear
	Technical work packages	20 years	Linear
	Structural work finishing	15 years	Linear
Machinery and equipment		5 to 12 years	Linear
Transport equipment		5 years	Linear
Furniture/office equipment/computers		10 years/3 years	Linear

Change in property, plant and equipment

	Land	Buildings	Technical installations, equipment and industrial tools	Other tangible fixed assets	Tangible assets in progress	Advances and deposits paid on orders	TOTAL
Gross value							
At the start of the financial year	7,399	79,662	138,810	19,194	12,511	611	258,187
Increases	21	1,122	804	953	9,138	467 12,505	13,108
Decreases	-	(900)	(2,705)	(1,213)	(75)	-	(4,893)
Changes in exchange rates	(242)	(4,571)	(8,622)	(694)	(247)	(3)	(14,377)
Other movements	(2,214)	12,667	5,726	2,932	(16,575)	(891)	1644
Changes to scope	-	-	-	(26)	-	-	(26)
At year-end	4,965	87,980	134,014	21,146	4,752	184	253,041
Depreciation and impairment							
At the start of the financial year	496	36,475	88,592	11,650	208	-	137,422
Increases	25	9,348	9,620	3,097	-	-	22,089
Decreases	-	(560)	(3,284)	(718)	(2)	-	(4,565)
Changes in exchange rates	-	(2,292)	(5,302)	(481)	-	-	(8,076)
Other movements	-	(4,160)	2,224	(626)	-	-	(4,955)
Changes to scope	-	-	-	(21)	-	-	(26)
At year-end	138	39,648	88,941	12,962	206	-	141,895
Net value at year-end	4,827	48,332	45,072	8,184	4,547	184	111,146

Property, plant and equipment in progress mainly concern machines developed in-house by Delfingen (€1.5 million).

Other movements mainly relate to the reclassification of fixed assets under construction, changes in IFRS 16 contracts and the reclassification between inventories and fixed assets of machines developed in-house but intended to be capitalised.

The impact of applying IFRS 16 in 2025 is as follows:

- Gross value of fixed assets: €53.2 million;
- Accumulated depreciation: €26.3 million;
- Net value of fixed assets: €26.9 million.

Note 23 Allocations and reversals of depreciation, amortisation and provisions on intangible assets and property, plant and equipment

	2025	2024	2023
Provisions for intangible assets	(4)	-	-
Provisions for property, plant and equipment	(900)	(108)	(63)
Reversals of impairment losses on intangible assets	68	-	-
Reversals of impairment losses on property, plant and equipment	1	20	134
Total Net allocations to provisions and impairment losses	(836)	(89)	71
Amortisation of intangible assets	(3,075)	(2,656)	(2,583)
Depreciation of property, plant and equipment	(20,744)	(20,141)	(18,548)
Reversals of amortisation of intangible assets	-	-	-
Reversals of depreciation on property, plant and equipment	-	-	-
Total Net depreciation and amortisation	(23,819)	(22,797)	(21,131)

G. Off-balance sheet commitments relating to operating activities

Note 24 Leases

The amount of non-cancellable future minimum payments under operating leases provides an indication of the annual cost of property leases undiscounted and before IFRS 16 restatement.

Breakdown of non-cancellable future minimum lease payments under operating leases

Non-cancellable future minimum lease payments under operating leases fall due as follows:

	< 1 year	> 1 year and < 5 years	> 5 years	Total
Future minimum payments	6	0	0	6

Breakdown of future minimum lease payments under finance leases

	< 1 year	> 1 year and < 5 years	> 5 years	Total
Future minimum payments	11	13	0	24

H. Other provisions and contingent liabilities

Note 25 Provisions

A provision is recognised when the Group has an obligation at year-end to a third party and it is probable or certain that the obligation will result in an outflow of resources to the third party, without at least equivalent consideration being received from the third party.

Provisions for risks and liabilities are measured at the amount corresponding to the best estimate of the future outflow of resources required to settle the obligation. The risks and liabilities provided for in the consolidated balance sheet are all clearly specified in terms of their purpose and made probable by events that have occurred or are in progress.

Provisions are not discounted.

25.1 Change in provisions for other liabilities

	Disputes	Other risks and liabilities	Total non-current provisions
At the start of the financial year	97	3,577	3,674
Increase in existing provisions	-	819	819
New provisions	-	-	-
Unused reversals		(34)	(34)
Reversals used	-	(2,221)	(2,221)
Change in exchange rates	-	(119)	(119)
Other movements	-	168	168
Change in scope of consolidation	-	-	-
At year-end	97	2,190	2,288

Provisions for other risks and charges relate primarily to future costs in the 2025 financial year arising from known or ongoing legal proceedings in which the Group or Group companies are involved, amounting to €0.9 million, and tax risks amounting to €0.3 million.

In view of its international presence, significant intra-group flows and its organisation, with a concentration of so-called 'group services' in French entities, Delfingen is identified as the Group's contractor. The main areas of risk identified during the tax audits relate to:

- The transfer pricing policy;
- Deductibility from taxable income of services provided by the parent company;
- Withholding tax and VAT on services provided by non-resident entities, particularly on transfer pricing adjustments. As the latter are not subject to VAT or withholding tax because they are price adjustments, several rulings* have been requested from the tax authorities of the countries concerned;
- Customs transactions.

The sensitivity of these risk areas has led the Group to seek assistance in identifying and reducing its exposure.

25.2 Allocations and reversals of provisions for risks and liabilities

	2025	2024	2023
Provisions for risks and liabilities	(1,125)	(823)	(371)
Reversals of provisions for risks and liabilities	476	761	856
Total Net allocations to provisions for risks and liabilities⁽¹⁾	(649)	(62)	484

⁽¹⁾Including net allocations to provisions for staff benefits (see note 17 in this appendix).

Note 26 Contingent liabilities

The Group has contingent liabilities relating to disputes arising in the normal course of business. A review of all known litigation in which the Group is involved was carried out on the date of authorisation of the accounts for issue. The provisions deemed necessary have been set aside to cover the estimated risks (see note 25.1).

DELFINGEN TN-Fouchana has the customs status of a fully exporting company. Products purchased in Europe (mainly injection-moulded parts) were considered to have been processed in Tunisia, with the added value being generated locally (mainly through logistics and repackaging). The Group considers that this situation may be open to interpretation by the Tunisian customs authorities and could therefore pose a significant financial risk. However, to date the risk has not been realised and its amount cannot be reliably estimated. For this reason, no provision has been recorded in this respect.

To minimise risks, DELFINGEN TN-Fouchana's customers have no longer been supplied directly from the Fouchana site since the 2024 financial year. The products in question are now supplied by DELFINGEN's sites in Italy and Germany.

I. Equity and earnings per share

Note 27 Treasury shares

On 31 December 2025, Delfingen no longer held any treasury shares; the 10,000 shares acquired in 2024 and the 5,394 shares acquired during 2025 were cancelled in return for a reduction in share capital and other reserves amounting to €533k.

The remaining -€119k in treasury shares corresponds to the liquidity contract.

Note 28 Share capital and premiums

The share capital is made up of 2,600,038 shares with a nominal value of €1.54 each. On 31 December 2025, Delfingen held 817 shares through its liquidity contract.

In €	Number of shares	Share capital	Premiums	Legal reserve	Total
Shares at year-end 2023	2,615,432	4,027,765	15,276,838	410,582	19,715,186
Shares at year-end 2024	2,615,432	4,027,765	15,276,838	410,582	19,715,186
Shares at year-end 2025	2,600,038	4,004,059	15,276,838	410,580	19,691,479

Breakdown of Delfingen's share capital on 31 December 2025

Delfingen Group	57.04%
ASCOM Participation	13.05%
Treasury shares	0.0%
Liquidity contract	0.01%
Public	29.90%
Total	100.00%

ASCOM Participation, a simplified joint stock company with capital of 420,000 euros, whose shareholders are the members of the Group's executive committee, held 339,324 shares in Delfingen on 31 December 2025.

Note 29 Dividends paid

Dividends paid to shareholders of the parent company in respect of the last three financial years amounted to:

- 2022: €1.7 million;
- 2023: €3.0 million;
- 2024: €2.0 million.

The board of directors is proposing to distribute dividends of €4.5 million in respect of the 2025 financial year.

Note 30 Minority interests

The rationalisation of minority interests does not call for any particular comment.

Note 31 Earnings per share

Earnings per share (before dilution) are calculated as the ratio between net profit for the year, Group share, and the weighted average number of shares in circulation (excluding treasury shares) during the year.

Diluted earnings per share for 2025 are identical to those before dilution.

In €	2025	2024	2023
Net profit (loss), Group share	12,628,761	(118,180)	6,904,138
Weighted average number of shares in circulation	2,600,038	2,615,432	2,615,432
Weighted average number of shares in issue	2,603,259	2,609,154	2,658,798
Diluted weighted average number of shares in circulation	2,600,038	2,615,432	2,615,432
Earnings per share attributable to shareholders			
Basic	4.86	(0.05)	2.64
Diluted	4.86	(0.05)	2.64

J. Financing and financial instruments

Note 32 Financial assets and liabilities

32.1 Non-current financial assets

The main items in this category are deposits and guarantees paid in connection with leases for premises not owned by the Group, non-consolidated securities and sureties transferred as security for bank loans.

32.2 Financial liabilities

Borrowings and other financial liabilities were measured at amortised cost calculated using the effective interest rate (EIR) and adjusted for attributable transaction costs. The difference between cost and redemption value is recognised in the income statement and amortised over the term of the financial liabilities.

In view of the insignificant impact on the consolidated financial statements, the Group has decided not to apply it.

32.3 Breakdown of assets and liabilities by category of financial instrument

	Breakdown by category of financial instrument					
	Total at year-end	Fair value through profit (loss)	Assets available for sale	Loans, receivables and other liabilities	Debt at amortised cost	Derivative instruments
Other non-current financial assets	3,155	-	-	3,155	-	-
Customers	70,230	-	-	70,230	-	-
Other debtors (excluding current tax)	14,522	-	-	14,522	-	-
Cash equivalents	-	-	-	-	-	-
Cash	25,164	25,164	-	-	-	-
ASSETS	113,071	25,164	-	87,907	-	-
Financial debt	151,141	-	-	-	151,141	-
Other non-current financial liabilities	-	-	-	-	-	-
Suppliers	28,645	-	-	28,645	-	-
Other current liabilities	22,479	-	-	22,479	-	-
LIABILITIES	202,265	-	-	51,124	151,141	-

Note 33 Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, current accounts with banks and money market funds and negotiable debt securities that can be sold or transferred in the very short term. All these items are measured at fair value, with any adjustments recognised in profit (loss).

33.1 Breakdown of cash and cash equivalents

	2025	2024	2023
Marketable securities	-	-	-
Liquid assets	25,164	23,425	21,009
TOTAL GROSS	25,164	23,425	21,009
Provisions	-	-	-
TOTAL NET	25,164	23,425	21,009

33.2 Cash and cash equivalents presented in the cash flow statement

	2025	2024	2023
Cash and cash equivalents	25,164	23,425	21,009
Bank overdrafts	(13,497)	(19,481)	(10,012)
CASH AND CASH EQUIVALENTS PRESENTED IN THE CASH FLOW STATEMENT	11,667	3,945	10,997

Note 34 Financial debt

34.1 Current and non-current financial debt

The bank financing contracts put in place have covenants referring to the consolidated financial position either at the level of the Delfingen Group, or at the level of the Americas region for Delfingen US-Holding loans. These “financial covenants” are set in consultation with the lenders. Compliance is assessed at each annual and/or half-yearly closing for loans in France and quarterly for loans in the United States.

Failure to comply with these ratios authorises the lender to declare the financing in question due and payable (in full or in part).

At year-end, Delfingen was in compliance with all covenants.

34.2 Net financial debt

Net debt is defined as long-term debt, short-term loans and bank overdrafts, less loans and other long-term financial assets and cash and cash equivalents.

Financial debt due in less than one year includes renewable overdrafts and bank overdrafts totalling €13,497k.

34.3 Gearing ratio

	2025	2024	2023
Net financial debt	125,977	146,572	147,378
Total shareholders' equity	145,361	148,865	147,416
Gearing ratio	86.66%	98.46%	99.97%

34.4 Breakdown by type

	2025	2024	2023
Non-current portion			
Bond issues	16,000	16,000	16,000
Borrowings from credit institutions	68,342	74,903	74,689
Derivative financial instruments (non-current liabilities)	160	661	202
Liabilities associated with participating interests (non-current liabilities)	3,502	3,318	6,849
Restatement of leases	13	29	152
IFRS 16 restatement	20,351	23,598	21 423
Borrowings and other liabilities	-	-	-
Sub-total non-current financial debt	108,368	118,509	119,315
Current portion			
Bond issues	-	-	10 000
Borrowings from credit institutions	21,421	21,784	21,780
Bank credit balances	13,497	19,481	10,012
Accrued interest on borrowings	21	29	86
Debts associated with participating interests	-	2,193	-
Restatement of leases	11	123	261
IFRS 16 restatement	7,823	7,878	6,932
Borrowings and other liabilities	-	-	-
Sub-total current financial debt	42,772	51,488	49,073
Total financial debt	151,141	169,997	168,388

Bank credit balances correspond to the drawn portion of short-term bank credit lines.

The impact of applying IFRS 16 in 2025 is a balance of €28.2 million, €3.3million lower than in 2024.

Debts associated with participating interests correspond to the 5-year discounted debt of the entity REIKU GmbH acquired in 2023 for €3.5 million.

The change in liabilities included in financing activities is explained as follows:

Balance at the start of the financial year	169,997
Bond issues	15,000
Repayment of borrowings (excluding IFRS 16 and leases)	(21,140)
Changes arising from obtaining or losing control of subsidiaries or other businesses	-
Debts associated with participating interests	(1,832)
Effect of changes in foreign exchange rates	(2,730)
Change in fair value	(501)
Change in debt IFRS 16	(1,537)
Change in debt Leasing	(127)
Change in bank credit balances	(5,984)
Other	(5)
Balance at year-end	151,141

34.5 Breakdown by maturity (excluding IFRS 16)

Breakdown of non-current financial debt by maturity

	Total	2027	2028	2029	2030	> 5 years
Financial debts ⁽¹⁾	88,017	26,202	24,245	29,095	6,075	2400
⁽¹⁾ including leasing debts and other financial debts						

Breakdown by maturity of original financial debt of more than one year from credit institutions

Subscription date	Total	2026	2027	2028	2029	2030	Beyond
Prior to 2024	91,363	19,021	23,629	18,343	26,695	3,675	0
2024	14,400	2,400	2,400	2,400	2,400	2,400	2,400
TOTAL	105,763	21,421	26,029	20,743	29,095	6,075	2,400

The maturity of the debt increased from 2.69 to 2.31 after the new financing was obtained in 2025:

- A Capex loan of €15 million maturing in 2031, under the Senior Credit Agreement signed with the banking pool in September 2023.

34.6 Breakdown by currency

All borrowings and debts with credit institutions are denominated in euros (€100.3 million), in South Korean won (€2.4 million) for the Korean company and in dollars (€3.1 million) for the US companies.

34.7 Breakdown by type of rate

The table below shows the most significant medium-term loans outstanding, broken down into fixed and variable rates (in millions of euros).

Type of loan	Fixed rate	Variable rate	Total amount of lines	Capital outstanding at 31/12/25	Maturities	Whether or not there is hedging
Conventional credit		E3M + margin	78.0	48.0	2029	E3M hedging
		E3M + margin	20.0	16.0	2030	E3M hedging
		E3M + margin	15.0	14.4	2031	E3M hedging
		E3M + margin	0.3	0.1	2027	
	F i x e d rate		7.1	5.7	2030	Cash collateral
Bond issue		E6M + margin	10.0	10.0	2029	
Bond issue		Variable according to ratio	6.0	6.0	2027	
Innovation Loan Contract	0.00%		0.7	0.1	2026	
Recoverable Advance Aid Contract	0.00%		0.1	0.0	2026	
Conventional credit		Libor USD 1 month + margin	0.6	0.1	2026	
Conventional credit		Libor USD 1 month + margin	2.0	0.7	2027	
Conventional credit		Libor USD 1 month + margin	2.6	1.3	2028	
Conventional credit		Libor USD 1 month + margin	1.5	1.0	2029	
Conventional credit		Korea Libor + margin	1.1	1.0	2026	
Conventional credit		Korea Libor + margin	1.4	1.3	2028	
Conventional credit	2.90%		0.2	0.1	2027	
		TOTAL	146.7	105.8		

Note 35 Financial risk management

35.1 Liquid assets

Liquidity positions

On 31 December 2025, Delfingen had positive net cash of €11,667k, compared with positive net cash of €3,945k on 31 December 2024.

The additional sources of access to liquidity in 2025 are as follows:

- A short-term bank credit line totalling €30 million maturing in 2027, of which €13 million has been drawn down;
- Traditional short-term bank credit lines totalling €0.5 million, of which €0.3 million has been drawn down;
- A medium-term bank credit line totalling €4.3 million, which has not been drawn down.

Factoring agreements

None.

Covenants

	2025
Financial debt linked to A covenants	78,400
Financial debt linked to B covenants	16,000
Financial debt linked to C covenants	3,127
Financial debt not linked to D covenants	8,253
TOTAL GROSS FINANCIAL DEBT	105,780

All loans and credit lines subject to covenants are subject to a related early repayment clause:

For covenants A (calculated on the basis of the Group's consolidated data):

- The ratio of NFD* to current EBITDA*, which must be less than 3.5;
- The NFD* / Equity ratio, which must be less than 1.1.

For covenants B (calculated on the basis of the Group's consolidated data):

- The ratio of NFD* to current EBITDA*, which must be less than 3.5;
- The NFD* / Equity ratio, which must be less than 1.

For covenants C (calculated on consolidated data at the level of Delfingen US-Holding):

- The EBITDA* (adjusted for dividends)/(debt servicing + corporation tax paid + unfunded investments) ratio, which must be greater than 1 on 31 December 2025;
- The Debt (adjusted for subordinated debt)/EBITDA* ratio, which must not exceed 2.5.

At year-end, Delfingen was in compliance with all ratios.

35.2 Foreign exchange risk management

On 2 February, 7 July and 18 December 2025, Delfingen set up a series of forward purchases of US dollars for an initial total amount of \$22.8 million, of which \$6.5 million matured before 31 December 2025 (with \$16.3 million remaining outstanding, maturing no later than December 2026).

These forward purchases, entered into by the parent company, whose functional currency is the euro, do indeed constitute a hedge against the Group's subsidiaries' net assets denominated in US dollars. Indeed, when the dollar strengthens against the euro, the net contributory assets of these subsidiaries increase on a consolidated basis and give rise to a positive translation difference in the group's equity; however, the fair value (MTM) of the forwards is negative, resulting in a loss recognised in net profit, and consequently a reduction in net assets for the entity holding these instruments. Conversely, when the dollar falls, the net assets of these subsidiaries also fall, but the value of the derivatives rises, partly offsetting the decrease in equity.

Furthermore, the notional value of the derivatives stood at \$22.8 million at the time of implementation (in 2025), whilst the net assets of the US subsidiary stood at \$77.5 million on 31 December 2025. The derivatives do indeed cover part of the net assets, but never exceed them.

The conditions for the application of the hedge are therefore generally met, and specifically within the framework of NIH (Net Investment Hedging).

The entire change in the fair value of forward purchases of US dollars (with the possible exception of the component corresponding to the forward points (discount/premium) if applicable) was recognised in 'Translation reserves' (OCI) at the entity holding the hedging instruments, amounting to €520k.

On 31 December 2025, currency hedges had been taken out for:

Total in millions of \$	Average rate	Total in millions of €	Maturity
16.3	1.1879	13.7	2026

Sensitivity to changes in the dollar

The impact of the change in the dollar based on the 2025 financial statements:

	USD
Assumed change against the euro	10%
Impact on profit (loss) before tax	€679k
Impact on equity	€7,593k

35.3 Financial interest rate risk management

Following the granting of the new Capex loan in 2025, the Group took out an interest rate hedge for €7.2 million.

Subscription	Hedge	Total in millions of €	Maturity
2023	3-month Euribor hedge	€30 million	2026
2024	3-month Euribor hedge	€7.2 million	2027
2025	3-month Euribor hedge	€7.2 million	2028

It should also be noted that a change of +/- 0.5 points in interest rates would have an impact of +/- €752k on financial interest expense for the year.

35.4 Counterparties

Delfingen is exposed to counterparty risk as part of its financing operations. However, this risk is limited by the fact that these financing transactions are carried out with around ten participants:

- In France: Banque Populaire de Franche-Comté, Crédit Agricole de Franche-Comté, BECM, CIC-Est, Société Générale, Bpifrance/OSEO, Caisse d'Epargne Bourgogne Franche-Comté, as well as Tikehau Investment Management;
- In the United States: Huntington National Bank;
- In Germany: Kulmbacher Bank;
- In Portugal: Banco BPI;
- In Korea: Daegu Bank, Industrial Bank of Korea and KOSME Bank.

Note 36 Financial revenue and expenses

36.1 Other financial revenue and expenses

	2025	2024	2023
Foreign exchange gains	10,369	7,071	5,445
Other financial revenue	296	111	(93)
Reversals of provisions and financial amortisation	6	-	-
TOTAL OTHER FINANCIAL REVENUE	10,671	7,182	5,352
Allocations to provisions and financial amortisation	(6)	-	-
Foreign exchange losses	(12,260)	(6,870)	(6,808)
Other financial expenses	(341)	(505)	(128)
TOTAL OTHER FINANCIAL EXPENSES	(12,607)	(7,375)	(6,935)

On 31 December 2025, the balance of foreign exchange differences was negative by €1.9 million.

36.2 Gross cost of debt

	2025	2024	2023
Foreign exchange gains	7,886	9,197	8,018
Gross cost of debt	7,886	9,197	8,018

The average cost of gross debt (excluding interest rate hedges) was 5.24% in 2025, compared with 5.75% in 2024.

Note 37 Off-balance sheet commitments relating to Group financing

Details of the Group's off-balance sheet financing covenants are provided in note 35.1 of this appendix on liquidity risk management.

37.1 Guarantees and sureties given

This item breaks down as follows:

	2025	2024	2023
Pledges	11,128	13,331	14,100
Sureties	600	600	1,151
Bank guarantees	2,230	1,599	1,599
Supplier guarantees	2,885	1,675	1,064
TOTAL	16,844	17,205	17,913

The amount of pledges mainly comprises:

- €3.4 million: pledging of equipment, receivables and inventories in connection with loans taken out by the subsidiary Delfingen US Holding;
- €7.7 million: pledging of shares in Delfingen FR-Anteuil as part of the new senior credit agreement signed in September 2023.

37.2 Guarantees and sureties received

This item breaks down as follows:

	2025	2024	2023
Undrawn credit facility	4,255	4,813	4,525
Unused cash facility authorisations	17,247	11,051	20,505
Bank guarantees	315	454	100
Sureties and other guarantees	-	-	-
TOTAL	21,817	16,318	25,131

K. Current and deferred tax

The income tax charge corresponds to current tax for each consolidated tax entity, adjusted for deferred tax.

Current tax is based on the profits of Group companies. It is calculated in accordance with local rules and includes any adjustments in respect of previous years.

Deferred tax is calculated using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements, using the applicable tax rates.

Deferred tax liabilities are systematically recognised. The prospects of recovering deferred tax are reviewed periodically by tax entity. Deferred tax assets are recognised only to the extent that deferred tax liabilities exist for at least the same amount, or when future taxable profit is probable in the short to medium term.

Deferred tax assets and liabilities are not discounted.

Note 38 Tax charge

38.1 Breakdown of tax charge

Taxation for the period is as follows:

	2025	2024	2023
Tax payable	7,025	7,262	8,239
Deferred tax	1	(405)	(989)
TOTAL	7,026	6,857	7,250

38.2 Analysis of tax charge

	Total	Percentage
Profit (loss) before tax	19,777	-
Theoretical tax	4,945	25.00%
Corporation tax on permanent differences	1,015	5.13%
Corporation tax on unrecognised temporary differences	-	n/a
Rate change	(20)	(0.10%)
Difference between local rate and French rate	412	2.08%
Tax credit, tax adjustment and/or flat-rate tax	(16)	(0.08%)
Non-capitalisation of losses carried forward	402	2.03%
Allocation of previous losses and regulation on recognition of deficits	285	1.44%
Miscellaneous	2	0.01%
Effective corporation tax	7,026	35.52%

Non-capitalisation of tax losses carried forward of €0.4 million relates mainly to the Delfingen tax entity, accounting for €0.3 million.

Note 39 Deferred tax

	2025		2024		Change in deferred tax	Of which OCI ⁽¹⁾	Of which changes in scope	Of which change in exchange rates	Of which impact on profit (loss)
	Base	Tax	Base	Tax					
Capital gain on internal transfer	1,847	462	1,884	471	36	-	-	-	36
Stock margins	1,666	371	1,875	435	(182)	-	-	8	(190)
Restatement of depreciation	843	299	(301)	7	(50)	107	-	(18)	(139)
Tax losses carried forward	1,520	380	2,670	668	37	-	-	0	37
Provision for Deferred and Restated Taxes	1,694	302	1,827	300	57	24	-	2	32
IFRS 16 Leases	1,165	229	899	171	6	-	-	5	1
Social security adjustments	-	-	-	-	-	-	-	-	-
Other tax asset bases	6,540	1,441	9,753	2,136	350	-	-	95	255
Deferred tax assets	15,276	3,483	18,607	4,188	254	131	-	92	32
Restatement of depreciation	3,340	691	3,788	763	(42)	-	-	44	(86)
Leasing	185	52	327	91	(13)	-	-	-	(13)
Financial instruments (restatement of interest on borrowings)	(160)	(40)	(661)	(165)	(115)	(111)	-	-	(4)
Impairment of goodwill	14,247	3,027	15,742	3,343	281	-	-	194	87
Capitalisation R&D and inventory studies	401	99	884	211	(61)	32	-	3	(97)
Revaluation of fixed assets	4,500	961	4,721	1,003	30	-	-	30	-
Social security adjustments	1,458	306	1,769	371	(1)	-	-	22	(24)
Intra-group provision	1,520	380	2,670	668	37	-	-	-	37
Change in scope	-	-	-	-	(638)	-	-	-	(638)
Other tax liability bases	2,190	446	3,091	662	444	-	-	44	400
Deferred tax liabilities	27,681	5,922	32,331	6,947	(80)	(78)	-	336	(337)
Net deferred tax	12,406	2,439	13,725	2,759	(334)	(209)	-	245	(369)

(1) Other comprehensive income

The stock of tax loss carryforwards for all Group companies amounted to €31.3 million on 31 December 2025, of which €1.5 million had been capitalised. These capitalised losses relate to the tax consolidation of Delfingen and Delfingen FR-Anteuil SAS, and correspond in their entirety to intra-group provisions (excluding tax consolidation) that will be deductible for tax purposes on 31 December 2025.

The provision for goodwill corresponds to the tax amortisation of goodwill relating to Delfingen US-Holding (€14.2 million).

The decrease in other deferred tax bases is mainly due to the reversal of provisions relating to the internal restructuring project (€1.0 million).

Other deferred tax liabilities mainly relate to the amount presented in 2017 as a change in scope following the acquisition of the Drossbach Group for €3.3 million.

Note 40 Scope of tax consolidation

A tax consolidation agreement has been signed between Delfingen, the parent company, and Delfingen FR-Anteuil SAS.

Delfingen, the parent company, benefits from the tax deferral resulting from the application of the tax consolidation agreement.

L. Other information relating to the cash flow statement

Note 41 Self-financing capacity before tax and cost of net financial debt (CAFICE)

	2025	2024	2023
CAFICE	51,551	46,195	45,487
including: Net profit (loss)	12,752	(56)	7,026
Depreciation and amortisation & provisions	25,565	23,206	20,594
Capital gain on disposal of fixed assets	-	-	-
Capital loss on disposal of fixed assets	112	356	917
IFRS 16 termination of contracts	-	(151)	-
Provision for internal restructuring	(2,174)	7,332	-
Other calculated revenue and expenses	486	(545)	1,681
Interest paid	6,925	9,197	8,018
Tax	7,886	6,857	7,250

Note 42 Free cash flow

	2025	2024	2023
CAFICE	51,551	46,195	45,487
Change in WCR	2,871	3,585	15,358
Tax paid	(4,311)	(8,472)	(9,600)
Free cash flow (before investments)	50,111	41,309	51,245
Investments (net of fixed asset disposals)	(14,551)	(18,578)	(20,336)
Net free cash flow (after investments)	35,560	22,731	30,909

M. Miscellaneous information

Note 43 Fees paid to the Statutory Auditors

The fees paid during the 2025 financial year to the two Statutory Auditors of the parent company Delfingen for auditing the annual financial statements and the consolidated financial statements are as follows:

	EXCO P2B AUDIT				AUDITIS			
	Amount (excl. VAT)		%		Amount (excl. VAT)		%	
	2025	2024	2025	2024	2025	2024	2025	2024
Audit								
Statutory audit, certification, review of individual and consolidated financial statements								
Issuer	95.0	93.0	70%	79%	95.0	93.0	70%	79%
Fully consolidated subsidiaries	24.6	24.2	18%	21%	24.6	24.2	18%	21%
Services other than certification of accounts								
Issuer	1.2	0	1%	0%	1.2	0	1%	0%
Fully consolidated subsidiaries								
Certification of non-financial data								
Issuer	16.5	0.0	12%	0%	16.5	0.0	12%	0%
Fully consolidated subsidiaries								
<i>Subtotal</i>	<i>137.5</i>	<i>117.2</i>	<i>100%</i>	<i>100%</i>	<i>137.5</i>	<i>117.2</i>	<i>100%</i>	<i>100%</i>
Other services provided by the networks to fully consolidated subsidiaries								
Legal, tax, employment								
Other (please specify if >10% of audit fees)								
<i>Subtotal</i>								
TOTAL	135.5	117.2	100%	100%	137.5	117.2	100%	100%

The audit of the financial statements of the Group's various subsidiaries by local or international audit firms resulted in the payment of fees totalling €536k.

N. Related party transactions

In accordance with IAS 24 (revised), transactions with the Delfingen Group, the Group's parent company, and other Delfingen subsidiaries are treated as related party transactions.

Total related parties	2025	2024	2023
Accounts receivable	171	51	43
Current accounts in debit	-	-	-
Sundry financial liabilities	-	-	-
Accounts payable	2,696	1,270	1,016
Current accounts in credit	-	-	-
Operating revenue (re invoicing)	192	219	192
Operating expenses (management fees and other)	(4,964)	(4,600)	(4,203)
Financial revenue and expenses	-	-	-

Delfingen Group hosts the members of the executive committee, whose services are re-invoiced to Delfingen on a "Cost +" basis, including a 6% margin on the payroll.

O. Events after year-end

The escalation of the conflict with Iran (marked by the US-Israeli offensives in late February 2026) caused a systemic shock to the global automotive market. The situation is particularly tense for European and Asian manufacturers.

The price of a barrel of oil has broken through the \$100 mark.

The risk of a disruption in the supply chain cannot be ruled out, as Iran and the Gulf region are critical transit points or production centres for materials essential to the automotive market, notably aluminium (due to rising energy and oil prices) and helium (a gas essential for the manufacture of microchips). Routing around the Strait of Hormuz and the Red Sea adds several weeks to delivery times for new vehicles and causes freight costs to skyrocket.

Delfingen remains vigilant regarding the potential impact of this situation on its financial results and its ability to meet its commitments to customers. The company confirms and remains committed to its roadmap, in particular its aim to increase production as close as possible to its customers.

There are no other events occurring after the end of the financial year that have an impact on the financial statements for the year ended 31 December 2025.

7.1.6 Statutory auditors' report on the consolidated financial statements

AUDITIS 1 rue de Broglie 21000 DIJON	EXCO P2B AUDIT 16 rue Frédéric Japy 25200 MONTBELIARD
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DELFINGEN SA

Public limited company with capital of
€4,004,058.52
Head office: Rue Emile STREIT
25340 ANTEUIL

STATUTORY AUDITORS' REPORT
ON THE CONSOLIDATED FINANCIAL STATEMENTS

FINANCIAL YEAR ENDING 31 DECEMBER 2025

To the General Meeting of DELFINGEN S.A.,

Opinion

In execution of the assignment entrusted to us by your General Meeting, we have audited the accompanying consolidated financial statements of the DELFINGEN S.A Group for the financial year ended 31 December 2025.

In our opinion, the consolidated financial statements give a true and fair view of the results of operations for the elapsed year and of the financial position and assets and liabilities of the Group at that date, in accordance with International Financial Reporting Standards as adopted by the European Union.

Basis of opinion

Audit standards

We conducted our audit in accordance with the 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 these standards are set out in the section of this report entitled "Statutory Auditors' Responsibilities for the Consolidated Financial Statements".

Independence

We conducted our audit in accordance with the rules of independence set out in the Commercial Code and in the Code of Ethics for Statutory Auditors, covering the period from 1 January 2025 to the date of issue of our report.

Comment

Without qualifying the opinion expressed above, we draw your attention to the matter set out in note 26 "Contingent liabilities" to the consolidated financial statements concerning tax and customs risks in Tunisia.

Justification of assessments

In accordance with the requirements of Articles L.821-53 and R.821-180 of the Commercial Code relating to the justification of our assessments, we hereby inform you that the most significant assessments that we have made, in our professional opinion, relate to the appropriateness of the accounting policies used, the reasonableness of the significant estimates made and the overall presentation of the financial statements.

These assessments were made in the context of our audit of the consolidated financial statements taken as a whole, and of the formation of our opinion expressed above. We do not express an opinion on the individual components of these consolidated financial statements.

Our assessments focused on the appropriateness of the accounting policies used and the reasonableness of the significant estimates made, in particular with regard to the judgements and estimates made by DELFINGEN S.A.'s management and the formulation of assumptions, notably concerning asset impairment, provisions and deferred tax, as set out in notes 21, 25 and K to the consolidated financial statements.

For all these estimates, we assessed the data and assumptions on which these judgements and estimates are based, reviewed the calculations made by the Group through sampling, examined the available documentation and verified that the notes to the financial statements provide appropriate information on the assumptions used by the Group.

At each year-end, the Group systematically tests goodwill and assets with indefinite useful lives for impairment, and also assesses whether there is any indication of impairment of long-term assets, as described in note 21 to the financial statements.

With regard to the methods used to carry out this impairment test, we have:

- examined, by sampling, the future cash flows based on the budget approved by the board of directors, historical results and the Group's economic and financial environment;
- verified, by sampling, the arithmetical accuracy of the impairment tests performed by management;
- assessed whether the information provided in note 21 to the consolidated financial statements, particularly with regard to key assumptions and sensitivity analyses, is adequately presented.

Specific checks

In accordance with professional standards applicable in France, we have also verified the information given in the board of directors' management report in respect of the Group, as required by law and the regulations.

We have no comments as to its fair presentation and consistency with the consolidated financial statements.

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

It is the responsibility of management to prepare consolidated financial statements that give a true and fair view in accordance with the IFRS as adopted by the European Union, and to implement such internal control procedures as management determines are 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 making an assessment of the company's ability to continue as a going concern, for disclosing in those financial statements, where appropriate, relevant information relating to the going concern basis of accounting and for applying the going concern basis of accounting unless the company is to be wound up or cease trading.

The consolidated financial statements have been authorised for issue by the board of directors.

Statutory auditors' responsibilities relating to the audit of the consolidated financial statements

Our responsibility is to report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement. Reasonable assurance corresponds to a high level of assurance, but does not guarantee that an audit carried out in accordance with professional standards will systematically detect any material misstatement.

Misstatements may arise from fraud or error and are considered material when it is reasonable to expect that they could, individually or in the aggregate, influence the economic decisions that users of the financial statements make on the basis of the financial statements.

As stipulated by Article L.821-55 of the Commercial Code, our role as auditors is not to guarantee the viability or quality of your Group's management.

In an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgement throughout the audit.

Furthermore:

- The auditor identifies and assesses the risks of the consolidated financial statements containing material misstatements, whether due to fraud or error, designs and implements audit procedures to address those risks, and obtains audit evidence that the auditor believes to be sufficient and appropriate to provide a basis for the auditor's opinion. The risk of not detecting a material misstatement resulting from fraud is higher than that of a material misstatement resulting from an error, as fraud may involve collusion, falsification, deliberate omission, misrepresentation or circumvention of internal control;
- The auditor 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 internal control;
- The auditor assesses the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by management, as well as the related disclosures in the consolidated financial statements;

- The auditor assesses the appropriateness of management's application of the going concern assumption and, based on the information gathered, whether there is any material uncertainty related to events or circumstances that may affect the Group's ability to continue as a going concern. This assessment is based on information gathered up to the date of the auditor's report, bearing in mind that subsequent events or circumstances could call into question the company's ability to continue as a going concern. If the auditor concludes that there is a material uncertainty, the auditor draws the attention of the readers of their report to the information provided in the consolidated financial statements about that uncertainty or, if that information is not provided or is not relevant, the auditor issues a qualified audit opinion or a refusal to certify;
- The auditor assesses the overall presentation of the consolidated financial statements and whether they give a true and fair view of the underlying transactions and events;
- With regard to the financial information of persons or entities included in the scope of consolidation, the auditor gathers information that they consider sufficient and appropriate to express an opinion on the consolidated financial statements. The auditor is responsible for directing, supervising and performing the audit of the consolidated financial statements and for expressing an opinion on those financial statements.

Dijon and Montbéliard, 28 April 2026

The Statutory Auditors

The Statutory Auditors

Auditis	Auditis	Exco P2B Audit
Philippe DANDON Included on the list of Statutory Auditors Attached to the Besançon- Dijon CRCC (French Institute of Statutory Auditors)	Yamna BENHADDA Included on the list of Statutory Auditors Attached to the Besançon- Dijon CRCC (French Institute of Statutory Auditors)	Pierre BURNEL Included on the list of Statutory Auditors Attached to the Besançon- Dijon CRCC (French Institute of Statutory Auditors)

7.2

Corporate accounts

General information

Delfingen is a public limited company (société anonyme) under French law with its head office at: Rue Emile Streit - 25340 Anteuil, France.

The financial statements at 31 December 2025 were authorised for issue by the boards of directors on 27 March 2026 and 23 April 2026 and will be submitted for approval at the next General Meeting.

The company is listed on Euronext Growth Paris.

Unless otherwise indicated, all amounts are expressed in thousands of euros.

Terms followed by * are defined in the glossary.

7.2.1 Income statement

	2025	2024 <i>pro forma</i>	2024	2023 <i>pro forma</i>	2023	Notes
Operating revenue						
Sale of goods	929	955	955	1,201	1,201	
Production sold goods and services - France	1,533	2,802	2,802	1,536	1,536	
Production sold goods and services - Export	15,307	19,499	54,636	13,952	56,452	
Net sales revenue	17,769	23,526	58,393	16,689	59,189	C
Stocked production	574	(1,070)	(1,070)	(363)	(363)	
Capitalised production	1,165	1,223	1,223	671	671	
Operating subsidies	-	-	-	78	78	
Reversals of depreciation, amortisation and provisions	1,213	566	566	2,839	2,839	
Other revenue	39,659	35,589	452	43,174	674	
Total operating revenue (I)	60,381	59,566	59,566	63,088	63,088	
Operating expenses						
Purchase of goods	914	928	928	1,126	1,126	
Change in inventories of goods	(35)	48	48	57	57	
Purchases of raw materials and other supplies	2,805	3,257	3,257	4,637	4,637	
Other purchases and external charges ⁽¹⁾	33,118	39,466	41,926	41,328	42,376	
Taxes and similar payments	364	405	405	446	446	
Depreciation of fixed assets	2,638	2,055	2,055	1,640	1,640	
Depreciation of current assets	16	388	388	380	380	
Provisions for risks and liabilities	509	113	113	63	63	
Staff costs	12,736	14,398	14,398	14,288	14,288	
Other expenses	2,623	2,908	448	1,662	614	
Total operating expenses (II)	55,688	63,964	63,964	65,628	65,628	
Operating profit (loss) (I-II)	4,692	(4,399)	(4,399)	(2,541)	(2,541)	
Financial revenue						
Financial revenue from equity interests ⁽²⁾	8,334	25,691	25,691	3,988	3,988	
Other interest and similar revenue ⁽²⁾	1,588	1,562	1,562	8,782	8,782	
Reversals of provisions and expense transfers	303	409	409	950	950	
Positive exchange rate differences	2,015	1,121	1,121	1,023	1,023	
Net revenue from disposals of marketable securities	-	-	-	-	-	
Total financial revenue (III)	12,240	28,783	28,783	14,743	14,743	
Financial expenses						
Depreciation, amortisation and provisions	1,223	681	681	1,746	1,746	
Interest and similar expenses ⁽³⁾	7,180	8,900	8,900	7,283	7,283	
Exchange rate differences	1,317	1,768	1,768	846	846	
Total financial expenses (IV)	9,720	11,348	11,348	9,874	9,874	
Net financial profit (loss) (III-IV)	2,520	17,435	17,435	4,868	4,868	
Profit (loss) on ordinary activities before tax (I-II+III-IV)	7,212	13,036	13,036	2,328	2,328	
Extraordinary revenue (V)	190	104	104	141	141	C
Extraordinary expenses (VI)	474	6,665	6,665	218	218	C
Extraordinary profit (loss) (V-VI)	(283)	(6,562)	(6,562)	(78)	(78)	
Income tax (VII)	315	203	203	(224)	(224)	H
Total revenue (I+III+V)	72,811	88,453	88,453	77,971	77,971	
Total expenses (II+IV+VI+VII)	66,197	82,180	82,180	75,497	75,497	
Profit or loss	6,613	6,272	6,272	2,474	2,474	
(1) Of which property leasing	-	-	-	-	-	
(2) Of which revenue from affiliated companies	9,848	27,232	27,232	5,850	5,850	K
(3) Of which interest on affiliated companies	670	1,039	1,039	518	518	

The 2024 and 2023 financial statements are presented on a pro forma basis to accurately reflect the transfer pricing adjustments between the parent company and its subsidiaries. The sections affected are:

- 'Sales of goods and services – exports' to 'Other products';
- 'Other purchases and external expenses' to 'Other expenses'

7.2.2 Balance sheet

ASSETS	Gross amounts	Depreciation, amortisation and provisions	2025 Net amounts	2024 Net amounts	2023 Net amounts	Notes
Fixed assets						
Uncalled subscribed capital (O)						
Intangible assets						
Development costs	1,459	487	972	536	338	E
Concessions, patents and similar rights	14,906	9,083	5,822	2,033	728	E
Other intangible assets	2,030	-	2,030	4,467	5,493	E
Property, plant and equipment						
Land	262	77	185	170	163	E
Buildings	7,142	5,422	1,720	1,780	1,870	E
Technical installations, equipment and industrial tools	2,684	1,976	708	807	655	E
Other property, plant and equipment	3,170	2,367	803	760	692	E
Fixed assets in progress	44	-	44	316	827	E
Advances and deposits paid on property, plant and equipment	-	-	-	-	-	
Long-term investments						
Own shares	-	-	-	-	-	G
Other investments	156,458	12,739	143,719	142,310	142,901	G
Loans to subsidiaries and affiliates	25,637	-	25,637	30,596	26,042	G
Other long-term investments	346	51	295	901	498	G
TOTAL (I)	214,137	32,202	181,934	184,676	180,208	
Current assets						
Stocks	2,766	321	2,445	1,839	4,043	
Advances and deposits paid on orders	61	-	61	162	80	
Receivables						
Accounts receivable and related accounts	12,822	1,468	11,354	19,586	18,823	C
Other receivables	3,480	-	3,480	2,001	2,080	C
Prepaid expenses	1,182	-	1,182	1,202	1,025	
Miscellaneous						
Marketable securities	1,920	92	1,828	52	127	
Liquid assets	3,872	-	3,872	2,229	2,113	
TOTAL (II)	26,104	1,881	24,223	27,071	28,291	
Accruals and deferred income						
Deferred loan issue expenses (IV)	727	-	727	988	1,247	
Bond redemption premiums (V)	-	-	-	-	-	
Translation adjustments (VI)	114	-	114	26	217	
TOTAL ASSETS (O TO VI)	241,082	34,084	206,999	212,761	209,962	

LIABILITIES	2025	2024	2023	Notes
Shareholders' equity				
Share capital	4,004	4,028	4,028	I
Issue, merger and contribution premiums	15,277	15,277	15,277	I
Legal reserve	411	411	411	I
Statutory or contractual reserves	-	-	-	
Regulated reserves	-	-	-	
Other reserves	33,844	30,086	30,607	I
Regulated provisions	-	-	-	
Investment grants	-	-	368	
Profit (loss) for the year	6,613	6,272	2,474	I
TOTAL (I)	60,149	56,074	53,163	
Other equity				
Income from issues of equity securities	-	-	-	
Conditional advances	-	-	-	
TOTAL (II)				
Provisions for risks and liabilities				
Provisions for risks	1,338	40	559	F
Provisions for liabilities	749	705	619	F
TOTAL (III)	2,087	745	1,179	F
Debts ⁽¹⁾				
Convertible bonds	-	-	-	
Other bonds	16,000	16,000	26,000	G
Borrowings from credit institutions ⁽²⁾	97,400	107,710	96,604	G
Loans and miscellaneous financial debt	15,923	12,122	14,965	G
Advances and deposits received on orders in progress	-	-	-	
Trade payables and related accounts	7,801	14,667	7,424	C
Tax and social security liabilities	3,639	3,771	3,865	C
Payables on fixed assets and related accounts	2,101	27	2,520	C
Other debts	1,870	1,433	4,169	C
Deferred revenue (accruals)	8	-	-	
TOTAL (IV)	144,743	155,730	155,547	
Translation reserve liabilities (V)	20	212	73	
TOTAL LIABILITIES (I TO V)	206,999	212,761	209,962	
<i>(1) Amounts payable and deferred revenue due in less than one year</i>	<i>63,568</i>	<i>69,965</i>	<i>70,058</i>	
<i>(2) Of which bank overdrafts and bank credit balances</i>	<i>13,223</i>	<i>19,010</i>	<i>10,005</i>	

7.2.3 Cash flow statement

	2025	2024	2023
Net profit (loss)	6,613	6,272	2,474
Elimination of non-cash and non-operating revenue and expenses			
Depreciation, amortisation and provisions: allocations	4,370	2,773	3,706
Depreciation, amortisation and provisions: reversals	(323)	(578)	(3,715)
Internal reorganisation project	(838)	2,390	-
Capital gains on disposals	79	(4)	166
Other	99	8	298
Cash flow from operations after net financial expense and tax	10,001	10,861	2,929
Net cost of debt	7,180	8,900	7,283
Current tax charge	371	376	52
Cash flow from operations before net financial expense and tax	17,551	20,137	10,264
Tax paid	(328)	(600)	(224)
Change in working capital	2,818	(1,217)	20,824
Net cash flow from operating activities	20,042	18,320	30,864
Cash flow from investing activities			
Acquisitions of property, plant and equipment	(1,701)	(539)	(1,138)
Acquisitions of intangible assets	(480)	(1,680)	(2,496)
Change in long-term investments	5,178	(4,614)	(4,199)
Disposal of tangible and intangible assets	37	79	50
Investments grants	-	(350)	-
Loans to subsidiaries and affiliates	-	-	-
Disbursements by acquired companies	(15)	-	(31,642)
Net cash used in investing activities	3,019	(7,104)	(39,426)
Net cash flow from financing activities			
Dividends paid to parent company shareholders	(2,006)	(2,994)	(1,673)
Cash capital increase	-	-	-
Loan subscriptions	15,000	20,000	119,487
Repayment of loans	(19,524)	(27,845)	(91,060)
Interest paid	(7,180)	(8,900)	(7,283)
Treasury shares	(146)	(387)	-
Change in other financial liabilities	(1)	(53)	-
Net cash flow from financing activities	(13,857)	(20,179)	19,470
Theoretical change in cash and cash equivalents	9,205	(8,963)	(10,907)
Opening cash position	(16,735)	(7,772)	(18,679)
Reclassification of cash and cash equivalents			
Closing cash position	(7,531)	(16,735)	(7,772)
Actual change in cash and cash equivalents	9,205	(8,963)	(10,907)

7.2.4 Notes

A. Significant events of the financial year.....	268
B. Accounting policies and translation methods.....	268
Note 1 Accounting principles and methods.....	268
Note 2 Change in accounting method	268
Note 3 Conversion of foreign currency transactions.....	269
C. Operational data.....	269
Note 4 Breakdown of sales by activity.....	269
Note 5 Trade and other receivables.....	269
Note 6 Statement of changes in provisions for impairment.....	270
Note 7 Current liabilities.....	270
Note 8 Accruals and deferred income.....	271
Note 9 Extraordinary revenue.....	271
Note 10 Extraordinary expenses.....	271
D. Staff costs and benefits.....	271
Note 11 Breakdown of staff.....	271
Note 12 Staff benefits.....	272
Note 13 Remuneration for management bodies.....	272
E. Intangible and tangible assets	272
Note 14 Intangible assets.....	203
Note n° 15 Property, plant and equipment.....	274
G. Financing and financial instruments.....	274
Note 16 Long-term investments.....	274
Note 17 Statement of changes in provisions for impairment.....	275
Note 18 Securities.....	275
Note n° 19 Financial debt.....	275
Note 20 Off-balance sheet commitments.....	276
H. Income tax.....	277
I. Share capital and securities (shares).....	277
J. Miscellaneous information.....	278
Note 21 Fees paid to the Statutory Auditors.....	278
K. Subsidiaries and affiliates.....	278
Note 22 Information concerning affiliated companies.....	278
Note 23 Consolidation.....	279
Note 24 Table of subsidiaries.....	279

A. Significant events of the year

On 31 December 2025, Delfingen no longer held any treasury shares; the 10,000 shares acquired in 2024 and the 5,394 shares acquired during 2025 were cancelled in return for a reduction in share capital and other reserves amounting to €533k.

As part of the review of the value in use of equity investments and of the recoverability of current account advances and trade receivables, a net reversal of provisions for equity investments and for current accounts and trade receivables of €1,344k was recognised in the 2025 financial year:

- Delfingen BR-Sao Paulo shares were the subject of a provision of €89k;
- Delfingen PT-Porto shares were the subject of a reversal of provisions of €50k;
- Delfingen DE-Marktrodach shares were the subject of a reversal of provisions of €233k;
- The Wuhan Delfingen Automotive Tubing trade receivables were the subject of a reversal of provisions of €217k, and a reversal of provisions of €933k was recognised for the Delfingen MA-Casablanca entity.

Delfingen received dividends of €8,334k over the period from Delfingen US-Holding and Delfingen BR-Sao Paulo.

Delfingen posted a profit of €6,613k.

Delfingen pursued its policy of improving its liquidity position, while strengthening its financial structure, in particular through a Capex loan of €15 million maturing in 2031.

In the light of these measures, Delfingen considers that its continued operation is not in doubt at the date on which the accounts are authorised for issue.

B. Accounting policies and translation methods

Note 1 Accounting principles and methods

The annual accounts have been prepared in accordance with the provisions of the ANC (French accounting standards authority) Regulation No. 2022-06 of 4 November 2022 on the modernisation of financial statements, amending ANC Regulation No. 2014-03 of 5 June 2014 on the general chart of accounts.

The balance sheet for the financial year shows a total of 206,998,595 euros. The profit and loss account, presented in list form, shows total revenue of 72,810,630 euros and total expenses of 66,197,190 euros, resulting in a profit of 6,613,440 euros.

The financial year in question begins on 1 January 2025 and ends on 31 December 2025. It lasts for 12 months.

The general accounting conventions have been applied faithfully, in accordance with the principle of prudence and in line with the following basic assumptions:

- business continuity;
- independence of financial years;

and in accordance with the general rules governing the preparation and presentation of annual accounts.

The basic method adopted for the valuation of items recognised in the accounts is the historical cost method.

Note 2 Change in accounting method

The changes to the presentation method that took place during the financial year are as follows: adoption of the new chart of accounts in accordance with ANC Regulation No. 2022-06.

The provisions of the aforementioned ANC Regulation apply for the first time to the company financial statements for the financial year covering the period from 1 January 2025 to 31 December 2025.

This change in the regulations means:

- a new definition of exceptional profit (loss);
- the elimination of the charge transfer technique;
- changes to the chart of accounts and the introduction of a new classification system;
- new financial statement templates.

During the financial year, the company's chart of accounts was amended to reflect regulatory changes and specific management requirements, including the new definition of extraordinary profit (loss) and the removal of expense transfer accounts.

The following changes, in particular, have been made:

Old accounts		New accounts		Amounts recognised
6712	Penalties, tax fines and criminal fines	6582	Penalties relating to transport and logistics	€115
6752	Book value of disposed assets	6572	Book value of intangible and tangible fixed assets disposed of	€42,420
7752	Revenue from the disposal of assets	7572	Revenue from disposals of property, plant and equipment and intangible assets	€37,212
791	Transfer of operating expenses	649	Reimbursement of staff costs	€46,946

The financial statements are presented in accordance with the provisions and formats set out in the Regulations. The following changes, in particular, have been made:

- Consolidation of extraordinary revenue and expenses, which were presented across several lines in 2024 under the two headings 'Extraordinary revenue' and 'Extraordinary expenses';
- Reclassifications between balance sheet or profit and loss account lines. For example:
 - o In the 2024 comparative column of the 2025 balance sheet, fixed assets under construction are now grouped together with advances and deposits, for both intangible and tangible fixed assets;
 - o In the 2024 comparative column of the 2025 balance sheet, the line 'Prepaid expenses' is now included under the 'Receivables' heading;

Reclassifications resulting from the elimination of the transfer of expenses technique, in accordance with the specific provision set out in the relevant regulation. Consequently, the transfers of expenses recognised in the 2024 profit and loss account will be presented in the 2024 comparative column under the heading 'Reversals of depreciation, amortisation and provisions', which forms part of operating profit (loss).

Note 3 Conversion of foreign currency transactions

Foreign currency transactions are converted at the exchange rate prevailing at the time of the transaction. Assets and liabilities denominated in foreign currencies are translated at the closing rate.

	Opening rate			Average rate			Closing rate		
	2025	2024	2023	2025	2024	2023	2025	2024	2023
Euro	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
Tunisian dinar	3.3156	3.3863	3.3107	3.3749	3.3637	3.3476	3.3944	3.3156	3.3863
Moroccan dirham	10.4831	10.9572	11.1699	10.5503	10.7520	10.9499	10.7040	10.4831	10.9572
Romanian leu	4.9743	4.9756	4.9495	5.0418	4.9747	4.9471	5.0968	4.9743	4.9756
Brazilian real	6.4253	5.3618	5.6386	6.3110	5.8284	5.4018	6.4364	6.4253	5.3618
US dollar	1.0389	1.1050	1.0666	1.1300	1.0822	1.0815	1.1750	1.0389	1.1050
Chinese yuan	7.5833	7.8509	7.3582	8.1193	7.7863	7.6587	8.2262	7.5833	7.8509
Philippine peso	60.3010	61.2830	59.3200	64.9706	61.9808	60.1440	69.2660	60.3010	61.2830
Japanese yen	163.0600	156.3300	140.6600	169.0490	163.8565	151.9021	184.0900	163.0600	156.3300
Indian rupee	88.9335	91.9045	88.1710	98.7208	90.5448	89.3040	105.5965	88.9335	91.9045
Thai baht	35.6760	37.9730	36.8350	37.1122	38.1683	37.6218	37.21800	35.6760	37.9730
UAE dirham	3.8154	4.0581	3.9171	4.1500	3.9742	3.9717	4.3152	3.8154	4.0581
South Korean won	1,532.15	1,433.66	n/a	1,606.01	1,475.56	1427.7487	1,696.94	1,532.15	1,433.66

C. Operational data

Note 4 Breakdown of sales by activity

	2025	2024	2023
Rentals	401	411	266
Other activities (provision of services, IT licences)	17,369	22,845	16,423
TOTAL	17,769	23,526	16,689

Note 5 Trade and other receivables

These receivables are recognised at their nominal value. Where payment terms are less than one year, the initial fair value and subsequent amortised cost are equal to the nominal amount.

Where there is a risk of non-recovery, impairment losses are recognised on a case-by-case basis, based on probable cash flows.

'Other receivables' break down as follows:

	Gross amounts	Within 1 year	More than 1 year
State and local authorities	2,230	2,231	-
Group and associates (affiliated companies)	61	61	-
Sundry debtors	1,187	1,187	-
TOTAL	3,479	3,479	-

Note 6 Statement of changes in provisions for impairment

These receivables are recognised at their nominal value. Where payment terms are less than one year, the initial fair value and subsequent amortised cost are equal to the nominal amount.

Where there is a risk of non-recovery, impairment losses are recognised on a case-by-case basis, based on probable cash flows.

'Other receivables' break down as follows:

	Cumulative amounts 2024	Allocations	Reversals	Cumulative amounts 2025	Of which affiliated companies
Accounts receivable	2,642	5	1,178	1,468	1,468
Current accounts in debit	-	-	-	-	-
Total	2,642	5	1,178	1,468	1,468

Reversal of provisions for impairment for trade receivables relate mainly to the Wuhan Delfingen Automotive Tubing entity (€217k) and Delfingen MA-Casablanca (€933k).

Note 7 Current liabilities

This item breaks down as follows:

		Total on 31/12/25	Within 1 year	More than 1 year
Suppliers		7,801	7,801	-
Advances and deposits on orders in progress		-	-	-
Staff and related accounts		2,443	2,443	-
Social organisations		1,034	1,034	-
State	Income tax	-	-	-
	Value added tax	-	-	-
	Other	162	162	-
Debts on fixed assets		2,101	2,101	-
Group and associates		15,923	15,923	-
Other debts		1,870	1,870	-
TOTAL		31,334	31,334	-

Note 8 Accruals and deferred income

Accrued expenses included in balance sheet items:

	2025	2024	2023
Borrowings from credit institutions	4	5	58
Suppliers	2,178	7,772	3,869
Tax and social security liabilities	2,624	2,657	2,659
TOTAL	4,806	10,434	6,586

Note 9 Extraordinary revenue

This item breaks down as follows:

	2025	2024	2023
Extraordinary revenue from management operations	-	7	-
Extraordinary provision reversal	-	-	-
Miscellaneous extraordinary revenue	190	97	141
TOTAL	190	104	141

Extraordinary revenue corresponds to revenue related to the internal restructuring project.

Note 10 Extraordinary expenses

This item breaks down as follows:

	2005	2024	2023
Extraordinary expenses on management transactions	-	85	-
Net book value of property, plant and equipment sold	-	-	-
Net book value of long-term investments sold	-	75	216
Extraordinary provisions	-	-	-
Miscellaneous extraordinary expenses	474	6,505	2
TOTAL	474	6,665	218

Exceptional expenses correspond to costs related to the internal restructuring project.

D. Staff costs and benefits

Note 11 Breakdown of staff

	2025	2024	2023
Senior Executive	1	1	1
Executives	131	127	129
Employees	41	58	71
Total	173	186	201

These figures include staff re-invoiced by Delfingen Group.

Note 12 Staff benefits

The amount recognised in respect of staff benefits corresponds solely to pension commitments, which are subject to an external valuation by a specialist firm.

The amount of pension and similar benefit obligations is not material (€749k) given the company's financial position and assets.

In France, as from the 2020 financial year, the Delfingen has outsourced the management of these commitments and paid a portion of the provision. Payments made are recorded under staff costs.

The assumptions used to calculate provisions for retirement benefits are as follows:

France	2025	2024	2023
Average retirement age	60 to 67 years	60 to 67 years	60 to 67 years
Turnover rate Executives	0.26% to 4.35%	0.23% to 4.79%	0.33% to 3.97%
Turnover rate Non-executives	0.63% to 5.00%	0.51% to 3.95%	0.43% to 4.80%
Discount rate	3.40%	3.14%	3.71%
Rate of salary increase	1.00 to 2.25%	1.00 to 2.25%	1.00 to 2.25%

Note 13 Remuneration for management bodies

The remuneration paid by Delfingen to its management bodies relates solely to members of the board of directors and amounts to €82k. Furthermore, the corporate officer receives their remuneration from Pakem, the entity that owns the Delfingen Group.

E. Intangible and tangible assets

Note 14 Intangible assets

Research and development costs

Research costs are expensed and development costs arising from the application of research results are capitalised, providing that the company can demonstrate:

- Its intention as well as its financial and technical capacity to bring the development project to a successful conclusion;
- That the asset will generate future economic benefits;
- That the cost of this intangible asset can be measured reliably.

Development costs meeting the above criteria are capitalised and amortised over a maximum period of 5 years.

Other intangible assets

Other intangible assets include development and acquisition costs for computer software, patents and licences. These costs are amortised on a straight-line basis over their estimated useful lives.

It should be noted that the Company's assets do not include any intangible assets with an indefinite useful life.

Depreciation

	Duration	Mode
Development costs	5 years	Linear
Fungible rights (Patents)	20 years	Linear
Software and other intangible assets	3 years	Linear

Changes in 'Intangible assets' were as follows:

Intangible assets

	2024	Increase	Decrease	Other movements	2025
Gross amounts	15,906	3,947	1,459	-	18,394
Accumulated depreciation	8,871	2,050	1,350	-	9,570
Total NET	7,035	1,897	109	-	8,824

Note 15 Property, plant and equipment

They are valued at acquisition cost. Depreciation is calculated using the straight-line or declining-balance method over the following average periods:

		Duration	Mode
Fixtures and fittings, land and buildings		8 to 10 years	Linear
Buildings	Structural work	30 years	Linear
	Technical work packages	20 years	Linear
	Structural work finishing	15 years	Linear
Machinery and equipment		5 to 12 years	Linear
Transport equipment		5 years	Linear
Furniture/office equipment/computers		10 years/3 years	Linear

Changes in 'Property, plant and equipment' were as follows:

Property, plant and equipment

Gross amounts	2024	Increase	Decrease	Other movements	2025
Land	240	21	-	-	262
Buildings	6,944	197	-	-	7,142
Other property, plant and equipment	5,608	248	(65)	64	5,854
Assets under construction	316	5	(213)	(64)	44
Advances and deposits	-	-	-	-	-
TOTAL	13,108	471	(278)	-	13,301

Accumulated depreciation	2024	Increase	Decrease	Other movements	2025
Land	71	6	-	-	77
Buildings	5,164	258	-	-	5,422
Other property, plant and equipment	4,040	324	(21)	-	4,343
TOTAL	9,275	589	(21)	-	9,842
TOTAL NET	3,833	(118)	(257)	-	3,459

F. Provisions for risks and liabilities

Changes in 'Provisions for risks and liabilities' were as follows:

	2024	Increase	Reversal used	Reversal not used	Other movements	2025
Provisions for exchange losses	41	988	-	(41)	-	988
Provisions for risks and liabilities	705	395	-	-	-	1,099
TOTAL	745	1,382	-	(41)	-	2,087

Provisions for risks and liabilities correspond to the provision for retirement benefits of €749k and a provision for other risks of €350k.

G. Financing and financial instruments

Note 16 Long-term investments

Investments in associates are carried at historical cost, using the "first in, first out" method.

A provision is recorded when the value in use of the shares in the companies concerned is less than the acquisition cost. This value in use is based primarily on the net worth of the company concerned, taking into account its development prospects. Where a company corresponds to a CGU for which a goodwill impairment test has been carried out, the value in use used is identical to that calculated in the context of these tests.

Provisions are set aside for receivables and loans to companies in which Delfingen has a shareholding when the debtor's financial situation indicates a risk of non-repayment.

Changes in 'long-term investments' were as follows:

Gross amounts

	2024	Increase	Decrease	Other movements	2025
Own shares	387	146	-	(533)	-
Equity investments	155,243	15	-	1,200	156,458
Loans to subsidiaries and affiliates	30,596	-	(4,959)	-	25,637
Loans and other long-term investments	565	24	(243)	-	346
TOTAL	186,791	185	(5,202)	667	182,441

On 31 December 2025, Delfingen no longer held any treasury shares. The 10,000 shares acquired in 2024 and the 5,394 shares acquired during 2025 were cancelled in return for a reduction in share capital and other reserves amounting to €533k.

The €1,200k increase in equity investments, recorded under 'Other movements', represents a capital increase in its subsidiary Delfingen Asia Pacific Holding through the off-setting of receivables.

The change in receivables from equity interests is mainly due to net changes in the following loans:

- Delfingen SG-Filipinas: - €1,920k
- Delfingen DE-Hassfurt: - €926k
- Delfingen RO-Transilvania: - €413k
- Delfingen RO-Satu Mare: - €413k
- Delfingen PT-Porto: - €348k
- Delfingen DE-Marktrodach: - €339k

Note 17 Statement of changes in provisions for impairment

Cumulative amounts

	2024	Allocations	Reversals	2025	Of which affiliated companies
Equity investments	12,933	88	(283)	12,739	12,739
Property, plant and equipment	-	-	-	-	-
Stocks	318	12	(8)	321	-
Own shares	-	-	-	-	-
Accounts receivable	2,642	5	(1,178)	1,468	1,468
Other	149	-	(6)	143	-
TOTAL	16,042	105	(1,475)	14,671	14,207

Net provisions for equity investments mainly concern:

- Delfingen BR-Sao Paulo: €88k
- Delfingen PT-Porto: -€50k
- Delfingen DE-Marktrodach: -€233k

Reversal of provisions for trade receivables concern the Wuhan Delfingen Automotive Tubing entity (€217k) and Delfingen MA-Casablanca (€933k).

Note 18 Securities

The company's securities are shown in the balance sheet at their purchase price. When the market price at year-end is lower than the purchase price, a provision for impairment is recorded.

Note 19 Financial debt

Financial debt breaks down as follows:

		Total on 31/12/25	Within 1 year	More than 1 year and not more than 5 years	Over 5 years
Other bonds		16,000	-	16,000	-
Credit institutions	up to 1 year at inception	13,235	13,235	-	-
	originally due in more than 1 year	84,165	18,990	62,775	2,400
Loans and miscellaneous financial debt		-	-	-	-
TOTAL		113,400	32,225	78,775	2,400

Note 20 Off-balance sheet commitments

Commitments, endorsements and sureties given

On 31 December 2025, commitments, endorsements and sureties given amounted to €5.1 million, granted by the parent company for the needs of certain subsidiaries and broken down as follows:

	2025	2024	2023
Pledge	-	-	-
Sureties	-	-	551
Bank guarantees	2,230	1,599	1,599
Supplier guarantees	2,885	1,675	1,064
TOTAL	5,115	3,274	3,214

Commitments, endorsements and sureties received

	2025	2024	2023
Unused credit facilities and overdraft facilities	17,000	11,000	20,000
Bank and natural person sureties	-	-	-
TOTAL	17,000	11,000	20,000

Financial Instruments: ANC Regulation 2015-05 on forward financial instruments and hedging transactions

ANC regulation 2015-05, which came into force on 01/01/2017, applies to forward financial instruments and requires symmetrical recognition in the income statement of the hedged risk and the effects of the hedge, and recognition of the fair value of derivatives not recognised in the balance sheet, except where this is necessary to ensure symmetry of transactions or to reflect a risk taken by the company. The rules for symmetrical recognition in the income statement of the effects of hedging and the hedged risk remain unchanged for simple non-speculative transactions.

Under French accounting rules, there is a presumption that derivatives are entered into for hedging purposes. It is therefore not necessary to recognise the fair value of derivatives, except to allow symmetrical recognition of the impacts of the hedged risk and the effects of the hedge, or to reflect the negative impact of the risks taken by the company.

This regulation has no impact on Delfingen's financial statements as it does not enter into speculative instruments or hedging contracts that are symmetrical in the income statement.

H. Income tax

There is a tax consolidation agreement (Art. 223 A of the General Tax Code) between Delfingen and Delfingen FR-Anteuil SAS.

The subsidiary recognises as an expense the tax it would have paid if it had not been consolidated and pays it to the parent company, which is the sole debtor to the Treasury.

If a subsidiary is loss-making, it retains the use of its loss carry-forwards. The parent company benefits from the tax deferral and pays tax instead of the subsidiary when the latter returns to profit. The parent company recognises in the income statement the tax payable or tax credit arising from its own taxable profit (loss) and that arising from the restatements generated by the tax group (irrespective of the company concerned).

The corporate tax saving resulting from the tax consolidation of Delfingen and Delfingen FR-Anteuil SAS is €66k for the 2025 financial year.

Increase and reduction in future tax liability

Nature of timing differences	Amount (in €)
Growth	0
Relief - miscellaneous provisions	0
Deferred depreciation	0
Tax losses carried forward	31,256,164
Long-term capital losses	0

I. Share capital and securities (shares)

In €	Number	Nominal value	Total
Shares at beginning of year	2,615,432	1.54	4,027,765
Repaid or cancelled securities	(15,394)	1.54	(23,707)
Capital increase	-	-	-
Securities at year-end	2,600,038	1.54	4,004,059
Reserves, share premium, retained earnings...	-	-	49,531,269
Profit (loss) for the year	-	-	6,613,440
Investment grants	-	-	-
Regulated provisions	-	-	-
Total shareholders' equity	-	-	60,148,767

J. Miscellaneous information

Note 21 Fees paid to the Statutory Auditors

The fees booked during the 2025 financial year for the two Statutory Auditors of the parent company Delfingen, and the time spent auditing the annual accounts and consolidated financial statements are as follows:

	Time spent (in hours)	Fees (in €)
EXCO P2B AUDIT	706	95,000
AUDITIS	706	95,000
Subtotal	1,412	190,000
Other due diligence and services		
EXCO P2B AUDIT	10	1,250
AUDITIS	10	1,250
Subtotal	20	2,500
TOTAL	1 432	192,500

K. Subsidiaries and affiliates

Note 22 Information concerning affiliated companies

	2025
Loans to subsidiaries and affiliates	25,637
Other receivables	1,897
Accounts receivable	11,192
Current accounts in debit	4,792
Trade payables	4,518
Credit notes to be issued	1,848
Unpaid invoices	1,430
Current accounts in credit	20,341
Total expenses	31,836
Total revenue	67,180

Total expenses mainly include:

- Re-invoicing of personnel costs by subsidiaries amounting to €14,962k;
- Services and management fees invoiced by the Delfingen Group holding company amounting to €4,807k;
- Services re-invoiced by subsidiaries for €3,074k;
- Transfer pricing adjustments of €5,998k invoiced by Group subsidiaries to Delfingen under the transfer pricing policy introduced in 2020.

Total revenue mainly comprises:

- Transfer pricing adjustments of €39,064k invoiced to Group subsidiaries under the transfer pricing policy introduced in 2020;
- Dividends received of €8,334k;
- Re-invoicing of IT licences totalling €11,125k;
- Other services invoiced to various Group subsidiaries totalling €1,727k.

Note 23 Consolidation

Delfingen prepares consolidated financial statements with the companies it controls on 31 December 2025.

The company and its subsidiaries are themselves consolidated by the family holding company: Delfingen Group – Rue Emile Streit – 25340 Anteuil (Siret B 425 123 437).

Note 24 Table of subsidiaries

Detailed information on subsidiaries and affiliates

Financial information on subsidiaries and affiliates (over 50% owned)	Country	Capital (in k)	Currency	Reserves and retained earnings before allocation of profit (thousands of €)	Percentage of capital held	Book value of investments held (thousands of €)		
						Gross value	Provisions	Net value
Delfingen FR ANTEUIL SAS	France	7,719	EUR	466	100.00%	7,719		7,719
Delfingen PT PORTO SA	Portugal	804	EUR	387	100.00%	8,115	7,026	1,089
Delfingen US HOLDING	United States	48,986	USD	20,866	100.00%	46,451		46,451
Delfingen TN TUNIS	Tunisia	1,850	TND	6	100.00%	1,431	1,431	0
Delfingen CASABLANCA	Morocco	10,000	MAD	781	100.00%	897		897
Delfingen SK NITRA	Slovakia	7	EUR	1,287	100.00%	5		5
Delfingen RO TRANSILVANIA	Romania	7,476	RON	4,828	100.00%	1,505		1,505
Delfingen BR SAO PAULO	Brazil	12,004	BRL	10	99.99%	6,607	4,282	2,325
Delfingen ASIA PACIFIC HOLDING PTE USD	Singapore	24,378	USD	3,219	100.00%	22,791		22,791
Delfingen DE-MARKTRODACH	Germany	5,025	EUR	(2,689)	100.00%	5,025		5,025
Delfingen DE ASCHHEIM	Germany	4,000	EUR	764	100.00%	4,000		4,000
Delfingen RO SATU MARE	Romania	3,101	RON	16,125	100.00%	1,701		1,701
Delfingen Ibérica	Spain	60	EUR	51	100.00%			0
Delfingen IT VERONA	Italy	260	EUR	850	100.00%	21,210		21,210
Delfingen MA TANGER 2	Morocco	6,245	MAD	13,408	100.00%	4,221		4,221
Delfingen TN FOUCHANA	Tunisia	900	TND	1,592	100.00%	120		120
Delfingen LU LUXEMBOURG	Luxembourg	30	EUR	21	100.00%	30		30
REIKU GmbH	Germany	26	EUR	10,637	100.00%	23,824		23,824
Delfingen EUROPE AFRICA	France	10	EUR	-	100.00%	10		10
SCHLEMMER Industry	France	10	EUR	-1	100.00%	10		10

Financial information (thousands of €)

Financial information on subsidiaries and affiliates (capital owned directly or indirectly over 50%)	Country	Loans granted by Delfingen and not yet repaid	Guarantees and sureties given by Delfingen	Pre-tax sales for the last financial year	Profit (loss) for the last financial year	Dividends received by the company during the year	Comments
Delfingen FR ANTEUIL SAS	France	1,314		14,480	250	-	
Delfingen PT PORTO SA	Portugal	3,135		9,044	59	-	
Delfingen US HOLDING	United States	-		138,625	5,763	7,717	Figures
Delfingen TN TUNIS	Tunisia	-		-	(1)	-	consolidated
Delfingen MA CASABLANCA	Morocco	-		9,797	235	-	
Delfingen SK NITRA	Slovakia	1,004		3,611	(594)	-	
Delfingen RO TRANSILVANIA	Romania	3,720		34,450	989	-	
Delfingen BR SAO PAULO	Brazil	-		5,173	536	616	
Delfingen ASIA PACIFIC HOLDING PTE USD	Singapore	-		70,463	1,541	-	Consolidated figures
Delfingen DE MARKTODACH	Germany	2,499		16,094	2,585	-	
Delfingen DE ASCHHEIM	Germany	-		-	114	-	
Delfingen DE HASSFURT	Germany	3,276		50,074	2,110	-	
Delfingen RO SATU MARE	Romania	2,534		29,518	559	-	
Delfingen Ibérica	Spain	-		-	24	-	
Delfingen IT VERONA	Italy	-		10,662	757	-	
Delfingen MA TANGER 2	Morocco	588		28,882	1,121	-	
Delfingen TN FOUCHANA	Tunisia	587		7,987	155	-	
Delfingen LU LUXEMBOURG	Luxembourg	-		-	14	-	
REIKU GmbH	Germany	-		11,824	2,097	-	
TUNISIA TRADING COMPANY	Tunisia	-		-	-	-	
PROTECABLE	France	-		-	-	-	
Delfingen EUROPE AFRICA	France	-		-	-	-	
SCHLEMMER INDUSTRY	France	-		-	(1)	-	

7.2.5 Statutory auditors' report on the annual financial statements

AUDITIS	EXCO P2B AUDIT
1 rue de Broglie	16 rue Frédéric Japy
21000 DIJON	25200 MONTBELIARD

DELFINGEN SA

Public limited company with capital of
€4,004,058.52
Head office: Rue Emile STREIT
25340 ANTEUIL

STATUTORY AUDITORS' REPORT

ON THE ANNUAL FINANCIAL STATEMENTS

FINANCIAL YEAR ENDING 31 DECEMBER 2025

To the General Meeting of DELFINGEN S.A.,

Opinion

In compliance with the assignment entrusted to us by your General Meeting, we have audited the accompanying financial statements of DELFINGEN S.A. for the year ended 31 December 2025.

In our opinion, the annual financial statements give a true and fair view of the results of operations for the year ended in accordance with the accounting rules and principles applicable in France, as well as the company's financial position and assets and liabilities at the end of that financial year.

Basis of opinion

Audit standards

We conducted our audit in accordance with the 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 these standards are set out in the section of this report entitled 'Statutory Auditors' Responsibilities for the Audit of the Annual Financial Statements'.

Independence

We conducted our audit in accordance with the rules of independence set out in the Commercial Code and in the Code of Ethics for Statutory Auditors, covering the period from 1 January 2025 to the date of issue of our report.

Comment

Without calling into question the opinion expressed above, we draw your attention to the following matter set out in the 'Change in accounting regulations' note to the annual financial statements which sets out the effects of the application of the new chart of accounts in accordance with ANC Regulation No.2022-06.

Justification of assessments

In accordance with the requirements of articles L.821-53 and R.821-180 of the Commercial Code relating to the justification of our assessments, we bring to your attention the following matters which, in our professional opinion, were the most significant for the audit of the financial statements for the year.

These assessments were made in the context of our audit of the annual financial statements taken as a whole and of the formation of our opinion expressed above. We do not express an opinion on the individual components of these financial statements.

Our assessments concerned the appropriateness of the accounting policies used and the reasonableness of the significant estimates made, particularly in relation to the valuation of equity investments and receivables related to equity investments. Note 16 'Long-term investments' sets out the accounting rules and methods used to measure the value in use of equity investments and related receivables.

On the basis of the information provided to us, our work consisted of:

- Analysing whether the estimate of these values determined by management is based on an appropriate justification of the valuation method and the figures used;
- Comparing the data used in the impairment tests with the source data by entity and the results of the audit work on these subsidiaries;
- Analysing the consistency of the assumptions used by management to determine the recoverability of receivables related to these investments with the level of impairment recognised on the basis of the risks incurred;
- Checking the arithmetic accuracy of the calculations.

Specific checks

In accordance with professional standards applicable in France, we have also performed the specific verifications required by law.

Information provided in the management report and in other documents relating to the financial position and the annual accounts addressed to shareholders

We have nothing to report with respect to the fair presentation and the conformity with the annual financial statements of the information given in the management report from the board of directors and in the other documents addressed to the shareholders with respect to the financial position and the annual financial statements.

We hereby certify that the information relating to the payment periods mentioned in Article D.441-6 of the Commercial Code is accurate and consistent with the annual financial statements.

Report on the board of directors

We confirm that the board of directors' report on corporate governance contains the information required by Article L.225-37-4 of the Commercial Code.

Other information

In accordance with French law, we have ensured that the required information concerning the purchase of investments and controlling interests and the names of the principal shareholders and holders of the voting rights has been properly disclosed in the management report.

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

It is the responsibility of management to prepare financial statements that give a true and fair view in accordance with French generally accepted accounting principles, and to implement such internal control procedures as it determines are 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, it is the responsibility of management to make an assessment of the company's ability to continue as a going concern, to disclose in those financial statements, where appropriate, necessary information relating to the going concern basis of accounting and to apply the going concern basis of accounting unless the company is to be wound up or cease trading.

The annual financial statements were authorised for issue by the board of directors.

Statutory Auditors' Responsibilities for the Audit of the Annual Financial Statements

Our responsibility is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements taken as a whole are free from material misstatement. Reasonable assurance corresponds to a high level of assurance, but does not guarantee that an audit carried out in accordance with professional standards will systematically detect any material misstatement. Misstatements may arise from fraud or error and are considered material when it is reasonable to expect that they could, individually or in the aggregate, influence the economic decisions that users of the financial statements make on the basis of the financial statements.

As stipulated by Article L.821-55 of the Commercial Code, our role as auditors is not to guarantee the viability or quality of the management of your company.

In an audit conducted in accordance with professional standards applicable in France, the Statutory Auditor exercises professional judgement throughout the audit.

Furthermore:

- The auditor identifies and assesses the risks of the annual financial statements containing material misstatements, whether due to fraud or error, designs and implements audit procedures to address those risks, and obtains audit evidence that the auditor believes to be sufficient and appropriate to provide a basis for the auditor's opinion. The risk of not detecting a material misstatement resulting from fraud is higher than that of a material misstatement resulting from an error, as fraud may involve collusion, falsification, deliberate omission, misrepresentation or circumvention of internal control;
- The auditor 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 internal control;
- The auditor assesses the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by management, as well as the related disclosures in the annual financial statements;
- The auditor assesses the appropriateness of management's application of the going concern assumption and, based on the information gathered, whether there is any material uncertainty related to events or circumstances that

may affect the company's ability to continue as a going concern. This assessment is based on information gathered up to the date of the auditor's report, bearing in mind that subsequent events or circumstances could call into question the company's ability to continue as a going concern. If the auditor concludes that there is a material uncertainty, the auditor draws the attention of the readers of their report to the information provided in the annual financial statements about that uncertainty or, if that information is not provided or is not relevant, the auditor issues a qualified audit opinion or a refusal to certify;

- The auditor assesses the overall presentation of the annual financial statements and whether they give a true and fair view of the underlying transactions and events.

Dijon and Montbéliard, 28 April 2026

The Statutory Auditors

Auditis Philippe DANDON Included on the list of Statutory Auditors Attached to the Besançon- Dijon CRCC (French Institute of Statutory Auditors)	Auditis Yamna BENHADDA Included on the list of Statutory Auditors Attached to the Besançon- Dijon CRCC (French Institute of Statutory Auditors)	Exco P2B Audit Pierre BURNEL Included on the list of Statutory Auditors Attached to the Besançon- Dijon CRCC (French Institute of Statutory Auditors)
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CHAPTER 8

GENERAL MEETING

CHAPTER 8

GENERAL MEETING

8.1 Agenda.....	249
8.2 Text of Resolutions.....	250

8.1

Agenda

AGENDA FOR THE COMBINED GENERAL MEETING HELD ON 05 June 2026

RESOLUTIONS FALLING WITHIN THE REMIT OF THE ORDINARY GENERAL MEETING

Agenda for the Ordinary General Meeting

- Approval of the annual financial statements for the year ended 31 December 2025;
- Approval of the consolidated financial statements for the year ended 31 December 2025;
- Discharge of the Directors;
- Allocation of the profit (loss) for the financial year ended 31 December 2025;
- Approvals of the agreements referred to in Articles L 225-38 et seq. of the Commercial Code;
- Determination of the total annual remuneration to be paid to the directors;
- Acknowledgement of the expiry of Ms Annie KAHN's term of office as a director, and a decision to be taken on the renewal of her term of office;
- Acknowledgement of the expiry of Mr Cataldo MANGIONE's term of office as a director and a decision to be taken on the renewal of his term of office;
- Acknowledgement of the expiry of Ms Dinah LOUDA's term of office as a director, and a decision to be taken on the renewal of her term of office;
- Acknowledgement of the expiry of Mr Gérald STREIT's term of office as a director and a decision to be taken on the renewal of his term of office;
- Appointment of Ms Véronique VIGNER as a new director;
- Authorisation for the board of directors, with powers to subdelegate, to purchase or arrange for the purchase of shares in the company in accordance with the provisions of Article L 22-10-62 of the Commercial Code;

Agenda for the Extraordinary General Meeting

- Authorisation for the board of directors to reduce the share capital by cancelling shares acquired under the share buyback programme;
- Bring Article 28 of the Articles of Association into line with the applicable provisions;
- Powers to carry out legal formalities.

8.2

Text of the resolutions

DRAFT RESOLUTIONS SUBMITTED TO THE COMBINED GENERAL MEETING HELD ON 05 June 2026

RESOLUTIONS SUBMITTED TO THE ORDINARY GENERAL MEETING

First resolution (*Approval of the annual accounts for the financial year ended 31 December 2025*) - The General Meeting, acting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, having heard the reading of the reports of the Board of Directors and the report of the Statutory Auditors, approves the annual accounts for the financial year ended 31 December 2025, comprising the balance sheet, the profit and loss account and the notes thereto, as presented, as well as the transactions reflected in these accounts or summarised in these reports.

The General Meeting approves the non-tax-deductible expenses and charges referred to in Article 39-4 of the General Tax Code, which amount to €124,393 and which, in view of the tax loss, have reduced the loss carried forward by the same amount.

Consequently, the General Meeting discharges the Directors in respect of the performance of their duties for the past financial year.

Second resolution (*Approval of the consolidated financial statements for the financial year ended 31 December 2025*) - The General Meeting, acting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, having heard the reading of the Board of Directors' report on the Group's management during the financial year ended 31 December 2025 and the Statutory Auditors' report, approves the consolidated financial statements for that financial year, comprising the consolidated balance sheet, the consolidated profit and loss account and the notes thereto, as presented, as well as the transactions reflected in these accounts or summarised in these reports.

Third resolution (*Allocation of the profit for the financial year ended 31 December 2025*) - The General Meeting, acting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, on the recommendation of the Board of Directors,

decides to allocate the profit for the financial year as follows:

• Profit for the year:	6,613,439.96 euros
Plus retained earnings from previous years	
a credit balance of:	20,058,032.84 euros

• This represents distributable profit of	26,671,472.80 euros
• A dividend of:	4,498,065.74 euros ^(a)
€ 1.73 per share	
• The balance of:	22,173,407.06 euros
corresponding to 'Retained earnings'	

(a) The total amount of the distribution is calculated on the basis of the number of shares entitled to dividends on 31 December 2025, namely 2,600,038 shares. This amount may vary if the number of shares entitled to dividends changes between 1 January 2026 and the ex-dividend date, depending in particular on the number of treasury shares (which do not carry dividend rights in accordance with the provisions of Article L225-210, paragraph 4, of the Commercial Code), as well as any definitive allocations of bonus shares and the exercise of options (if the beneficiary is entitled to the dividend in accordance with the provisions of the relevant schemes).

resolves that the dividend will be ex-dividend on 3 July 2026 and paid in cash on 7 July 2026.

In order to comply with the provisions of article 243 a of the French General Tax Code, this dividend is eligible for the 40% deduction provided for in article 158-3, paragraph 2 of the French General Tax Code, for natural persons domiciled in France for tax purposes and opting to be taxed on a sliding scale.

The General Meeting **notes** that shareholders have been reminded that:

- natural persons domiciled in France for tax purposes will be taxed on the dividend at the overall rate of 31.4% (personal income tax at the rate of 12.8% and social security contributions at the overall rate of 18.6%);

- it is possible to opt for the progressive scale of income tax after a 40% allowance and for social security contributions at 18.6% without allowance. This option concerns all dividends received and capital gains on sales of company shares realised by members of the tax household for the year in question.

- **decides** that the amounts corresponding to dividends not paid on treasury shares at the time of payment will be allocated to 'retained earnings'.

- **grants** full powers to the Chairman and Chief Executive Officer to determine, taking into account the number of shares entitled to dividends on the dividend payment date, the total amount of the dividend and, consequently, the amount of the balance of distributable profit to be allocated to the 'Retained earnings' account;

In accordance with the law, the General Meeting also **notes** that the following dividends have been paid in respect of the last three financial years:

Financial years	Revenue eligible for the allowance		Revenue not eligible for the allowance
	Dividend	Other distributed revenue	
31 December 2022	€0.64 per share ⁽¹⁾		
31 December 2023	€1.15 per share ⁽¹⁾		
31 December 2024	€0.77 per share ⁽¹⁾		

⁽¹⁾Eligible amounts for individuals who are tax residents in France and who opt for comprehensive taxation at the progressive rate with the 40 per cent allowance provided for in Article 158-3(2) of the General Tax Code.

Fourth resolution (*Approval of the agreements referred to in Articles L 225-38 et seq. of the Commercial Code*) - The General Meeting, acting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, having heard the reading of the Board of Directors' report and the Statutory Auditors' special report on the agreements referred to in Articles L.225-38 et seq. of the Commercial Code, simply takes note of the absence of any agreement of this nature mentioned in the said report and, where applicable, of the continuation, during the financial year, of previously authorised agreements.

Fifth resolution (*Determination of the total annual remuneration to be paid to the directors*) - Having the reading of the report of the Board of Directors, and acting on the Board's proposal, the General Meeting, acting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, sets the maximum total annual remuneration that the Board of Directors is authorised to distribute amongst its members at one hundred and fifty thousand euros (€150,000) for the financial year 2026 and for subsequent financial years until the General Meeting decides otherwise.

Sixth resolution (*Acknowledgement of the expiry of Ms Annie KAHN's term of office as a director and decision to be taken on the renewal of her term*) - The General Meeting, acting in accordance with the quorum and majority requirements applicable to ordinary general meetings, and acknowledging that Ms Annie KAHN's term of office as a director expires at the close of this meeting, resolves not to renew it.

Seventh resolution (*Acknowledgement of the expiry of Mr Cataldo MANGIONE's term of office as a director and decision to be taken on the renewal of his term of office*) - The General Meeting, acting in accordance with the quorum and majority requirements applicable to ordinary general meetings, and acknowledging that Mr Cataldo MANGIONE's term of office as a director expires at the close of this Meeting, resolves to renew Mr Cataldo MANGIONE's term of office as a director for a period of six (6) financial years, that is, until the General Meeting called to approve the financial statements for the financial year ending 31 December 2031.

Eighth resolution (*Acknowledgement of the expiry of Ms Dinah LOUDA's term of office as a director and decision to be taken on the renewal of her term of office*) - The General Meeting, acting on the proposal of the Board of Directors and in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, and acknowledging that Ms Dinah LOUDA's term of office as a director expires at the close of this Meeting, resolves to renew Ms Dinah LOUDA's term of office as a director for a period of six (6) financial years, that is, until the General Meeting called to approve the

financial statements for the financial year ending 31 December 2031.

Ninth resolution (*Acknowledgement of the expiry of Mr Gérald STREIT's term of office as a director and decision to be taken on the renewal of his term of office*) - The General Meeting, acting on the proposal of the Board of Directors and in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, and acknowledging that Mr Gérald STREIT's term of office as a director expires at the close of this General Meeting, resolves to renew Mr Gérald STREIT's term of office as a director for a period of six (6) financial years, that is to say until the General Meeting called to approve the financial statements for the financial year ending 31 December 2031.

Tenth resolution (*Appointment of Ms Véronique VIGNER as a new director*) - The General Meeting, acting on the proposal of the Board of Directors and in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, resolves to appoint Ms Véronique VIGNER, born on 26 February 1965, in Châtelleraut (86100), as a new director, to join the current members of the Board of Directors, for a term of six (6) years expiring at the close of the Annual General Meeting called to approve the financial statements for the financial year ending 31 December 2031.

Eleventh resolution (*Authorisation for the Board of Directors, with the power to sub-delegate, to purchase or arrange for the purchase of the Company's shares in accordance with the provisions of Article L 22-10-62 of the Commercial Code*) The General Meeting, acting in accordance with the quorum and majority requirements for Ordinary General Meetings, having reviewed the report of the Board of Directors, authorises the Board of Directors, with the power to sub-delegate, in accordance with the provisions of Articles L.22-10-62 et seq. of the Commercial Code, L. 225-210 et seq. of the Commercial Code and Articles 241-1 et seq. of the General Regulations of the French securities commission (Autorité des Marchés Financiers), to purchase or arrange for the purchase of shares in the Company with a view to:

- The implementation of any Company stock option plan in accordance with the provisions of Articles L.225-177 et seq. of the Commercial Code; or
- The allocation or sale of shares to employees as part of their profit-sharing scheme and the implementation of any company savings scheme under the conditions defined by law; or
- The delivery of shares on the exercise of rights attached to securities giving access to the capital by redemption, conversion, exchange, presentation of a warrant or any other means; or
- Cancelling some or all of the shares bought back in accordance with the authorisation that may be granted by the Extraordinary General Meeting; or
- The delivery of shares in exchange, as payment or otherwise in connection with acquisitions, mergers, demergers or asset-for-share exchanges; or
- Stimulation of the secondary market or liquidity of the shares by an investment services provider under a liquidity contract that complies with the code of ethics recognised by the Autorité des Marchés Financiers; or
- Purchases, sales or transfers by any means by an investment services provider, particularly in off-market transactions.

This authorisation would also enable the Company to operate for any other purpose that is authorised or may become authorised by the laws and regulations in force. In such a case, the Company would inform its Shareholders by means of an announcement.

Purchases of the Company's shares may involve a number of shares such as:

- The number of shares purchased by the Company during the term of this authorisation may not exceed ten per cent (10%) of the shares comprising the Company's share capital at any time, this percentage being applied to a share capital figure adjusted to reflect transactions affecting it subsequent to this General Meeting, it being stipulated that the number of shares acquired with a view to their retention and subsequent delivery in connection with a merger, demerger or contribution may not exceed five per cent (5%) of its share capital;
- The number of shares held by the Company at any time shall not exceed ten per cent (10%) of the shares comprising the share capital of the Company at the relevant date.

The shares may be acquired, sold or transferred at any time (including during a public offer, subject to the limits permitted by the applicable regulations) and by any means, over the counter, including by block purchases or sales (without limiting the portion of the buyback programme that may be carried out by this means), by public offer or by the use of options or other forward financial instruments traded on an organised or over-the-counter market, or by delivery of shares following the issue of securities giving access to the Company's capital by conversion, exchange, redemption, exercise of a warrant or in any other way, either directly or indirectly through an investment services provider.

The maximum price at which shares may be purchased under this resolution shall be sixty euros (€60.00) per share (or the equivalent value of this amount on the same date in any other currency), this maximum price being applicable both to acquisitions decided on or after the date of this General Meeting and to forward transactions entered into pursuant to

an authorisation granted by a previous General Meeting and providing for acquisitions of shares subsequent to the date of this General Meeting.

This authorisation is given for a maximum period of eighteen (18) months. It cancels and replaces the previous authorisation given in the tenth resolution of the Combined General Meeting of 5 June 2025.

In accordance with the provisions of Article L.22-10-62 paragraph 1 of the Commercial Code, the Social and Economic Committee will be informed of this resolution.

The General Meeting confers full powers on the Board of Directors, with the option to sub-delegate these powers in accordance with the law, to decide on and implement this authorisation, to specify, if necessary, the terms and conditions and to make any publications required by law or regulation, carry out the share buyback programme and, in particular, to place any stock market orders, enter into any agreements with a view to keeping registers of purchases and sales of shares, make any declarations to the Autorité des Marchés Financiers and any other authority that may replace it, complete any formalities and, generally, do whatever is necessary.

Resolutions submitted to the Extraordinary General Meeting

Twelfth resolution (*Authorisation to be granted to the Board of Directors to reduce the share capital by cancelling shares acquired under the share buy-back programme*) - The General Meeting, acting in accordance with the quorum and majority requirements applicable to Extraordinary General Meetings, having reviewed the report of the Board of Directors and the special report of the Statutory Auditors:

- Authorises the Board of Directors to cancel, at its sole discretion, on one or more occasions, all or some of the shares that the Company holds or may hold as a result of share buybacks carried out under Article L.22-10-62 of the Commercial Code and as part of the programmes authorised under the eleventh resolution above submitted to this General Meeting or previously authorised share buyback programmes, up to a limit of ten per cent (10%) of the total number of shares, per twenty-four (24) month period, by deducting the difference between the purchase value of the cancelled shares and their par value from premiums and available reserves, including, in part, from the legal reserve up to a limit of ten per cent (10%) of the cancelled share capital;
- Authorises the Board of Directors to record the completion of the capital reduction(s) in such proportions and at such times as it may decide, to amend the Articles of Association accordingly and to carry out all necessary formalities;
- Authorises the Board of Directors to delegate all powers necessary to implement its decisions, in accordance with the legal provisions in force when this authorisation is used;
- Resolves that this authorisation cancels and replaces, as from the date of this decision, any previous resolution having the same purpose;

Resolves that this authorisation is valid for eighteen (18) months from the date of this General Meeting, i.e. until 04 December 2027, in accordance with the provisions of Article L.225-209 paragraph 1 of the Commercial Code.

The General Meeting notes that this authorisation supersedes any previous authorisation for the same purpose.

The General Meeting notes that if the Board of Directors were to use this authorisation, it would report to the next Ordinary General Meeting, in accordance with Article L.225-129-5 of the Commercial Code, on the use made of the authorisations granted in this resolution.

Thirteenth resolution (*Bring Article 28 of the Articles of Association into line with the applicable provisions*) - The General Meeting, acting in accordance with the quorum and majority requirements applicable to Extraordinary General Meetings, having reviewed the report of the Board of Directors and in order to take account of the amendments introduced by Decree No. 2026-94 of 13 February 2026 relating to the modernisation of the procedures for communication with shareholders by certain commercial companies, with regard to the date of registration for entitlement to attend the General Meeting, resolves to amend the third paragraph of Article 28 of the Company's Articles of Association as follows:

Previous version

"This right to attend general meetings is subject to the shares being registered in the name of the shareholder or the intermediary acting on their behalf, by midnight (Paris time) on the second working day preceding the meeting, either in the registered share accounts maintained by the company or in the bearer share accounts maintained by the authorised intermediary, as evidenced in accordance with the regulations."

New version

"This right to attend general meetings is subject to the shares being registered in the name of the shareholder or the intermediary acting on their behalf by midnight (Paris time) on the fifth working day prior to the meeting, either in the registered share accounts maintained by the company or in the bearer share accounts maintained by the authorised intermediary, as evidenced in accordance with the regulations."

Fourteenth resolution (Powers to carry out legal formalities) - The General Meeting, acting in accordance with the quorum and majority requirements applicable to Extraordinary General Meetings, confers full powers on the Chairman of the Board of Directors and the Chief Executive Officer, or any other person they may appoint in their stead, bearing an original or copy of these minutes, to carry out all necessary legal formalities.



CHAPTER 9

FURTHER INFORMATION

CHAPTER 9

FURTHER INFORMATION

9.1 Information on the company.....	257
9.2 Statutory auditors.....	258
9.3 Documents available to the public.....	258
9.4 Persons responsible.....	258
9.5 Declaration by the person responsible.....	259
9.6 Glossary.....	260
9.7 Concordance tables.....	261

9.1

Company information



RENSEIGNEMENTS

Dénomination sociale	Delfingen SA
Siège social	Rue Emile Streit 25340 Anteuil
Coordonnées du siège	Tel : 03 81 90 73 00 Fax : 03 81 90 73 19 delfingen@delfingen.com
Forme juridique et législation applicable	Delfingen est une société par action simplifiée à Conseil d'administration de droit français, régie par le Code de commerce et par ses statuts.
Registre du commerce et des sociétés	La société est immatriculée au Registre du Commerce et des Sociétés de BELFORT sous le numéro : B 354 013 575. Son code d'activité principale, selon la nomenclature d'activité française, est : 7010Z – Activités des sièges sociaux.
Date de constitution	28 mars 1990
Durée de vie	99 ans



OBJET SOCIAL

L'article 2 des statuts à jour au 9 novembre 2023 stipule que la société a pour objet directement ou indirectement en tous pays :

- L'acquisition, la détention, la gestion et la cession de toute participation, quelle qu'en soit la forme, dans toutes sociétés, groupements ou entités juridiques de droit français ou étranger.
- Tous travaux d'études, de conseils, de formation et d'assistance de nature pluridisciplinaire au profit des entreprises avec lesquelles elle est en relation d'affaires ou dans lesquelles elle détient une participation en capital.
- L'administration et la gestion, directement ou indirectement, par location ou sous toutes autres formes, de tous immeubles et droits immobiliers dont elle pourrait devenir propriétaire par voie d'apport, d'acquisition, d'échange ou autrement, destinés à faciliter le fonctionnement de la société ou de toutes filiales ou sociétés apparentées.
- L'assistance en matière de gestion technique, industrielle, financière, informatique, documentaire et administrative et, plus généralement, toutes actions financières, de direction, de gestion, d'études et de recherches, d'accords commerciaux en vue de favoriser et d'accroître le rendement du capital, la politique d'investissements et les opérations du groupe.
- Tous services opérationnels liés à l'activité industrielle de ses filiales ou sociétés apparentées, notamment dans le domaine de la stratégie, des investissements, de la gestion des achats, de la logistique et de la qualité.
- La gestion des activités commerciales du Groupe, y compris notamment la négociation des accords commerciaux, la gestion de la relation client et les opérations de marketing.
- Toutes activités liées à la recherche et au développement dans le domaine industriel, notamment l'étude, la réalisation et la vente de prototypes et de préséries, de process et de produits industriels innovants.
- Toutes activités liées à la mise au point, l'amélioration, l'entretien, la protection, l'exploitation et la défense de la propriété intellectuelle du Groupe.
- La sélection, le développement et la mise à disposition de logiciels au profit de ses filiales ou sociétés apparentées.
- Toutes activités liées à l'acquisition, l'amélioration, la mise en service et la vente de machines au profit de ses filiales ou sociétés apparentées ; la gestion et la maintenance industrielle du parc machines du Groupe, incluant le négoce de pièces détachées.
- Et plus généralement, toutes opérations financières, immobilières ou mobilières, civiles, commerciales, industrielles pouvant se rattacher à l'objet social ou à tout objet similaire ou connexe, qui seraient de nature à favoriser ou développer l'activité sociale

9.2

Statutory auditors

The statutory auditors and their alternates are currently as follows (on 31 December 2025):

Joint statutory auditors:

- EXCO P2B AUDIT, represented by Mr Pierre Burnel, domiciled at 16 rue Frédéric Japy, MONTBÉLIARD (Doubs);
- AUDITIS, represented by Philippe Dandon and Yamna Benhadda, domiciled at 1 rue Louis de Broglie, DIJON (Côte-d'Or).

Joint alternate statutory auditors:

- François Verdier, domiciled at 9 avenue Léonard de Vinci, CLERMONT-FERRAND (Puy-de-Dôme);

It is specified that:

- EXCO P2B AUDIT and Mr François Verdier, respectively Statutory Auditor and Alternate Auditor, will remain in office until the General Meeting called to approve the financial statements for the year ending 31 December 2030;
- The appointment of Audititis as Statutory Auditors was renewed at the General Meeting of 14 June 2021, for a period of six (6) financial years, i.e. until the Ordinary General Meeting called to approve the financial statements for the year ending 31 December 2026.

9.3

Documents available to the public

Mr Gérald Streit, acting in his capacity as Chairman of the Board of Directors of Delfingen, certifies that, during the period of validity of this document, the following documents or copies thereof may be consulted:

- the memorandum and articles of association of Delfingen;
- All reports, letters and other documents and historical financial information, valuations and statements drawn up by an expert at the issuer's request, any part of which is included or referred to in this document;
- The historical financial information of the issuer and its subsidiaries for each of the two financial years preceding the publication of the registration document.

These consultations may be carried out physically and/or electronically at the company's head office at Rue Emile Streit, ANTEUIL (25340).

9.4

Persons responsible

Person responsible for the Universal Registration Document containing the Annual Financial Report

Mr Gérald Streit - Chairman and Chief Executive Officer

9.5

Declaration by the **person responsible**

Declaration by the person responsible for the Universal Registration Document containing the Annual Financial Report

I certify that the information contained in this Universal Registration Document is, to the best of my knowledge, in accordance with the facts and contains no omission likely to affect its import.

I certify that, to the best of my knowledge, the annual financial statements and consolidated financial statements have been prepared in accordance with applicable set of accounting standards and give a true and fair view of the assets and liabilities, financial position and profits or losses of the issuer and all the undertakings included in the consolidation, and that the Management Report on page 170 presents a true and fair view of the development and profits (losses) of the business and financial position of the issuer and all the undertakings included in the consolidation, and describe the principal risks and uncertainties they face. I also certify that it has been prepared in accordance with the sustainability information standards.

Anteuil, 28 April 2026 Gérald STREIT, Chairman and Chief Executive Officer

Pursuant to Article 19 of Regulation (EU) 2017/1129 the following items are included by reference in this Registration Document:

- The consolidated financial statements prepared in accordance with IFRS and the condensed financial statements prepared in accordance with French GAAP for the year ended 31 December 2024, together with the related Statutory Auditors' reports, are contained in Registration Document no. D.25-0320 filed with the AMF on 29 April 2025.
- The consolidated financial statements prepared in accordance with IFRS and the condensed financial statements prepared in accordance with French GAAP for the year ended 31 December 2023, together with the related Statutory Auditors' reports, are contained in Registration Document no. D.24-0350 filed with the AMF on 29 April 2024.
- The consolidated financial statements prepared in accordance with IFRS and the condensed financial statements prepared in accordance with French GAAP for the year ended 31 December 2022, together with the related Statutory Auditors' reports, are contained in Registration Document no. D.23-0373 filed with the AMF on 28 April 2023.

9.6

Glossary

WCR: Working capital requirement.

BOM: A bill of materials (BOM) is a comprehensive list of the parts, items, assemblies and other materials required to manufacture a product.

CAFICE: Self-financing capacity before tax and cost of net financial debt.

Free cash flow: CAFICE (Self-financing capacity before tax and cost of net financial debt) less the change in WCR, tax paid and net investments.

Subordinated debt: Debt owed by Delfingen US-Holding to Delfingen considered as quasi-equity under the covenants.

E/A or EA: Europe Africa.

EBITDA: Earnings before interest, tax, depreciation and amortisation.

EBE: Gross operating profit: Profit (loss) from recurring operations + net depreciation, provisions and impairment.

NFD: Net financial debt.

IRO: Impacts, Risks and Opportunities, known as IROs, are central to the process of producing a sustainability report for businesses.

Rent: Rental of buildings and leasing.

LSM (Leadership Meeting): An executive meeting is a designated gathering of senior managers, executives and key figures within an organisation.

Gross margin: Sales less purchases consumed, plus inventoried and capitalised production

Waiver: Waiver by banks of early repayment of debt in the event of a covenant breach.

RISE: Meeting to Inform, Suggest and Exchange views.

Ruling: Tax ruling, agreement reached with the tax authorities.

9.7

Concordance tables

UNIVERSAL REGISTRATION DOCUMENT		Number of pages
1.	Persons responsible	258
2.	Statutory auditors	258
3.	Risk factors	40 - 49
4.	Company information	6 – 37 – 257
5.	Overview of activities	
5.1.	Main activities	28 - 35
5.2.	Main markets	28 - 35
5.3.	Extraordinary events	176
5.4.	Possible dependencies	n/a
5.5.	Investments	174
6.	Organisation charts	
6.1.	Brief description of the Group	36
6.2.	List of major subsidiaries and shareholdings	189 - 291; 241 – 242
7.	Review of financial position and results	
7.1.	Financial position	15 – 16; 171 – 174
7.2.	Operating profit (loss)	173
8.	Cash and capital	
8.1.	Capital information	179; 206 – 207
8.2.	Cash flow	174; 184; 216
8.3.	Information on borrowing conditions and financing structure	208 - 214
8.4.	Restriction on the use of capital	n/a
8.5.	Expected sources of financing	n/a
9.	Regulatory information	158 – 167; 257
10.	Trend information	15 – 16; 170 – 174
11.	Profit forecasts or estimates	173
12.	Administrative and management bodies and general management	
12.1.	Composition of the administrative, management and general management bodies	147 - 154
12.2.	Conflicts of interest in administrative, management and general management bodies	155
13.	Remuneration and benefits of directors and corporate officers	
13.1.	Remuneration and benefits in kind	155 - 156
13.2.	Amounts set aside or otherwise recognised for the payment of pensions, retirement or other benefits	n/a
14.	Operation of administrative and management bodies	
14.1.	Expiry dates of current terms of office	148 - 152
14.2.	Service contracts	n/a
14.3.	Committees	147 - 154
14.4.	Corporate governance	147 - 148

UNIVERSAL REGISTRATION DOCUMENT		Number of pages
15.	Employees	
15.1.	Number and breakdown of employees	104 - 117; 197 - 198; 233 - 234
15.2.	Shareholding in stock options	n/a
15.3.	Employee share ownership	n/a
16.	Main shareholders	
16.1.	Threshold overruns	162
16.2.	Different voting rights	162
16.3.	Control of the issuer	160 - 161
16.4.	Change of control	n/a
17.	Related party transactions	
18.	Financial information concerning assets, liabilities, financial position and profit (loss)	
18.1.	History	170 - 173
18.2.	Pro forma information	n/a
18.3.	Financial statements	181 – 185; 269 – 272
18.4.	Verification of historical information on the consolidated and annual financial statements	264 - 267; 224 - 227
18.5.	Interim and other information	n/a
18.6.	Dividend distribution policy	165
18.7.	Legal and arbitration proceedings	n/a
18.8.	Significant changes in the financial or commercial situation	170 - 173
19.	Further information	
19.1.	Share capital	160 - 161; 166 - 167 239
19.2.	Memorandum and articles of association	257
20.	Major contracts	n/a
21.	Third-party information, statements by experts and declarations of interest	n/a
22.	Documents available to the public	258
23.	Information on shareholdings	189 – 191; 241 - 242

SUSTAINABILITY REPORT	Number of pages
Business model	61
Description of the main risks	40
Fighting corruption	127
Combating tax evasion	n/a
Respect for human rights	117
Climate change	82
Social commitments	55
Circular economy	100
Collective agreements	n/a
Combating discrimination and promoting diversity	117
Combating food waste, food insecurity, respect for animal welfare, responsible, fair and sustainable food	n/a

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SIÈGE SOCIAL

RUE ÉMILE STREIT
25340 ANTEUIL - FRANCE
TEL : +33(0)3 81 90 73 00
WWW.DELFINGEN.COM

