

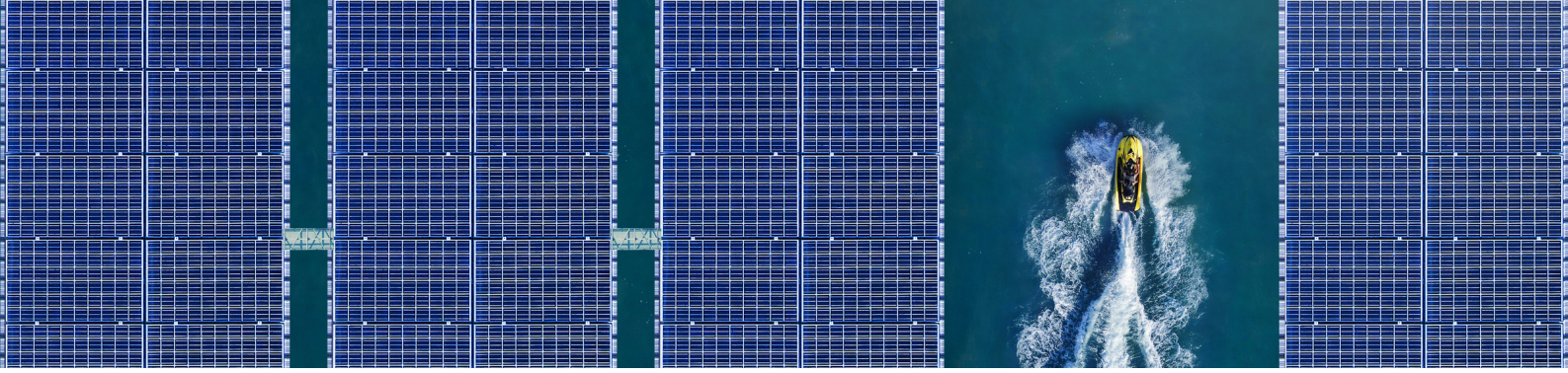


lynxeo

Wired to electrify industry

Sustainability Report 2025

Aligned with the EFRAG VSME standard
lynxgroup.com



MESSAGE FROM THE CEO AND THE HEAD OF ESG



Since becoming a standalone company in July 2025, Lynxéo has embarked on a new phase of its development. Building on an industrial heritage spanning more than 125 years, the company is now operating in an environment marked by profound transformations: electrification of applications, energy transition, and heightened sustainability requirements. We see how these challenges are defining the activity and decisions of our customers, leading OEMs building the machines that drive global progress.

Our cables are essential to the machines developed by global industry leaders. They serve as the spinal cord of mission-critical infrastructures, assets and applications. From energy transition to mobility and automation, our teams are committed to both industrial and environmental excellence.

In this context, our motto is clear: be Champions to Champions Selling Reliability. Our signature — Wired to electrify industry — reflects this ambition. Hence, our responsibility is clear: to lead in supporting these changes while managing our own impact. We are part of industrial value chains that serve the large industrial OEMs that build the machines of the future. And to be a Champion to these Champions in these critical sectors, running our factories efficiently can no longer be separated from environmental, social, and governance impacts of our operation. It is in this spirit that we present this first sustainability report.

Aligned to a very large extent with the EFRAG¹ VSME² framework, this report reflects this engagement : to establish an approach that complies with the highest standards, while anticipating the requirements of the European CSRD³ regulation. This choice illustrates our ambition to go beyond regulatory obligations, to build connections beyond cables, and to make transparency a driver of management and transformation.



Juan I. Eyzaguirre
Chief Executive Officer - Lynxéo



Jules Tomek
Head of ESG - Lynxéo

The double materiality assessment conducted in 2025, according to the CSRD methodology, enabled us to identify and prioritize our key priorities. It highlights major environmental challenges that are intrinsically linked to our industrial activities—decarbonization, energy efficiency, and resource management—as well as significant social expectations, particularly regarding health and safety. It also highlights the necessity of rigorous governance, grounded in ethics, compliance, and data security.

To embed our ESG⁴ strategy at the core of our overall strategy, we have already integrated non-financial indicators and targets into our decision-making processes, notably:

- In the variable portion of employee and executive compensation;
- In our bank loans, where interest rates are tied to achieving non-financial targets;
- In the selection of our projects, assessed against strict environmental and social criteria.

This reflects our conviction that performance lies not only in innovation and expertise, but also in sustainability and reliability across all our activities.

At Lynxéo, we have local roots but global reach and are ever-evolving partners for industry leaders in an ever-changing world. Deeply rooted in our territories and connected worldwide, we serve our customers wherever they operate. As such, we have a special responsibility: to contribute to a more sustainable, safer, and higher-performing industry. This ambition drives our actions today and will shape our path tomorrow.



¹ Voluntary Sustainability Reporting Standard for non-listed SMEs

² European Financial Reporting Advisory Group

³ Corporate sustainability reporting directive

⁴ Environment, Social et Governance



MESSAGE FROM OUR INVESTORS



Following our investment in Lynxéo, Latour Capital commends the Group's already strong ESG commitment, inherited from its journey within Nexans. This maturity, demonstrated by the rapid achievement of the EcoVadis Bronze medal and further strengthened by the appointment of Jules Tömek as Head of ESG, provides a foundation upon which we are building an enhanced ambition, aligned with the industrial and regulatory challenges of the sector.

Our support is structured around several strategic priorities, for which we provide concrete and operational assistance to accelerate Lynxéo's sustainable transformation.

Among these priorities, the following items stand out:

- Decarbonization of operations, with the internal validation of a trajectory for direct emissions compatible with the requirements of the Paris Agreement;
- Control of the value chain, to ensure a responsible approach at every stage;
- Health and safety, at the heart of Lynxéo's commitment to employees;
- Anticipation of the CSRD, to prepare Lynxéo for new European regulatory obligations.



Quentin Faulconnier
ESG & Compliance Director – Latour Capital



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INTRODUCTION

1.1 WHO WE ARE

Lynxéo is a global industrial group dedicated to advanced technical cabling for mission-critical industries.

Resulting from the spin-off of Nexans' industrial cable business, which was completed in July 2025 with the support of Latour Capital, Lynxéo designs, manufactures and markets cables and cabling systems for demanding environments — the kind where cables face extreme conditions and applications: fire resistance, thermal endurance, mechanical stress, chemical exposure and electromagnetic compatibility.

With around 2,000 employees across 15 production sites on four continents, Lynxéo generates an annual revenue of €711 million and operates at the heart of sectors where cable reliability is essential to the safety of people and equipment: industrial automation, aerospace, healthcare, wind, nuclear, solar, rolling stock, rail infrastructure, energy transition and shipbuilding.

With a commercial presence in more than 30 countries, the Group draws on 125 years of technical expertise and a firm conviction: industrial excellence and sustainable responsibility are inseparable.

125

Years of expertise

711m€

2025 revenue

>2000

Employees

1

Majority shareholder:
Latour Capital

15

Production sites across 4
continents

30+

Countries with a
commercial presence



1.2 OUR MARKET SEGMENTS



Automation
MOTIONLINE®



Shipbuilding
SHIPLINK®



Aerospace
FILOTEX®



Healthcare
NEWSNSE®



Rolling Stock
FLAMEX®



Wind Turbine
WINDLINK®



Nuclear
ENERGEN®



Solar
ENERGYFLEX®

1.3 OUR LOCATIONS

Lynxéo's industrial footprint spans Europe (71% of headcount), Asia and North America. The Puteaux headquarters and the San Sebastián logistics hub (Spain) round out the network without acting as production sites.



1.4 LEADERSHIP TEAM


Lynxeo's governance is built around a nine-member Executive Committee chaired by Juan Eyzaguirre (CEO). The leadership team brings together the Group's corporate functions (Finance, Legal, HR, Sales, Strategy) and the heads of its business units (Automation, Aerospace & Healthcare, Transportation & Energy Europe, Transportation & Energy APAC, and Wind).



Juan Eyzaguirre
Chief Executive Officer




Nicolas Erard
Chief Financial Officer &
Acting Chief HR Officer




Daniel Von Wild
General Counsel



Patricia Fornet
VP Group Industrial
Operations



Shashi Thothadri
Chief Sales & Marketing
Officer




Massimo Fumagalli
VP BU Automation



Laurent Doré
VP BU Aerospace &
Healthcare



Jean-Marc Rety
VP BU Transportation &
Energy Europe



Nicolas Moutin
VP BU Transportation &
Energy Asia



**Our passion brings
machines to life**



**We commit to
industrial excellence**



**We have local roots,
and global reach**



**We build connections,
beyond cables**

1.5 BASIS OF PREPARATION

This first ESG report marks a particular milestone: Lynxéo's first year as a standalone company. It is not a fresh start: the Group's EcoVadis Bronze rating is a testament to work already underway on environmental, social and governance topics. This report structures, consolidates and brings visibility to that work.

Beyond its voluntary nature, this report enables us to anticipate the requirements of the CSRD (Corporate Sustainability Reporting Directive), the European non-financial reporting directive that Lynxéo will be subject to from 2027, with a first publication in 2028, and for which we are preparing methodically and progressively, starting today.

Above all, this report sets out clearly what we are doing, what our priorities are and what we are committing to. It is a tool for dialogue and alignment, designed to bring all our stakeholders along on our responsible-transformation journey.

To that end, the report is built on the VSME (Voluntary Sustainability Reporting Standard for SMEs), published in December 2024 by the EFRAG (European Financial Reporting Advisory Group).

Lynxéo has chosen to align its first sustainability report with Option B, the Basic Module and the Comprehensive Module, of the VSME standard covering disclosures B1 to B11 and C1 to C9. The report is prepared on a consolidated basis for the financial year from 1 January to 31 December 2025, with 2024 and / or 2019 reference data wherever available. A complete VSME mapping table is provided in the appendix.

OUR ESG PRIORITIES

2.1 ESG GOVERNANCE

ESG is steered transversally by a multidisciplinary team led by Lynxéo's Head of ESG and drawn from the departments most directly involved (Sales, Industrial, HR, Procurement, Finance, Legal and Health, Safety and Environment).

The collective performance of managers and executives (Short Term Incentives, STI), the Group's impact-linked banking commitments (Sustainability-Linked Loans, SLL) and the selection of industrial projects all incorporate ESG criteria.

Steering environmental topics

Lynxéo's Head of ESG defines the Group's environmental strategy, oversees the consolidation of indicators and coordinates action plans with each function.

They report directly to the CFO, a member of the Executive Committee, anchoring the approach at the highest level of governance. The ESG strategy and annual plan are validated by the Executive Committee and were presented to the Board of Directors at the end of 2025.

On the ground, every site has a dedicated QHSE (Quality, Health, Safety, Environment) manager, coordinated regionally across Europe and Asia-Pacific. Non-financial KPIs are part of the monthly Executive Committee reporting.

Steering social topics

Social topics are owned by the corporate Human Resources team, organized around the HR Directors of each Business Unit, who set the overall strategy. At the operational level, a Site HR Manager is the day-to-day relay, working closely with site management teams and reinforcing local roots through initiatives tailored to each plant. QHSE managers also take ownership of Health and Safety. The CFO additionally serves as Acting CHRO.

Steering governance

Governance topics are managed by the Legal & Compliance team under the responsibility of the General Counsel, member of the Executive Committee.

Stakeholder map

ESG sits at the center of a network connecting internal departments (Sales, Industry, QHSE, HR, Purchasing, Legal, Finance and Internal Control), as well as external stakeholders: Clients, Suppliers, Investors and Regulators.



2.2 DOUBLE MATERIALITY ASSESSMENT

In 2024–2025, Lynxéo carried out a double materiality assessment in line with the methodology of the CSRD, combining impact materiality (inside-out) and financial materiality (outside-in). Conducted ahead of regulatory requirements, the exercise aims to identify and prioritize the most significant IROs (Impacts, Risks and Opportunities) for the Group and its stakeholders.

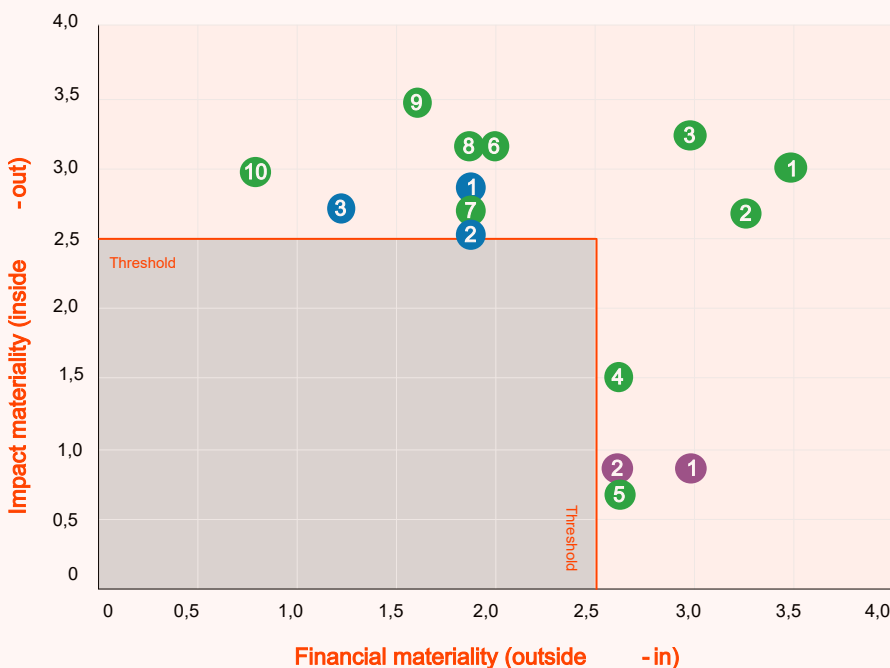
Methodology

The analysis is structured around a mapping of Lynxéo’s value chain, which served as the basis for an exhaustive identification of potential IROs. Each topic was then scored on two independent axes, on a scale of 0 to 4: its impact materiality (the Group’s effects on the environment and on society) and its financial materiality (the risks and opportunities that could affect the Group’s economic performance).

A materiality threshold was set at 2.5 on each axis to determine the priority topics.

Scoring drew on consultations with stakeholders’ representative of Lynxéo’s ecosystem: members of the Executive Committee, operational leaders, financial partners and employees. In-depth interviews were conducted and supplemented by an internal survey, so that internal and external perceptions could be cross-referenced.

Lynxéo’s double materiality matrix



Environment

- 1 Energy transition
- 2 Resource inflows, including resource use
- 3 Climate change mitigation
- 4 Substances of concern and very high concern
- 5 Climate change adaptation
- 6 Drivers to climate change
- 7 Water consumption upstream in the value chain
- 8 Biodiversity & upstream pollution in the value chain
- 9 Energy efficiency
- 10 Resource outflows related to products & services

Social

- 1 Training and development
- 2 Health and safety across our value chain
- 3 Health and safety for own operations

Governance

- 1 Confidentiality and cybersecurity
- 2 Corruption and bribery

CSRD topics considered not material:

- **Environment** : Air, Water, Soil and Living organisms' pollution ; Habitat degradation ; Water withdrawals ; Impact on the state of species ; Waste
- **Social** : Working conditions – value chain, Equal treatment and opportunities for all – value chain ; affected communities ; personal safety and social inclusion of consumers
- **Governance** : Protection of whistle -blowers ; Political engagement and lobbying activities ; Management of relationships with suppliers including payment practices ; Antitrust

Results

The most material topics are predominantly environmental, reflecting the industrial nature of the Group's activities and the exposure of its upstream value chain:

- Energy transition and energy efficiency, which emerge as the most significant topics on both impact and financial materiality;
- Climate change mitigation, with strong financial materiality;
- Water consumption and pollution upstream in the value chain;
- Upstream biodiversity and resource flows (both inflows and outflows).

On the social side, two topics cross the materiality threshold:

- Health and safety throughout the value chain, the single most material social topic;
- Training and employee development.

On governance, the material topics are:

- Confidentiality and cybersecurity, given the nature of the Group's activities;
- The fight against corruption and anti-competitive practices.

Several other topics were assessed and judged not material against the chosen thresholds, notably waste management, water withdrawals, habitat degradation, working conditions in the value chain and whistleblower protection. They will continue to be monitored in future reporting cycles.



2.3 ESG STRATEGY: THREE PILLARS

ENVIRONMENTAL

- Reduce our direct environmental footprint
- Build an eco-responsible offer across our entire value chain

SOCIAL

- Sustain a constructive social dialogue that supports employee engagement and the Group's transformation challenges
- Create an inclusive working environment and ensure the development of employees' skills
- Promote a shared safety culture for Lynxéo and its partners

GOVERNANCE

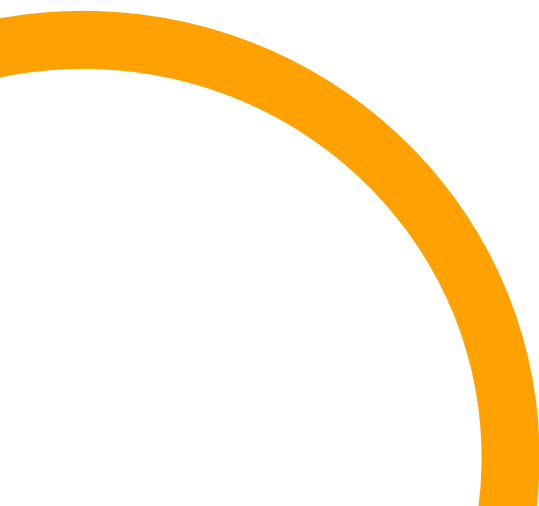
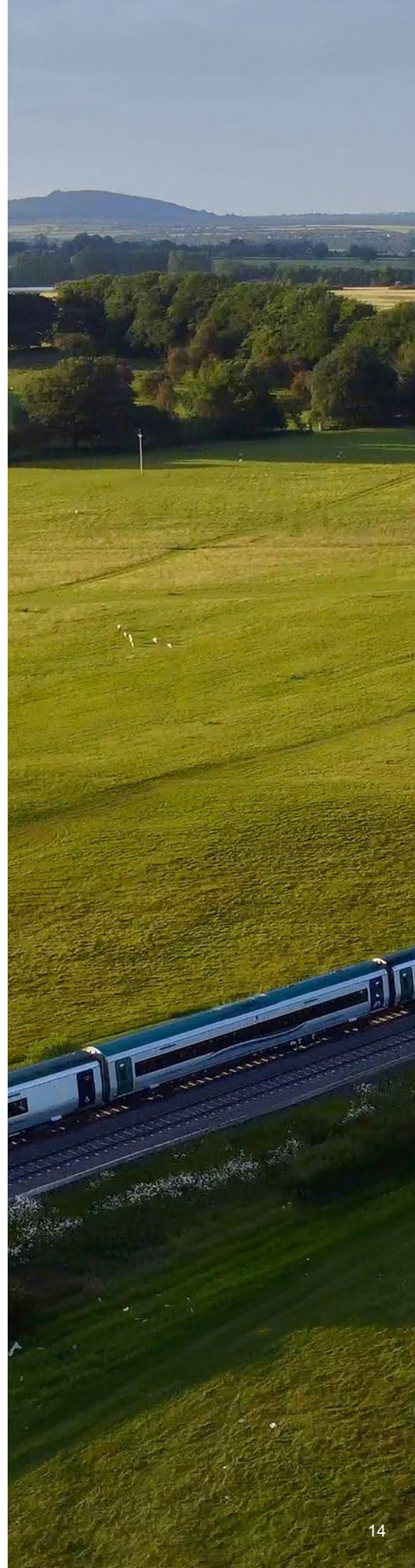
- Embed ESG criteria in our governance and decision-making processes
- Ensure compliance and ethics across all our activities

REDUCING OUR ENVIRONMENTAL FOOTPRINT

As an industrial player operating fifteen production sites across the world, Lynxeo places the management of its environmental footprint at the heart of its strategy. Almost all our plants (93%), are ISO 14001-certified, which serves as the foundation of a robust environmental management system led by each plant's QHSE managers.

The approach does not stop at the plants' gates. Lynxeo extends its environmental strategy across its entire value chain, both upstream and downstream. The Responsible purchasing policy and the supplier due diligence process, detailed in section 5.2, are a first lever of that strategy.

The Company also incorporates ESG criteria into the assessment and selection of its projects, covering the nature of each project, its reputational impact, the carbon footprint linked to transportation and the ESG commitment of its customers.



3.1 ENERGY AND CLIMATE CHANGE

Cable manufacturing is energy-intensive by nature: extrusion, wire drawing and heat-treatment processes require significant volumes of electricity and natural gas. Aware of that reality, Lynxeo has structured a rigorous tracking of energy consumption across its fifteen plants as part of its regular ESG reporting cycle. This makes it possible to identify optimization levers site by site and to prioritize the highest-impact investments.

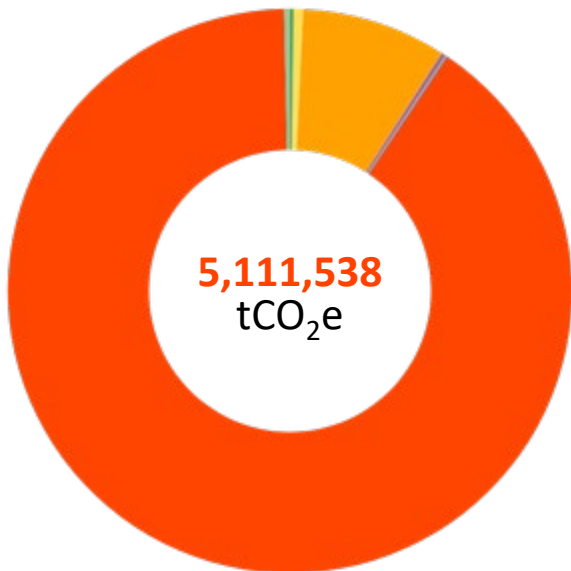
The Group measures its greenhouse gas (GHG) emissions across the three scopes of the GHG Protocol (the international standard for carbon accounting); a detailed breakdown is provided in Appendix II.

Scope 1 (direct combustion) and Scope 2 (purchased electricity) emissions have been consolidated since 2019 and are part of the monthly Executive Committee reporting. Over 2019–2025, combined Scope 1 and 2 emissions fell significantly, from close to 48,000 tCO₂e in 2019 to around 32,000 tCO₂e in 2025 (location-based). This represents a reduction of roughly 33% in six years that reflects sustained efforts on site-level energy management.

These results far exceed the goals initially set by Lynxeo, which had targeted a 25.2% reduction between 2019 and 2025.

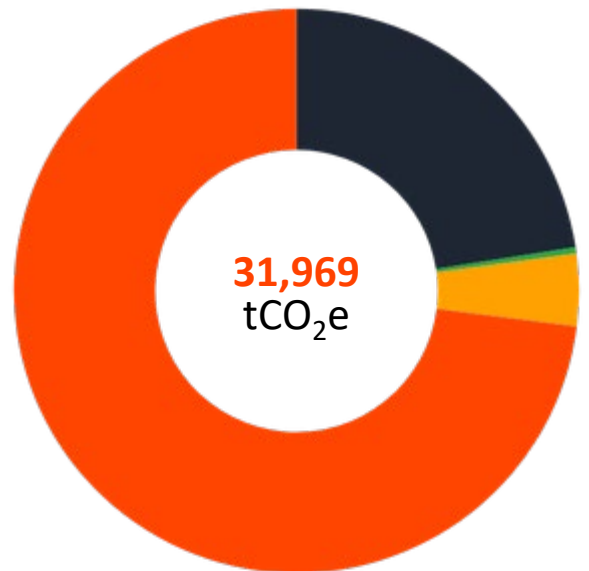
GHG emissions - Location-based (tCO₂e)

Total emissions by category



| Category | % of total emissions |
|----------------------------------|----------------------|
| 3.11 Use of sold products | ~90% |
| 3.1 Purchased goods and services | ~8% |
| Other categories | ~2% |

Scope 1 & 2 emissions by category



| Category | % of scope 1 & 2 total |
|--|------------------------|
| 1.1 Direct GHG emissions from stationary combustion | 27,2% |
| 1.2 Direct GHG emissions from mobile combustion | 0,4% |
| 1.4 Direct fugitive GHG emissions | 5,0% |
| 2.1 Indirect GHG emission from imported electricity (market-based) | 67,3% |

By far the largest part of the Group's carbon footprint is Scope 3, with more than 5 million tCO₂e in 2025. It is dominated by two categories: the use of sold products (category 3.11 in the GHG Protocol) and purchased goods and services (raw materials such as copper, aluminum and polymers, category 3.1).

Lynxéo is constantly working to refine the measurement of those emissions and to identify reduction levers, in particular through greater use of recycled materials and structured dialogue with strategic suppliers.

On purchased goods and services (category 3.1), Lynxéo achieves a physical-data coverage rate of 90% — well above the average for companies, including the most mature among them. That data robustness underpins the reliability of the measurement and provides a solid basis for identifying and steering reduction levers.

For the use of sold products (category 3.11) specifically, the associated emissions are linked to energy losses in cables through the Joule effect during the use phase.

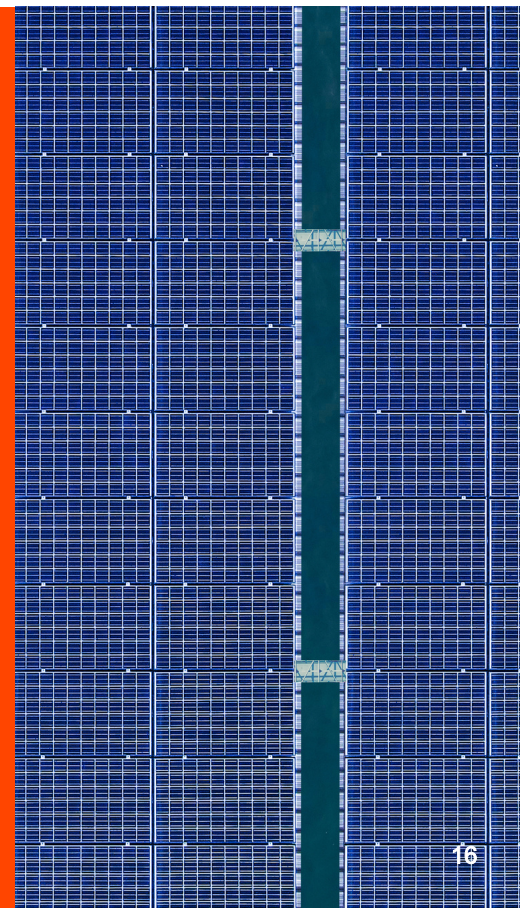
Following [Europacable's December 2024 position paper](#), those losses fall under indirect use-phase emissions and are considered optional under the GHG Protocol. Lynxéo has nevertheless chosen to include them in its Scope 3 accounting, in the interest of transparency and completeness. The calculation rests on conservative assumptions regarding product life span, current intensity and annual utilization rate. Lynxéo is part of the sector-wide harmonization effort led by Europacable to standardize this methodology across the cable industry.

The results related to direct emissions build on concrete actions already underway at several sites: replacement of energy-intensive equipment and machinery; energy switching toward less-emitting fuels (notably the substitution of natural gas with electricity at some plants); optimization of production cycles to reduce off-peak consumption; and the commissioning of solar PV systems at the Pioltello (Italy) and Suzhou (China) sites in 2025.



SOLAR PANELS AND DECARBONIZATION

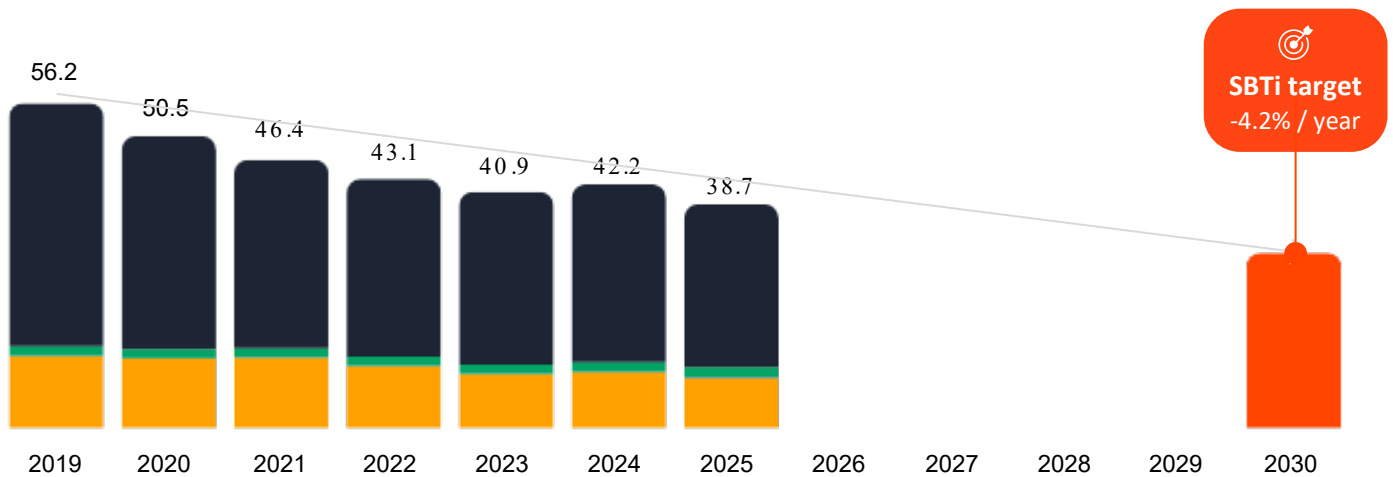
In 2025, Lynxéo took a tangible step on its decarbonization path with the commissioning of solar PV panels at the Pioltello site (Italy). Spread across 5 rooftops covering more than 14,000 m² and totaling more than 2,000 panels, the installation produces approximately 1,000 MWh per year, representing an estimated 600 tons of CO₂ avoided every year. At site level, this green energy production helps reduce Scope 1 and 2 emissions by 20%. A similar initiative is underway at the Suzhou site (China), confirming the Group's intention to scale this lever globally.



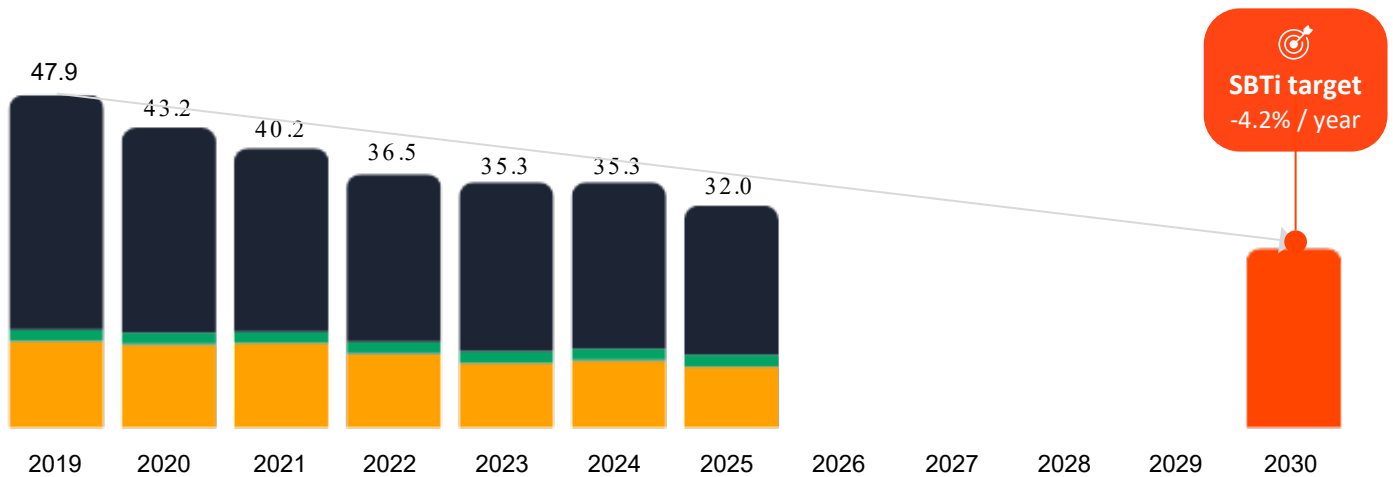
These actions are part of a structured decarbonization pathway. Our Scope 1 and 2 absolute-emissions reduction target is aligned with the Paris Agreement and with SBTi (Science Based Targets initiative) criteria — the international reference for validating corporate climate targets.

The levers required to meet that target have been identified, and the associated capital expenditure plan has been validated, meeting the CSRD requirements for climate transition planning.

Scope 1 & 2 trajectory (tCO₂e, market-based)



Scope 1 & 2 trajectory (tCO₂e, location-based)



- Scope 1.1 Direct GHG emissions from stationary combustion
- Scope 1.2 Direct GHG emissions from mobile combustion
- Scope 1.4 Direct fugitive GHG emissions
- Scope 2.1 Indirect GHG emissions from imported electricity

3.2 RESOURCE USE AND THE CIRCULAR ECONOMY

The cabling business relies on strategic raw materials such as copper, aluminum and polymers, whose responsible sourcing and recycling sit at the center of the Group's approach. Copper, the main conductor component, is the most significant raw material both by volume and by environmental footprint. Lynxéo has made circularity a structural pillar of its industrial strategy: copper offcuts from manufacturing processes are systematically collected, sorted and reintroduced into the production cycle — directly in-house or via specialist partners.

The management of all industrial waste follows the same circular logic. In 2025, the Group generated 5,592 tons of waste, including 232 tons of hazardous waste (used oils, solvents, treatment residues). The treatment route reflects the Group's circular ambition: 78% is sent to recycling (4,365 tons), 18% to incineration (1,029 tons) and just 4% to landfill (199 tons) — a particularly low landfill rate against industry standards.

Each site has sorting, collection and disposal procedures that comply with local regulations and that are framed by the ISO 14001-certified environmental management system. The Group continues to push for a higher share of recovery, in partnership with specialist providers.

Beyond circularity within production, Lynxéo also acts upstream in its value chain. The Group maintains a structured, ongoing dialogue with its copper suppliers to gradually increase the share of recycled copper in its supplies. That approach, combining incentive mechanisms and contractual commitments, has lifted the share of recycled copper to 23.7% of all copper purchased by Lynxéo across the European perimeter in 2025, calculated on the basis of life-cycle assessments (LCAs) and certificates provided by suppliers.



COPPER RECYCLING

In 2025, Lynxéo designed and rolled out a comprehensive strategy for the systematic recycling of its copper production offcuts. The approach incorporates rigorous criteria, including the geographical proximity of partners, to strengthen circular economy dynamics at the regional level. On average in 2025, more than 75% of copper offcuts were recycled.



3.3 WATER MANAGEMENT

Water comes into Lynxéo's industrial processes mainly to cool extruders and drawing lines, and to clean equipment. Although cabling is not among the most water-intensive activities, the Group's presence in diverse geographies, some of them potentially exposed to water stress, calls for particular vigilance.

The Group tracks water consumption annually across all its sites as part of its ESG reporting campaign, in line with its ISO 14001-certified environmental management system. In 2025, total withdrawals amounted to 171,637 m³. That measurement helps identify consumption trends and target the most water-intensive locations.

Sites have been mapped against water stress as part of the DNSH (Do No Significant Harm) criterion of the EU Taxonomy. The exercise identified two sites located in zones at risk of water and soil pollution: Paillart (France) and Viborg (Denmark), which together account for 1.4% of the Group's water consumption. For each of these sites, water-pollution mitigation plans have been put in place and are monitored regularly.

Local reduction initiatives are also under way, including closed-loop recycling of cooling water at several European sites.

KEY FIGURES

171 637 m³ consumed in 2025

100% of production sites included in the WRI Aqueduct water-stress mapping



3.4 POLLUTION

Lynxéo's industrial activities, including extrusion, wire drawing and surface treatment, generate atmospheric emissions whose control is rigorously monitored. Emissions linked to extrusion processes (volatile organic compounds, particulates) are monitored and managed using filtration and extraction systems that comply with prefectural orders and applicable regulations.

Eco-design is being progressively integrated into new product developments. The Group is exploring lower-impact polymer formulations, thinner insulation where standards allow, and alternatives to substances of greatest concern.

Each site maintains an inventory of regulated substances and ensures compliance with REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals, the European chemicals regulation) and RoHS (Restriction of Hazardous Substances, the European directive on hazardous substances in electrical equipment). Life-cycle assessments (LCAs) have been carried out on selected products, laying the groundwork for a more systematic eco-design approach in the coming years.

3.5 BIODIVERSITY

Biodiversity is an issue mainly tied to indirect impacts in the upstream value chain, driven by the extraction and processing of raw materials, primarily copper and aluminum. These extractive activities, carried out by the Group's suppliers, can have consequences for local ecosystems (deforestation, soil and water pollution, disturbance to wildlife). That is one of the reasons Lynxéo's sustainable procurement policy includes detailed environmental criteria when suppliers are selected and assessed.

On its own sites, Lynxéo operates within established industrial zones.

The proximity of the fifteen plants to protected or biodiversity-sensitive areas (Natura 2000, wetlands, ecological corridors) has been assessed as part of the EU Taxonomy DNSH calculation. The exercise identified two sites at risk in France, Andrézieux and Mehun, both located less than 500 metres from a biodiversity-sensitive area. For each of these sites, mitigation plans are in place and monitored regularly, following the same approach as the one used for water-related risk.

LIVING AND WORKING TOGETHER

At Lynxco, industrial activity rests directly on the know-how of its teams, which makes people a central concern for the Company. With around 2,000 employees in roughly ten countries, the Group operates through an organization rooted in local realities. Lynxco is committed to acting close to the ground, in cooperation with local authorities, and to supporting the local network of associations (charitable organizations, organizations promoting the employment of women and people with disabilities).

Against that backdrop, several priorities shape its social policy: developing and transferring skills, essential to the continuity of industrial operations; occupational health and safety given the constraints of production activities and the ongoing transformation context; and a hands-on social dialogue that lets practices be adapted to local contexts while ensuring overall consistency.



4.1 OUR PEOPLE: FROM OUR SITES TO OUR VALUE CHAIN

Europe is at the heart of Lynxeo's workforce, accounting for 71% of headcount, with France, Germany and Italy as the main locations. Asia-Pacific represents 25% of employees, and Africa 3%. The split between direct functions (production operators, 53%) and indirect functions (support and management, 47%) reflects the Group's decisively industrial profile.

Lynxeo's organization is deliberately decentralized along product lines. In 2024, the Group restructured itself, moving away from the geographical platforms inherited from Nexans toward business units organized by product, bringing greater strategic clarity and stronger operational synergies between sites. A site under capacity pressure can now draw on another site in the same business unit, including on another continent.

Workforce dynamics are healthy: 155 permanent hires were made in 2025 against 122 departures. The overall turnover rate stands at 10.1% at year-end, on a steady improvement trend.

Voluntary attrition, a key indicator of employee engagement and well-being, averages 2.6% in 2025, a clear improvement compared with the 3-year average (2.72%).

Diversity and inclusion

On diversity, Lynxeo monitors the gender equality index annually and rolls out improvement plans where needed.

The 2025 results are encouraging: the index reaches 88/100 in France, up from 75/100 in 2024: a 13-point gain in a single year.

The share of women in management roles has progressed by 12 points over the past five years, reaching more than 30% in 2025. A dedicated diversity and inclusion e-learning programme is being deployed Group-wide.

Lynxeo's commitment to youth employment through apprenticeship contracts is also a strong axis of profile diversification. This policy makes it possible to train young people in the Group's technical trades and to prepare for generational handover, helping rebalance the age pyramid.

Compensation

The Mercer classification methodology, inherited from Nexans, structures the executive compensation framework. For non-managerial employees, job classification systems are largely framed by national statutes and collective bargaining agreements (e.g. the Métallurgie collective agreement in France, IG Metall in Germany). The Group is actively preparing its compliance with the EU Pay Transparency Directive. At this stage, the unadjusted hourly pay gap between women and men is virtually zero: €20.11/h for women versus €20.04/h for men at Group level.

Each year, Group entities run a salary review campaign covering all socio-professional categories.

Human rights

Beyond its own workforce, Lynxéo pays close attention to the respect of human rights across its entire value chain, in keeping with its commitment to all its stakeholders. The Group has a Human Rights Charter and a Code of Ethics that explicitly cover forced labor, child labor, human trafficking and the fight against discrimination.

These documents apply to all employees and are embedded in the requirements placed on suppliers as part of the responsible procurement policy.

4.2 TRAINING AND SKILLS DEVELOPMENT

Against a backdrop of scarce industrial-technical skills, training and the transfer of know-how are a strategic lever for Lynxéo. The Group invests in the upskilling of its employees through structured programs built around six priorities: strengthening trade-specific skills; supporting the digital transformation; building a safety culture; developing managerial skills; ensuring the transfer of know-how; and continuing to expand apprenticeships.

In 2025, the Group delivered 15,157 hours of training globally, benefiting 1,045 employees.

The flagship initiative of 2025 is the rollout of a Group-wide e-learning platform. The platform addresses a critical issue: capturing and securing the technical know-how held by experienced employees, some of whom are nearing retirement.

By digitalizing this knowledge, Lynxéo makes it accessible to the broadest possible audience, including production employees who do not have an individual workstation. A pilot program is under preparation in Germany, with a dedicated computer room on site and learning time built into production hours.

The platform is multi-country and multi-language, covering all of the Group's locations, including Asia. The Asian sites, which share the same trades as their European counterparts, have completed a skills mapping exercise from which European sites are now benefiting. It is a concrete illustration of the "local roots, global impact" approach that defines Lynxéo.

4.3 SOCIAL DIALOGUE

Social dialogue is a core priority of Lynxeo's HR policy. The Group dedicates significant resources to it, especially around negotiations and the running of employee representation bodies, a reflection of the Company's commitment to building its own social identity following its separation from Nexans. In total, 90 collective agreements are in force globally — 63 in Germany, 19 in France, 4 in Morocco, 2 in Korea, and 1 each in Spain and in Italy — testifying to the depth of social dialogue in every host country.

In 2025, Lynxeo opened negotiations to set up a European Works Council, holding three meetings during the first half of the year.

The Group has voluntarily chosen to include representatives from entities that fall below the legal thresholds (Denmark, Spain, Poland), a strong signal of its intent to give a voice to all locations, beyond the strict letter of the law.

At the local level, each country has its own bodies: CSE-C and site-level CSEs in France, with six company-level agreements signed; Betriebsrat in Germany; collective agreements in Italy; and a local regulatory framework in Poland built on strong territorial roots and partnerships with schools.



4.4 HEALTH AND SAFETY: A NONNEGOTIABLE PRIORITY

At Lynxéo, safety is a non-negotiable priority and a collective commitment.

Beyond regulatory compliance, the Group is determined to build a lasting safety culture grounded in prevention, support, accountability and leading by example.

In an industrial environment where machine and process risks are significant, that ambition is reflected in a structured approach that works on both the continuous improvement of working conditions and the evolution of behaviors.

In 2025, the Group recorded 29 work-related accidents (18 with lost time, 11 without lost time), corresponding to an FR1 frequency rate¹ of 5.14 and an FR2 frequency rate of 8.32. No fatal accidents occurred during the year.

To structure this approach and embed safety durably at the heart of operations, Lynxéo has defined a Group-wide framework built on three complementary pillars.

Tracked monthly at the highest level of the organization, these pillars make it possible to steer safety performance, share best practices and ensure continuous improvement across the entire Group.

Pillar 1: Eliminate risks

The Group operates a structured incident-reporting and analysis system based on the Bird pyramid, which makes it possible to identify exhaustively the hazards associated with its activities.

These analyses lead to concrete risk-elimination or risk-reduction measures. Actions related to major risks are deployed across all sites, ensuring global experience-sharing and continuous improvement at Group level.

Pillar 2: Set uncompromising standards

Lynxéo deploys safety standards covering all its operations. Key elements include:

- The 15 Golden Rules, which frame recurring high-risk situations (LOTO lock-out/tag-out, working at height, management of rotating parts, forklift operation, use of PPE);
- Job Safety Analyses (JSAs), applied to production activities;
- TAKE-5 procedures, used in particular for maintenance operations and non-routine activities.

These standards are assessed regularly, with compliance indicators monitored at site level. This pillar also covers compliance with applicable regulations, in particular Directive 2006/42/EC on machinery safety.

¹ Number of recordable accidents with lost time x 1,000,000 / hours worked

² Number of recordable accidents with or without lost time x 1,000,000 / hours worked

Pillar 3: Engaging employees over the long term

Convinced that safety also depends on human behavior, Lynxéo has developed an in-house tool to assess each site's safety maturity.

The tool positions every entity on the Bradley curve and tailors the corresponding training, awareness and management actions accordingly.

Dedicated practical-training spaces, such as Safety DOJOs, have been deployed at several industrial sites. Some locations, in Korea in particular, are bringing in innovative technologies such as virtual reality to make learning more effective.

Alongside this, our “Life-Saving Rules” complete the framework by spelling out the behaviors expected of every employee, helping to anchor a strong, shared safety culture.

The results bear out the effectiveness of this comprehensive approach. As an example, the Andrézieux site cut its accident frequency rate from 70 to 4 in a single year. The Paillart site, for its part, reached 1,750 days without a lost-time accident at the end of December 2025.

Finally, every site organizes an annual Safety Day, mobilizing all teams around specific themes to foster collective engagement.



GOVERNANCE: ACTING WITH INTEGRITY

5.1 ETHICAL FRAMEWORK

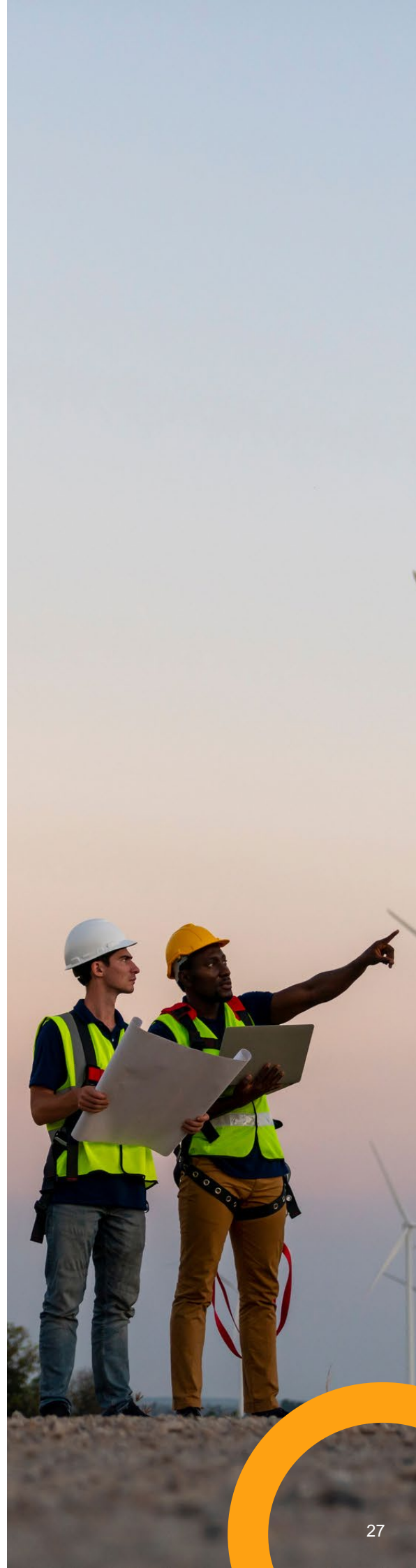
Integrity and business ethics are non-negotiable pillars for Lynexo. The Group's ethical framework rests on the Code of Ethics and Business Conduct (last updated in October 2025) as its founding document, covering in particular the fight against corruption and anti-competitive practices, export controls and sanctions, conflicts of interest, and data protection and integrity. A substantial chapter is devoted to the Human Rights Charter, which spans twelve domains ranging from the prohibition of child labor and forced labor to diversity and inclusion.

All employees receive at least one training session per year (mandatory for managerial staff) on anti-corruption compliance, competition law, and export control and international sanctions.

A confidential whistleblowing system, run by an external provider, is accessible through the [Speak Up platform](#), guaranteeing anonymity for reporters in line with the European directive on whistleblower protection.

In 2025, three reports were received and handled through this channel. All three were processed within the timeframes set by the Internal Investigations Policy. No corruption convictions and no fines linked to anti-corruption violations were issued against the Group during the year.

Use of the alert mechanisms, including the Speak Up platform, is actively encouraged through ongoing communication campaigns and a dedicated Compliance Week.



5.2 RESPONSIBLE PURCHASING

Although Lynxéo is not subject to the French duty of vigilance law nor to the obligations of the future CSDDD (Corporate Sustainability Due Diligence Directive), the Company is fully aware of the impact of its value chain on social and environmental topics. It has therefore chosen to define an ambitious policy for managing ESG risks among its suppliers. This voluntary approach pays special attention to strategic raw materials, particularly copper and aluminum, whose extraction can be linked to material risks in source regions.

The Group has a formal sustainable procurement policy and a supplier charter, integrating ESG criteria into the selection and assessment of its partners. An internal evaluation tool measures suppliers' CSR maturity based on their country of operation, their sector and an analysis of relevant controversies. Building on that, a signature campaign was launched in early 2026 with all suppliers, prioritizing those identified as high-risk; these suppliers are also subject to an additional risk-analysis questionnaire.

During the financial year, no confirmed incidents of child labor, forced labor, human trafficking or discrimination were brought to the Group's attention, either within its own workforce or across its value chain.

Specifically on conflict minerals, Lynxéo carries out due diligence using the CMRT (Conflict Minerals Reporting Template) and EMRT (Extended Minerals Reporting Template) tools, aligned with the RMI (Responsible Minerals Initiative). Coverage exceeds 75% across the European perimeter in 2025 and continues to grow. The exercise covers our supply of copper, tin, nickel and mica; its purpose is to ensure that the raw materials we use do not contribute to the financing of armed conflict or to human-rights violations in extraction zones.



KEY FIGURES

78% of copper production offcuts recycled

> 75% of suppliers covered by the due diligence carried out on our critical raw materials

5.3 DATA PRIVACY AND CYBERSECURITY

Cybersecurity and data protection are the most material governance issue for Lynxeo, which translates into concrete investments and a dedicated organization. In 2025, the Group invested substantial amounts in cybersecurity, with a significant step-up planned for 2026. A team of seven (including the Chief Information Security Officer) runs this function.

Awareness-raising among employees is an essential pillar of information-systems security. Each employee benefits from multiple training sessions delivered through three dedicated e-learning modules, complemented by phishing-simulation campaigns rolled out throughout the year.

This setup ensures a high level of vigilance at every level of the organization. In 2025, no external data breaches were detected. Two unauthorized internal exfiltration attempts were identified and addressed during the year, illustrating the effectiveness of the monitoring tools in place.

The personal-data protection policy is part of the Group's Human Rights Charter. A Data Protection Officer (DPO) has been appointed. The cybersecurity policy inherited from Nexans is in the final stages of being updated, with a Lynxeo-wide rollout planned in 2026.

5.4 ACTIVITIES AND EXCLUSION FROM EU BENCHMARKS

All of Lynxeo's revenue comes from the manufacture and sale of industrial technical cables. The Group is not active in any of the sectors excluded from EU benchmarks such

as controversial weapons, tobacco, fossil fuels or chemicals production within the meaning of Regulation (EU) 2020/1818.

VSME MAPPING TABLE

The table below maps each VSME disclosure to the relevant section(s) of this report. All disclosures B1 to B11 and C1 to C9 are mapped.

| Code | VSME Disclosure | Section(s) | Status |
|------|---|------------------------|--------------------------|
| B1 | Basis of preparation | §1.1, §1.4 | Compliant |
| B2 | Practices, policies and initiatives | §2.1, §2.3, §5.1 | Compliant |
| B3 | Energy and GHG emissions | §3.1, Appendix | Compliant |
| B4 | Air, water and soil pollution | §3.4, Appendix | Partial |
| B5 | Biodiversity | §3.5, Appendix | Partial |
| B6 | Water | §3.3, Appendix | Compliant |
| B7 | Resources, circular economy, waste | §3.2, Appendix | Compliant |
| B8 | Workforce – general characteristics | §4.1, Appendix | Compliant |
| B9 | Occupational health and safety | §4.4, Appendix | Compliant |
| B10 | Compensation, collective bargaining, training | §4.2, §4.3, Appendix | Compliant |
| B11 | Corruption and fines | §5.1 | Compliant |
| C1 | Strategy, business model and sustainability | §1.1, §1.3, §2.3 | Compliant |
| C2 | Practices, policies and initiatives (detail) | §2.1, §2.2, §2.3, §4.4 | Compliant |
| C3 | GHG reduction targets and transition plan | §3.1 | Compliant on Scope 1 & 2 |
| C4 | Climate related risks | - | No addressed |
| C5 | Additional workforce characteristics | §4.1, Appendix | Compliant |
| C6 | Human rights – policies and processes | §4.1, §5.1, §5.2 | Compliant |
| C7 | Severe incidents in the value chain | §4.1, §5.1, §5.2 | Compliant |
| C8 | Revenues from sensitive sectors and EU benchmarks exclusion | §5.4 | Compliant |
| C9 | Gender diversity in governance | §1.4, Appendix | Partial |

“Compliant” means the disclosure requirement is addressed. “Partial” signals that some data are still being finalized. “Not addressed” means the analysis will be completed in future reporting cycles.

APPENDIX I — KEY PERFORMANCE INDICATORS (1/3)

The table below brings together Lynxeo’s non-financial performance indicators. The data are drawn from internal management systems and from the annual ESG reporting campaign.

| Topic | KPI | Unit | 2024(ref.) | 2025 | VSME |
|----------------|---|-----------------------|------------|--------------|------|
| Energy | Total energy consumption | MWh | 119,318 | 113,747 | B3 |
| Energy | Of which electricity | MWh | 73,427 | 71,870 | B3 |
| Energy | Of which natural gas | MWh | 43,570 | 39,690 | B3 |
| GHG emissions | Scope 1 emissions | tCO ₂ e | 11,353 | 10,448 | B3 |
| GHG emissions | Scope 2 emissions (location-based) | tCO ₂ e | 23,959 | 21,521 | B3 |
| GHG emissions | Total Scope 3 emissions | tCO ₂ e | 5,178,336 | 5,079,570 | B3 |
| GHG emissions | GHG intensity / turnover | tCO ₂ e/k€ | 7.31 | 7.18 | B3 |
| Water | Total water withdrawals | m ³ | - | 171,637 | B6 |
| Water | Withdrawal in water/soil pollution-risk zones | m ³ | - | 2,403 | B6 |
| Waste | Hazardous waste | tonnes | - | 232 | B7 |
| Waste | Non-hazardous waste | tonnes | - | 5,360 | B7 |
| Waste | Recycled waste | tonnes | - | 4,365 | B7 |
| Resources | Copper recycling (production) | % | - | 78% | B7 |
| Resources | EMRT due-diligence coverage (Europe) - Copper | % | - | 76% | B7 |
| Resources | EMRT due-diligence coverage (Europe) - Mica | % | - | 100% | B7 |
| Resources | EMRT due-diligence coverage (Europe) - Nickel | % | - | 78% | B7 |
| Resources | EMRT due-diligence coverage (Europe) - Tin | % | - | 100% | B7 |
| Certifications | ISO 14001 – certified sites | % | - | 93 % (14/15) | B2 |
| Biodiversity | Sites in biodiversity-sensitive zones | # | 2 | 2 | B5 |

APPENDIX I — KEY PERFORMANCE INDICATORS (2/3)

The table below brings together Lynxeo's non-financial performance indicators. The data are drawn from internal management systems and from the annual ESG reporting campaign.

| Topic | KPI | Unit | 2024 (ref.) | 2025 | VSME |
|-----------------|---|------|-------------|--------|-------|
| Workforce | Group headcount | # | 2,006 | 2,056 | B8 |
| Workforce | Share of women (Lynxeo Group) | % | 23 | 24 | B8/C5 |
| Workforce | Gender equality index (France) | Pts | 75/100 | 88/100 | C5 |
| Workforce | Group absenteeism rate | % | 3.57 | 3.90 | B8 |
| Workforce | Turnover rate (global) | % | 11.47 | 10.79 | B8 |
| Workforce | Permanent employees (Lynxeo Group) | # | 1,774 | 1,804 | B8 |
| Workforce | Non-permanent employees (Lynxeo Group) | # | 232 | 252 | B8 |
| Workforce | Permanent hires (Lynxeo Group) | # | 126 | 155 | B8 |
| Workforce | Departures (Lynxeo Group) | # | 125 | 122 | B8 |
| Workforce | Resignation (Lynxeo Group) | # | 27 | 33 | B8 |
| Training | Training hours (global) | h | - | 15,157 | B10 |
| Training | Apprentices (France) | # | 36 | 46 | B10 |
| Social dialogue | Collective agreements signed (France) | # | 8 | 4 | B10 |
| Social dialogue | Collective bargaining coverage (France) | % | 100 | 100 | B10 |
| Social dialogue | European Works Council negotiation meetings | # | 3 | 3 | B10 |

APPENDIX I — KEY PERFORMANCE INDICATORS (3/3)

The table below brings together Lynxeo's non-financial performance indicators. The data are drawn from internal management systems and from the annual ESG reporting campaign.

| Topic | KPI | Unit | 2024 (ref.) | 2025 | VSME |
|-----------------|---------------------------------|-------|-------------|------------------------|------|
| Safety | Hours worked (Group) | h | 3,383,238 | 3,561,201 | B9 |
| Safety | Work-related accidents (Group) | # | 27 | 29 | B9 |
| Safety | Days lost (Group) | Days | 511 | 691 | B9 |
| Safety | FR1 frequency rate (Group) | Ratio | 4.48 | 5.14 | B9 |
| Safety | FR2 frequency rate (Group) | Ratio | 8.63 | 8.32 | B9 |
| Safety | Lost-time accidents (Group) | # | 14 | 18 | B9 |
| Safety | Work-related fatalities (Group) | # | 0 | 0 | B9 |
| Safety | Gender pay gap (Group) | €/h | - | M: 20.04 / W: 20.11 | B9 |
| Compensation | Compliance with minimum wage | | Yes | Yes | B10 |
| Anti-corruption | Corruption convictions | # | 0 | 0 | B10 |
| Anti-corruption | Anti-corruption fines | € | 0 | 0 | B11 |
| Cybersecurity | Incidents / data breaches | # | 0 | 2 | B2 |

APPENDIX II — 2019–2025 GHG EMISSIONS

All GHG emissions data is expressed in tCO₂e. Scope 3 totals and overall totals are presented both including and excluding category 3.11 (Use of sold products).

| Scope | Category Name | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | % 2025 vs. 2019 | % 2025 vs 2024 | |
|---|--|------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|----------------|-----------|
| Scope 1 GHG Emissions (tCO₂e) | | | | | | | | | | | |
| 1 | 1.1 Direct GHG emissions from stationary combustion | 12,422 | 11,946 | 12,123 | 10,635 | 9,246 | 9,638 | 8,709 | -30% | -10% | |
| | 1.2 Direct GHG emissions from mobile combustion | 95 | 92 | 99 | 98 | 99 | 111 | 135 | 42% | 21% | |
| | 1.4 Direct fugitive GHG emissions | 1,604 | 1,604 | 1,604 | 1,604 | 1,604 | 1,604 | 1,604 | 0% | 0% | |
| Scope 2 GHG Emissions (tCO₂e) | | | | | | | | | | | |
| 2 | 2.1 Indirect GHG emission from imported electricity (market-based) | 42,098 | 36,832 | 32,599 | 30,715 | 29,911 | 30,799 | 28,231 | -33% | -8% | |
| | 2.1 Indirect GHG emission from imported electricity (location-based) | 33,819 | 29,541 | 26,415 | 24,187 | 24,364 | 23,959 | 21,521 | -36% | -10% | |
| Total Scope 1 & 2 Emissions (tCO₂e) | | | | | | | | | | | |
| Scope 1 & 2 (market-based) | | 56,218 | 50,474 | 46,425 | 43,052 | 40,860 | 42,152 | 38,679 | -31% | -8% | |
| Scope 1 & 2 (location-based) | | 47,939 | 43,183 | 40,241 | 36,524 | 35,313 | 35,311 | 31,969 | -33% | -9% | |
| Scope 3 GHG Emissions (tCO₂e) | | | | | | | | | | | |
| 3 | 3.1 Purchased goods and services | 628,508 | 643,189 | 514,380 | 454,080 | 429,639 | 396,568 | 424,595 | -32% | 7% | |
| | 3.2 Capital goods | 2,274 | 1,643 | 1,275 | 964 | 1,413 | 2,682 | 1,758 | -23% | -34% | |
| | 3.3 Fuel- and energy-related activities not included in scope 1 or scope 2 | 9,082 | 8,061 | 8,418 | 7,741 | 8,943 | 7,668 | 6,869 | -24% | -10% | |
| | 3.4 Upstream transportation & distribution | 4,068 | 3,566 | 4,892 | 20,272 | 2,864 | 2,432 | 2,462 | -39% | 1% | |
| | 3.5 Waste generated in operations | 3,343 | 3,034 | 3,427 | 3,378 | 3,598 | 3,625 | 3,637 | 9% | 0% | |
| | 3.6 Business travel | 365 | 362 | 352 | 336 | 337 | 370 | 515 | 41% | 39% | |
| | 3.7 Employee commuting | 1,098 | 1,088 | 1,076 | 1,031 | 1,057 | 1,091 | 1,124 | 2% | 3% | |
| | 3.9 Downstream transportation and distribution | 1,210 | 1,147 | 1,107 | 924 | 981 | 931 | 1,107 | -9% | 19% | |
| | Total Scope 3 Upstream (tCO₂e) | | 649,948 | 662,090 | 534,926 | 488,727 | 448,831 | 415,368 | 442,067 | -32% | 6% |
| | 3.12 End-of-life treatment of sold products | 25,288 | 13,078 | 11,740 | 10,314 | 18,154 | 17,441 | 17,012 | -33% | -2% | |
| Total Scope 3 excluding Use of Sold Products (tCO ₂ e) | | 675,235 | 675,169 | 546,666 | 499,041 | 466,986 | 432,809 | 459,078 | -32% | 6% | |
| 3.11 Use of sold products | 11,429,430 | 7,937,140 | 6,859,794 | 5,525,487 | 5,229,366 | 4,745,528 | 4,620,491 | -60% | -3% | | |
| Total Scope 3 Emissions (including Use of Sold Products – tCO ₂ e) | | 12,104,665 | 8,612,308 | 7,406,460 | 6,024,528 | 5,696,352 | 5,178,336 | 5,079,570 | -58% | -2% | |
| Total GHG Emissions excluding Use of Sold Products (tCO₂e) | | | | | | | | | | | |
| Total GHG emissions (market based) | | 731,454 | 725,643 | 593,091 | 542,093 | 507,846 | 474,961 | 497,758 | -32% | 5% | |
| Total GHG emissions (location based) | | 723,175 | 718,351 | 586,907 | 535,565 | 502,299 | 468,120 | 491,047 | -32% | 5% | |
| Total GHG Emissions including Use of Sold Products (tCO₂e) | | | | | | | | | | | |
| Total GHG emissions (market based) | | 12,160,884 | 8,662,782 | 7,452,885 | 6,067,580 | 5,737,212 | 5,220,488 | 5,118,249 | -58% | -2% | |
| Total GHG emissions (location based) | | 12,152,604 | 8,655,491 | 7,446,701 | 6,061,052 | 5,731,665 | 5,213,648 | 5,111,538 | -58% | -2% | |



Wired to electrify industry

Industry is everywhere. Making our daily lives easier. Fostering progress. Moving the world. Industry plays a key role in shaping a better future.

We have been serving industry for generations. Today, we are committed to making it more efficient, more reliable and more sustainable.

Our cables are essential to the machines developed by global industry champions. They serve as the spinal cord of mission critical infrastructures, assets and applications. Our clients rely on our advanced technologies and our industrial excellence to bring their machines to life.

In the century since we were founded, we have risen to a leading position in our markets.

Now, as a standalone company, we embark on a new journey with even greater agility, more focus and stronger customer intimacy.

For industry leaders, we are ever-evolving partners in an ever-changing world.

Together, we build connections beyond cables.

From energy transition to mobility and automation, our teams are tackling the greatest challenges of our times.

Our name is Lynxéo. We have local roots and global reach.

Connected to our customers, committed to excellence and progress, we are wired.

Wired to electrify the industries that move the world.