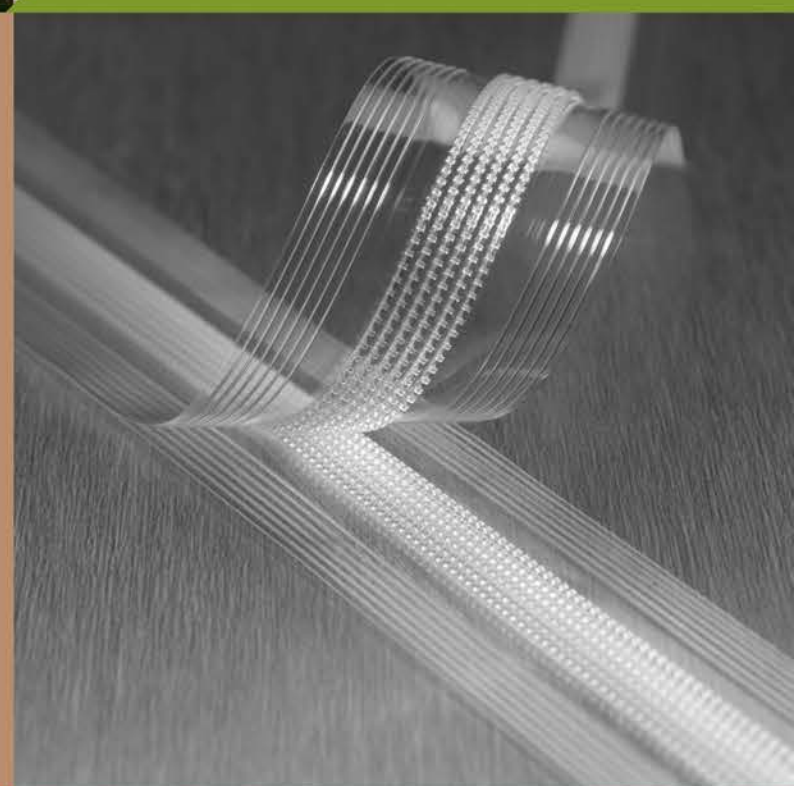
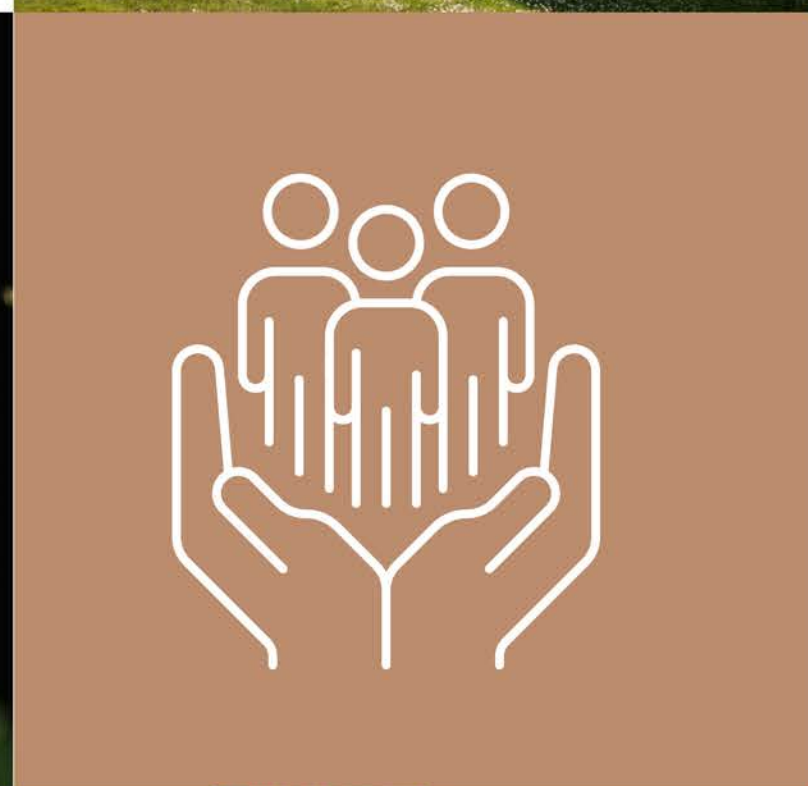




APLIX

Fastening the future

Corporate Social Responsibility Report 2025



PREAMBULE

This report replaces the former Non-Financial Performance Statement (DPEF). It is a voluntary report, developed in continuity with previous editions, with the objective of essentially moving toward a VSME-aligned reporting format.

The report forms part of a continuous improvement process, aimed at strengthening the clarity, reliability and relevance of the information disclosed.

In an uncertain regulatory context, the report has not been subject to a review by an independent third party. Nevertheless, it reflects Aplix's commitment to sustainability and transparency, based on the conviction that these issues are essential to the company's long-term viability and to the creation of lasting value for its stakeholders.

This document represents the seventh edition of Aplix's Corporate Social Responsibility report, previously published as the Non-Financial Performance Statement (DPEF) by Aplix (FIBI).

The scope of the report covers all operational sites of Aplix, and presents the results for the 2025 financial year.

All sites operate in compliance with applicable international standards.



Editorial

For more than sixty years, the Aplx Group has been built on a strong industrial and family heritage, driven by a constant spirit of innovation and a deep territorial anchoring. Having expanded significantly on an international scale, the company draws on the diversity of its sites and teams while remaining true to the values that have shaped its history. This continuity between past and present supports a clear ambition: to combine performance and responsibility over the long term.

Corporate Social Responsibility is fully embedded in this trajectory. It goes beyond a collection of isolated actions and is instead part of a coherent and integrated approach, aligned with recognised and demanding frameworks such as the ISO 26000 standard. This year, the completion of a double materiality assessment marks a further important step forward, enabling the Group to better prioritise its issues and focus its efforts where impacts are most significant, in connection with its activities, sites and value chain. This approach is pragmatic, rooted in industrial reality, and driven by continuous improvement.

Environmental challenges represent key areas of focus for the Group, whether in structuring the climate trajectory, improving the management of resources such as water, reducing and valorising waste, or developing responsible purchasing practices, a major lever for upstream impacts. Biodiversity, a more recently identified priority, is not overlooked but addressed with realism and a step-by-step approach.

The people of the company, without whom nothing would be possible, remain at the heart of Aplx's priorities. Health and safety at work, risk prevention, the quality of social dialogue, internal solidarity and support mechanisms are constant areas of attention. Collective mobilisation, particularly through the CSR community and cross-functional working groups, illustrates the determination to bring these commitments to life on a daily basis.

The responsibility towards employees sometimes leads to difficult decisions, such as the one taken at the beginning of 2025 with the closure of the Pontchâteau site. While certain economic realities must be addressed, the way in which they are handled remains a matter of choice. In this challenging context, dialogue, respect, attention to individual career paths and the search for responsible solutions have guided Aplx's actions.

This CSR report reflects a commitment to transparency and a clear-eyed view of the challenges ahead. Some initiatives are still under development, while others are reaching greater maturity. Aplx continues to move forward with both rigour and humility, convinced that responsibility is a continuous journey of ess. The ambition for the years ahead is to pursue this trajectory, strengthen structuring efforts, indicators and governance, and continue building a high-performing, responsible and sustainable industrial model.

Sandrine PELLETIER

APLIX Group CEO

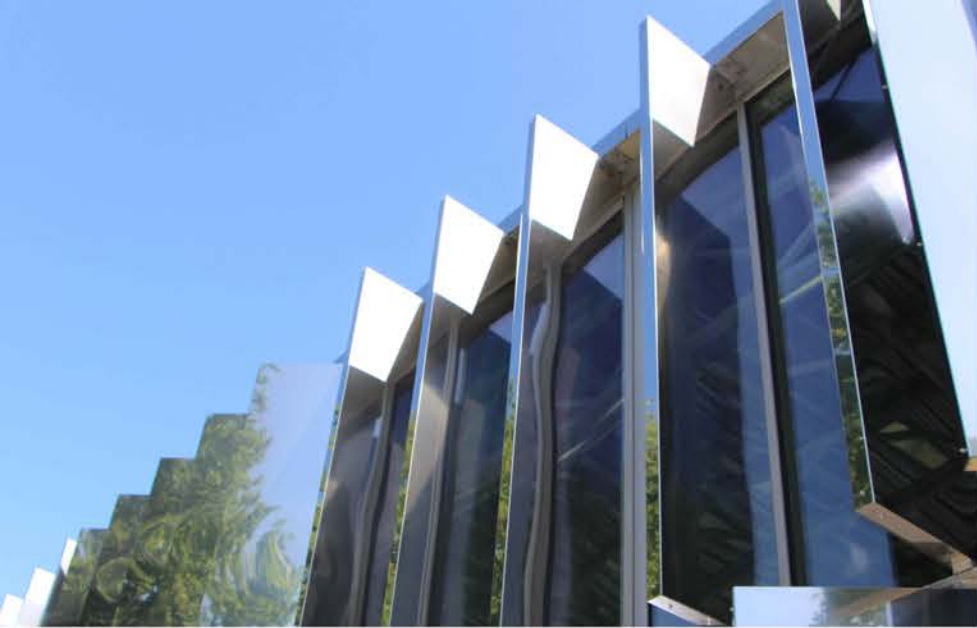


Table of Contents

01 About the company

page 5

Once Upon a Time at Aplix...
A Committed International Group
Industrial Expertise and Know-How
Products and Markets
Purpose, Values and Ambitions
Strategic Vision
Organization
Key Figures 2025

02 CSR Approach

page 16

CSR Governance
Transparency and Assessment
Value Chain and Stakeholders
Local Territories and Professional Networks
Double Materiality

03 The environment

page 29

Environmental Commitment Pillars
Resource Management
Climate
Waste and Circularity
Environmental Awareness
Biodiversity

04 People at the Heart of Performance

page 44

Human Resources Policy
Respect for Human Rights and Labor Standards
Ensuring Health and Safety
Promoting Dialogue and Employee Expression
Promoting Diversity and Ensuring Equal Opportunities
Recruitment and Skills Development
Ensuring Fair Compensation and Social Protection
Engaging Teams in the CSR Approach

05 Business Conduct

page 71

Corporate Governance
Ethics and Professional Conduct
Research and Innovation
Responsible Procurement
Sustainable Industrial Performance
Quality Management System
Responsible Marketing
Responsible Digital Transformation
Community and Solidarity Initiatives

About the company



APLIX
Fastening the future

Once Upon a Time at Aplix...

A Family Heritage, a Journey of Innovation

It all began in 1958, near Nantes. Jean Billarant, our founder, had a bold vision: to introduce a revolutionary fastening system to France — Velcro®. At the time, no one could have imagined how profoundly this invention would transform everyday life.

Jean then created Velcro France under a Swiss license, laying the foundation for what would become the Aplix story.



Jean Billarant

The years went by, and in 1974, his sons, Jean-Philippe and Patrick, took over the business. Two years later, the Velcro® patent expired — a decisive turning point for the company. Aplix became independent, and Velcro France was renamed Aplix, marking the beginning of a new chapter focused on innovation and international growth.

From its base in Carquefou, the company began expanding worldwide through the establishment of production sites and subsidiaries.

Daring to innovate, invest, and invent: these are the principles that continue to shape Aplix's identity.



From left to right : Fabrice Billarant, Sandrine Pelletier, Jean-Philippe Billarant et Patrick Billarant

Then, in 2012, a new generation took over. Sandrine Pelletier and Fabrice Billarant carried the legacy forward with the same entrepreneurial spirit and a shared vision: to continue driving Aplix's innovation and growth while fully integrating a dimension that had become essential — corporate social responsibility.

Now operating internationally, Aplix remains deeply rooted near Nantes, France, the company's historic birthplace. With more than 60 years of history, the company has grown through a family entrepreneurial journey built on long-term vision and commitment.

Faithful to its founding values — innovation and high quality standards — Aplix now embraces a clear conviction: to innovate sustainably by combining performance, responsibility, and purpose.

Once Upon a Time at Aplix...

Who Invented Hook-and-Loop Fasteners?

The idea originated with Georges de Mestral, a Swiss engineer with a keen interest in nature. After a walk outdoors, he noticed burrs clinging to his trousers and to his dog's fur. Rather than brushing them off, he sought to understand how they worked. Under a microscope, he discovered an ingenious mechanism: tiny hooks that attach themselves to fibers.

This observation inspired an invention that would transform everyday life—a fastening system composed of two complementary surfaces, one covered with hooks and the other with loops. In 1941, Georges de Mestral filed a patent for this hook-and-loop fastener, which he named Velcro®, a contraction of the French words “velours” (velvet) and “crochet” (hook).



Georges de Mestral

In France, Jean Billarant also believed in this innovative concept. In 1958, he decided to manufacture and market it, creating Velcro France under a Swiss license. Then, in 1976, when the patent expired, the company became independent and was renamed Aplix — a name inspired by the words “Application” and “Fixation.”

An Example of Biomimicry

Velcro is far more than a simple invention: it is an emblematic example of biomimicry, an approach that consists of drawing inspiration from living organisms to design effective technical solutions.

At the origin of this innovation is a common plant: burdock. Its seed pods are covered with tiny hooks that easily attach to animal fur or clothing, allowing the seeds to disperse.

By observing this natural mechanism, Georges de Mestral had the idea to replicate it artificially. He developed an ingenious system made up of two complementary surfaces:

- a looped surface, reminiscent of the texture of animal fur,
- a hooked surface, directly inspired by burdock seed pods.

Simple, reusable, and efficient, this nature-inspired invention is now indispensable in everyday life, from clothing to aerospace applications.



Burdock

A Committed International Group

APLIX, headquartered in France, is an international group that now operates five manufacturing plants located in France, the United States, Brazil, and China, along with sales subsidiaries worldwide to ensure close proximity to its customers.



Aplix Inc.
USA
2 factories



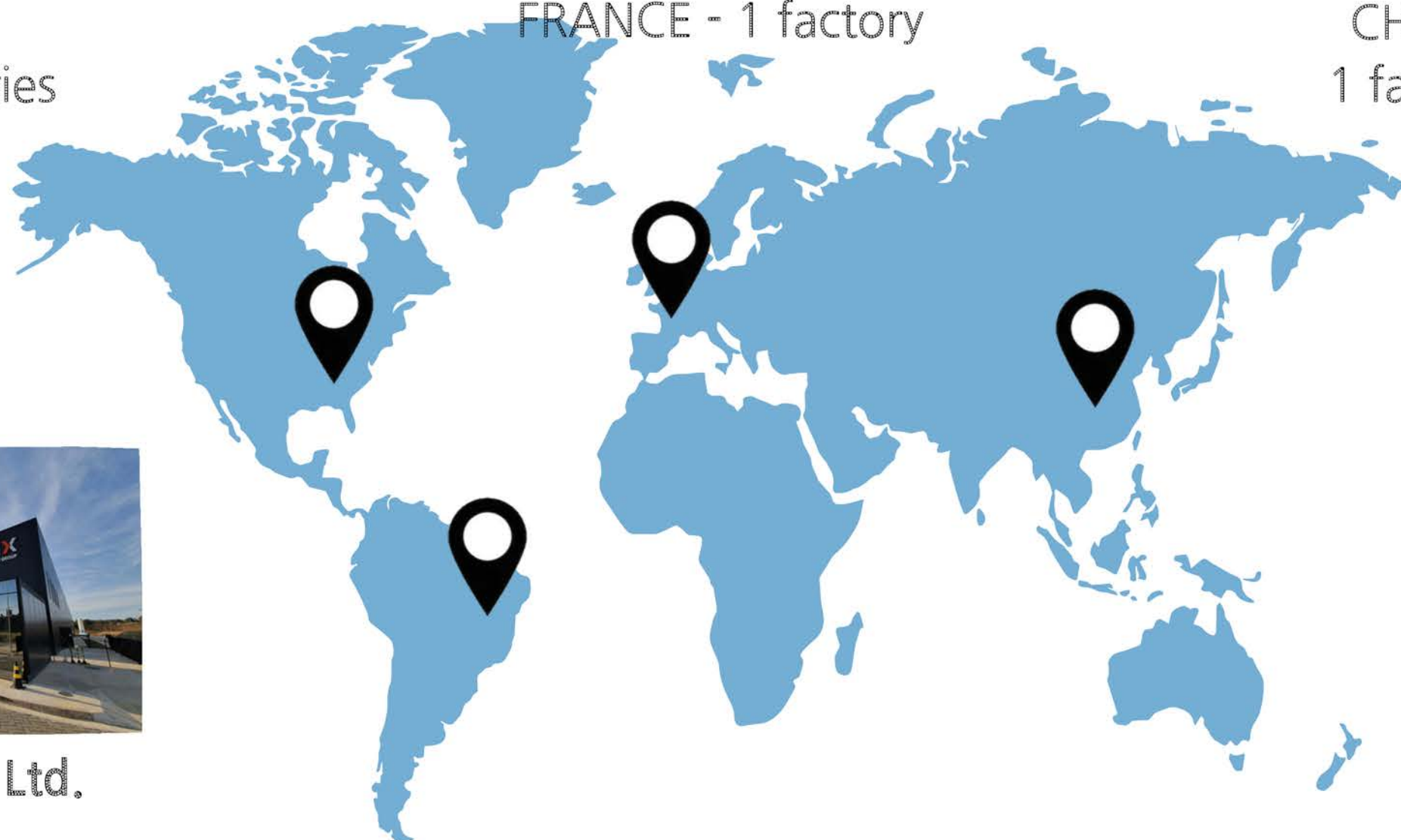
Aplix S.A - Headquarters
FRANCE - 1 factory



Aplix SHANGHAI
CHINA
1 factory



PARAFIX Ltd.
BREZIL
1 factory



- All our companies are members of the [United Nations Global Compact](#).
- All our production sites are certified to [ISO 14001](#), [ISO 9001](#), and [IATF 16949](#) standards.
- In terms of CSR standards, all our sites are assessed through [ISO 26000](#), [EcoVadis](#) (France, United States, Brazil), or [SEDEX](#) (China).
- Our French and U.S. sites are [BRCGS](#) certified for the packaging market.
- In France, Aplix SA is continuing its process toward obtaining the [RFAR label](#) (Responsible Supplier Relations and Purchasing).

Industrial Expertise

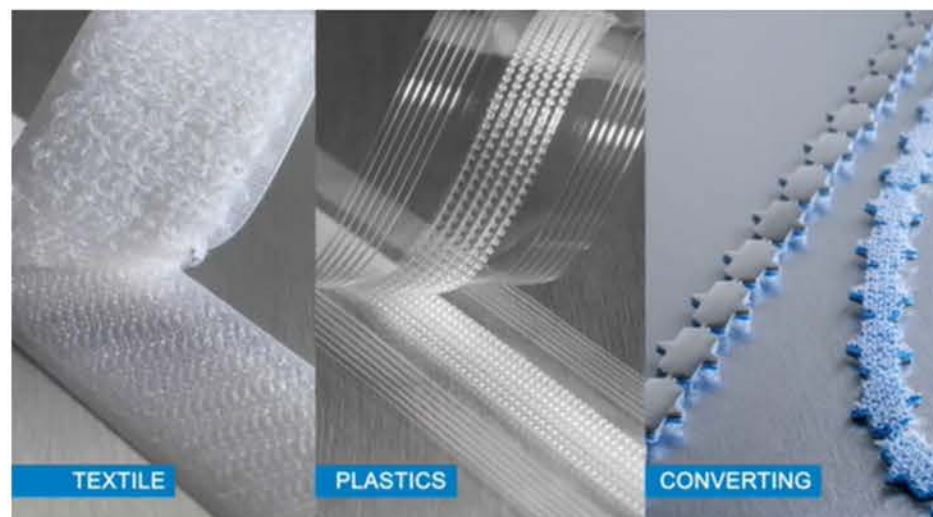
In-House Control of Manufacturing Processes

APLIX designs, manufactures, and markets innovative fastening systems for technical markets.

This expertise is built on strong in-house mastery of both textile and plastics processing technologies.

The company relies on a wide range of complementary technologies, including weaving, knitting, yarn texturizing, dyeing, coating, converting, extrusion, and plastic injection molding.

This technological diversity enables APLIX to develop high-performance solutions precisely tailored to the specific requirements of its markets.



APLIX teams not only design and develop products, but also the manufacturing processes themselves. The company invests continuously in the development of new processes, the design of dedicated machinery, and the integration of innovative technologies.

This strong in-house engineering capability enables APLIX to operate unique production resources across all its industrial sites, contributing directly to the performance, reliability, and differentiation of its solutions.

Products and Markets

APLIX customers recognize the company as a key partner, capable of delivering innovative solutions tailored to specific needs, thanks to its strong technological expertise.

The diversity and quality of the fastening solutions developed by APLIX enable the company to serve a wide range of technical markets, including hygiene, automotive, aerospace, defense, medical, cleaning, packaging, and construction.

Assemble, fasten, close, connect—at will... these are the functions of hook-and-loop fasteners, of which APLIX is today one of the world's leading manufacturers.



Hygiene

Fastening systems for baby diapers and adult incontinence products



Automotive

Seat upholstery, headliners, and vehicle interior components



Aerospace

Aircraft interior fittings and insulation systems



Packaging

Easy-to-open fastening solutions for flexible packaging



Cleaning

Mop pads and wipes



Medical

Reusable and single-use medical devices



Defense and Security

Uniforms and equipment



Construction

Floor and wall coverings



Other Markets

Fastening solutions for rail, marine, insulation, abrasive, and geotextile applications

Purpose, Ambitions and Values

For more than 60 years, APLIX has pursued the same mission: to imagine and develop innovative fastening solutions that make everyday life easier and meet the needs of tomorrow.

This mission drives our teams on a daily basis and commits us to pushing the boundaries of technology, while remaining faithful to our family-owned heritage.

Our ambitions are clear:

- Relentless innovation, to deliver high value-added products that are useful and responsible.
- Strengthening our international presence, while preserving our roots and expertise.
- Taking action for a sustainable future, by integrating social and environmental responsibility into every decision we make.

These ambitions are founded on core values that define and unite our teams.



Cultivate innovation

Promote initiatives to ensure a sustainable future for our company, our employees and our partners



Strive for excellence

Engaging in a process of continuous improvement to achieve our ambitions.



Demonstrate our commitment

Taking strong action for the greater good.



Promote respect

Building an environment where everyone is treated fairly and with dignity.

Strategic Vision



To support its strategic vision, APLIX relies on 11 corporate charters :

- CSR Charter
- Environmental Charter
- Human Resources Charter
- Ethics and Professional Conduct Charter
- Diversity Charter
- Human Rights and Working Conditions Charter
- Responsible Purchasing Charter
- Health and Safety Charter
- Product Safety Charter
- Research and Development Charter
- Sustainable IT Charter

Organization

A Shareholding Structure Ensuring Long-Term Stability

The APLIX Group is owned by FIBI, a holding company majority-controlled by the Billarant family, founders of APLIX. Crédit Mutuel Equity, a long-standing financial partner of the Group, has supported the family as a shareholder for many years.

This stable shareholding structure enables APLIX to pursue long-term development while remaining true to its values and heritage.

Structured and Transparent Governance

Within FIBI, governance is organized around an Executive Management Team and a Board of Directors. Executive Management is led by Sandrine Pelletier, whose responsibilities include defining the Group's strategic directions in collaboration with the Board of Directors, overseeing their implementation, and managing the company.

The Board of Directors, chaired by Sandrine Pelletier, is comprised of nine members: two representatives from Crédit Mutuel Equity and seven independent directors.

Organization

Each company within the Group has its own management body responsible for steering its operations and operationally implementing the objectives set by Group Management.



Sylvain Drochon - Claire Dhellemmes - Gilles Roberton - Thierry Marché - Fabien Varigny
Thomas Bruneau - Sandrine Pelletier (CEO)
- Fabrice Billarant (Deputy CEO)

Aplix SA - France

It is the French parent company of the Group's international subsidiaries. General Management is led by Sandrine Pelletier, supported by Fabrice Billarant as Deputy Chief Executive Officer.

Aplix Inc. - USA

Aplix Inc. is a manufacturing site established in 1982 in the United States, located in Charlotte, North Carolina. The site is led by Wes Barnes.



John Bumgarner - Angelo Manoff - Carolyn Lyding - Quresh Sachee - Wes Barnes - Paul Gilbert - Geoff McGregor - Dean Rollo - Jodie Becknell

Aplix Shanghai - China

Aplix Shanghai is a manufacturing site established in China in 2006, located in Shanghai. The site is led by Daniel Cao.



John Yang - Mark Huang - Jeric Jiang - Gavin Meng - Daniel Cao - Lawrence Cai - Changcai Liu - Fernando Sun - Emma Zhang - Xujuan Wang - Jane Qiu - Capple Guo - Yancey Cheng - Simon Zhang

PARAFIX - Brazil

Parafix, founded in 2000, joined the Aplix Group in 2012. The manufacturing site is located in Vinhedo, Brazil, and is led by Damien Grimmelprez.



Damien Grimmelprez - Leandro Gomes - Tatiane Joaquim - Helton Moreira - Fernanda Barros - Luis Consoline - Denis Florencio - Antonio Neto

Key Figures 2025

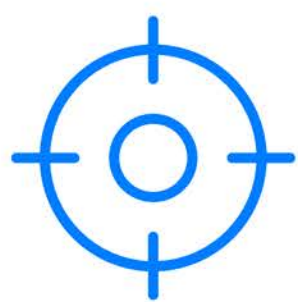
The figures presented below provide a snapshot of APLIX's activities and offer a clear basis for understanding our business model.



Revenue: € 175.2 million



Purchases: € 87 million, including € 75.4 million in raw materials



Global Positioning: No. 2 worldwide in the hook-and-loop fastening systems market



Number of employees: 916



Number of manufacturing plants: 5 across 4 continents



Number of markets served : 9



Greenhouse gas emissions: 115,000 tonnes of CO₂e

A photograph of a modern building with a glass facade and a series of vertical metal fins. The building is set against a clear blue sky. Overlaid on the image are several large, semi-transparent geometric shapes in shades of pink, purple, and teal. A horizontal pink line is positioned below the main title.

CSR Approach

CSR Governance

Aplix embeds its strategic vision within a multi-year roadmap, reviewed annually to reflect changes in economic, geopolitical, regulatory and sector-specific environments. One of the core pillars of this roadmap commits the Group to ensuring responsible development.

This ambition is reflected transversally across the processes and projects that drive the organisation's activities.

CSR governance is based on a structured management framework: the Executive Management Team sets the vision and objectives, subsidiary managing directors ensure local deployment, and CSR leaders drive initiatives and projects.

A quarterly synthesis of CSR actions is presented to the Boards of Directors, which meet four times a year, ensuring a consolidated and shared oversight at Group level.

Each subsidiary conducts a CSR review, providing operational monitoring of action plans, tracking progress and feeding information into the Group's governance bodies.

In 2025, Aplix also structured a dedicated space for dialogue and knowledge-sharing among its internal CSR leaders. Four meetings were held during the year, contributing to alignment and continuous improvement across the Group.

In 2025, all Aplix entities are aligned with the requirements of the ISO 26000 standard.

The Group is committed to maintaining and further strengthening this alignment in 2026, by continuing to integrate the principles of ISO 26000 into its practices, governance and action plans.



In a context of growing international convergence toward harmonised ESG standards, Aplix has initiated in-depth work to standardise its non-financial reporting framework.

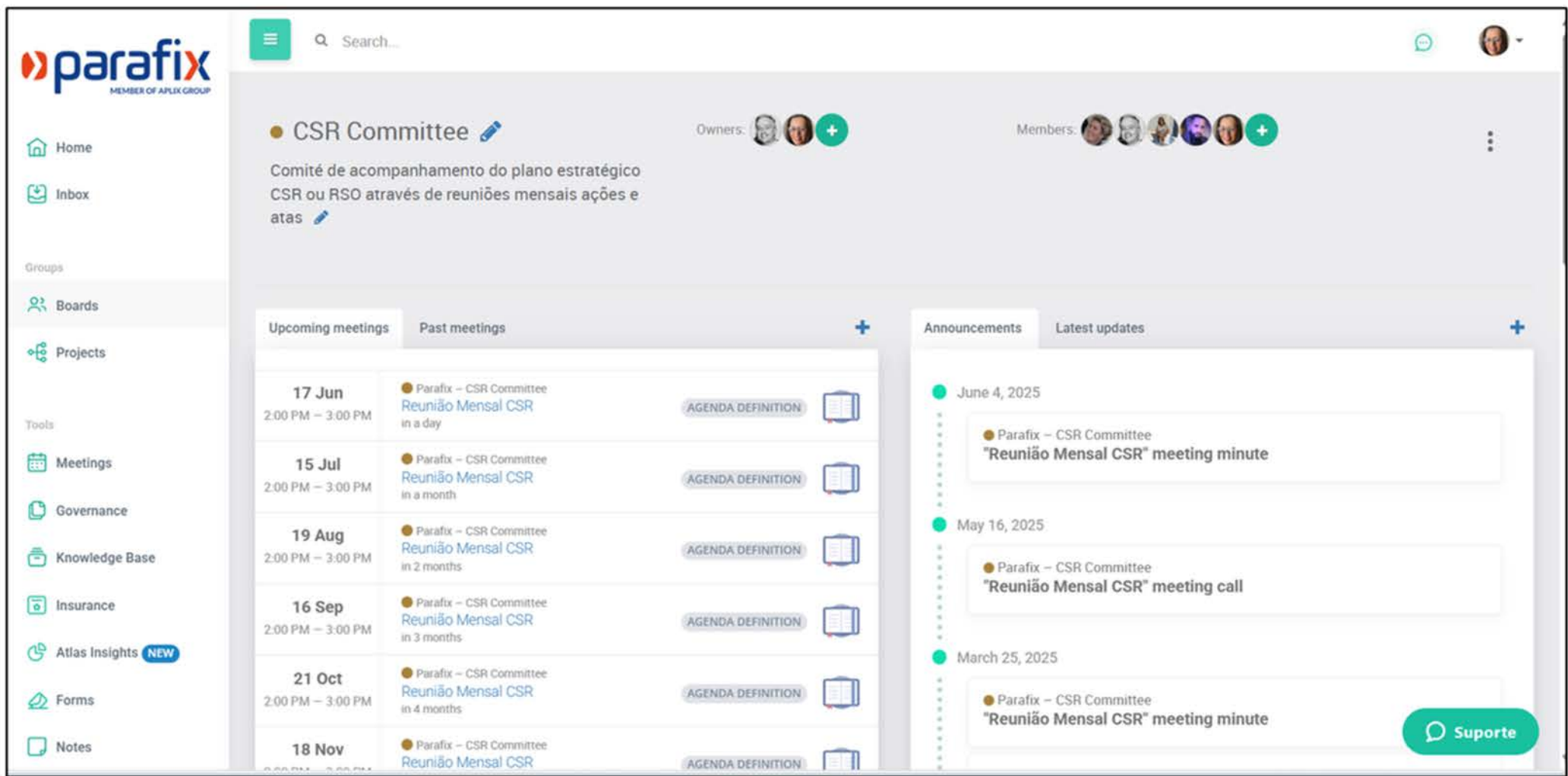
The years 2026 and 2027 will be marked by a strengthening of ESG data structuring, with the objective of ensuring robust, consistent indicators aligned with the issues identified through the double materiality assessment.

CSR Governance

Strategic CSR Steering Committee - Parafix

Parafix relies on a steering committee to ensure the structured monitoring of its CSR strategic plan. This committee meets on a monthly basis, and all decisions, actions and ess are documented within the internal platform “Atlas.”

This governance structure enables regular monitoring of action plan ess, facilitates the mobilisation of relevant teams, and helps embed a culture of continuous improvement in corporate social responsibility practices.



A Structured CSR Governance Framework at Aplix Inc.

Aplix Inc. reinforces its CSR governance through regular coordination mechanisms. The site participates in quarterly ISO26000 steering committee meetings, ensuring alignment with the Group’s CSR framework and continuous monitoring of related initiatives. Furthermore, key members of management meet on a weekly basis during Quality meetings, where CSR projects, ongoing actions and priority topics are discussed.

This structured approach supports effective integration of sustainability considerations into operational and decision-making processes.

CSR Governance

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Creation of the Aplix SA CSR Community

In order to strengthen the consistency and cross-functional nature of its CSR approach, Aplix SA created a CSR Community in autumn 2025, structured around five thematic working groups. These groups bring together people from a wide range of professional backgrounds and serve as spaces for reflection, action and monitoring, each covering a key area of the company’s sustainable development commitments.

- **Climate:** This working group leads initiatives related to greenhouse gas emissions reduction, energy transition, and climate change adaptation. It operates as part of the ACT Step by Step program, contributing to the definition and monitoring of the company’s carbon trajectory.
- **Waste:** This group focuses on waste prevention, awareness, and recovery initiatives, with the aim of improving sorting practices and optimizing waste treatment channels in line with operational site realities.
- **CSR Awareness:** This working group aims to strengthen employee engagement and promote a shared CSR culture across the organization. It develops communication, training, and awareness initiatives to improve understanding of social and environmental challenges.
- **Social Barometer:** The Social Barometer group focuses on analyzing workplace climate and identifying areas for improvement. It will oversee the next employee survey scheduled for autumn 2026.
- **Gender-Based and Sexual Violence at Work:** This group is dedicated to prevention, awareness, and the implementation of concrete measures to combat gender-based and sexual violence in the workplace.

The creation of this CSR Community marks a new stage in the structuring of Aplix SA’s CSR approach. It makes it possible to further involve teams in sustainable development issues, ensure coherent operational steering and strengthen the impact of the actions undertaken. In 2026, Aplix SA will initiate work to further formalise the governance of this CSR Community, in order to consolidate its strategic vision.

Transparency and Assessment

ISO 26000: Continuous Improvement of CSR Practices

Aplix's approach to Corporate Social Responsibility goes beyond isolated actions. It is based on a structured, coherent and shared framework, built on a common foundation that is internationally recognised. For several years, the company has chosen to align its CSR approach with the ISO 26000 standard, a global reference for social responsibility.

In 2025, all Aplix organisations were subject to an assessment, confirming the Group's commitment to structuring its CSR commitments on a long-term basis and strengthening the consistency of its practices across all entities.

An International Framework to Structure Commitments

The ISO 26000 standard provides a comprehensive framework for integrating corporate social responsibility into governance and operational practices. It covers seven key areas:

- Responsible governance
- Human rights
- Labor practices and working conditions
- Environment
- Fair operating practices
- Consumer issues
- Community involvement and local development

By relying on this international standard, Aplix ensures a CSR approach that is reliable, transparent and aligned with internationally recognised best practices.



In April 2025, PARAFIX reached a new milestone in its corporate social responsibility approach by obtaining a conformity assessment with the NBR ISO 26000:2010 standard, issued by the independent certification body BGA Certificadora.



Initially scheduled for the end of 2025, Aplix Shanghai successfully completed its ISO 26000 surveillance audit in January 2026.



Aplix SA had its level of excellence in corporate social responsibility confirmed during the reassessment audit conducted in January 2025.

Transparency and Assessment

Annual EcoVadis Assessment

EcoVadis is a CSR assessment platform that evaluates companies’ performance in environmental, social, ethical and responsible purchasing areas, based on a standardised documentary review. Its methodology, tailored to the size, sector and country of the companies assessed, provides a relevant benchmarking reference.

For several years, an increasing number of stakeholders within the value chain have been requesting this assessment in order to ensure a consistent level of transparency from their suppliers. In this context, the EcoVadis assessment is carried out to meet these expectations and supports a continuous improvement and transparency approach.

In 2025, Aplix SA (France), Aplix Inc. (United States) and Parafix (Brazil) completed an EcoVadis assessment.



Aplix SA
77/100



Aplix Inc
67/100

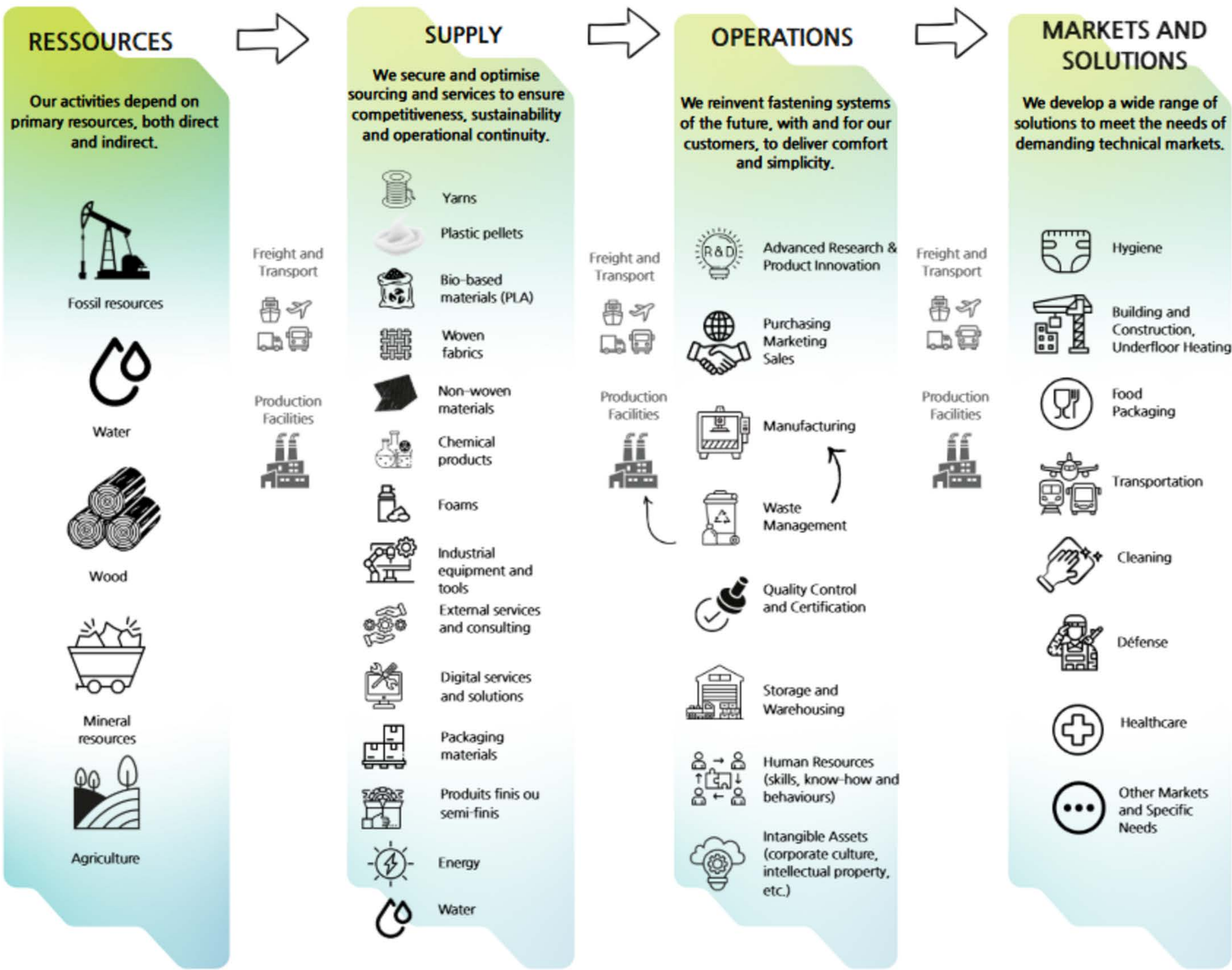


Parafix
62/100

Value Chain and Stakeholders

The company’s activities are embedded within a value chain that mobilises a wide range of resources, expertise and partnerships. In 2025, Aplix updated the representation of its value chain through a series of workshops bringing together teams from different departments.

This collaborative and iterative process made it possible to refine the understanding of the company’s activities and to more accurately reflect the key stages of its business model.



This representation provides a clear and comprehensive view of the value created by the company and its interactions with environmental, social and economic ecosystems. It highlights the entire Aplix value chain, from the sourcing of raw materials through to the solutions delivered to its markets.

Value Chain and Stakeholders

The Resources Underpinning the Business

The value chain begins with the primary resources essential to operational activities. These elements form the foundation of Aplix's industrial operations and largely shape the company's environmental footprint.



Responsible Purchasing

Aplix's activities rely on a diverse range of materials, components, equipment and services, supplied by an international network of partners. The company is committed to strengthening the robustness and responsibility of its supply chain by essentially integrating sustainability criteria into its purchasing practices.



Operations Driven by Sustainable Performance

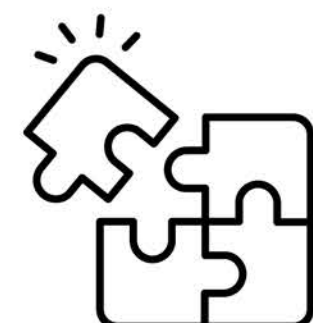
Operations encompass a set of activities that bring Aplix's fastening solutions to life. They are built on advanced research, product innovation, industrial expertise, and a high level of quality and compliance requirements.

Aplix is committed to protecting and developing its intangible assets, including intellectual property, such as industrial know-how and corporate culture, which are key drivers of long-term performance.



Solutions Designed for Demanding Technical Markets

Finally, Aplix solutions are applied across a wide range of sectors, serving technical markets with high performance requirements.



This updated value chain highlights the company's business model and strategic ambition: to move from a predominantly linear model toward a more circular one, based on resource efficiency, material optimization and impact reduction.

Value Chain and Stakeholders

Aplix entities rely on diversified stakeholder ecosystems. Whether internal or external, each stakeholder contributes to the continuity and evolution of the company’s activities. Understanding their expectations and maintaining transparent dialogue therefore represent essential levers for sustainable development.

Stakeholders at the Heart of the CSR Charter



CSR Charter

In accordance with our strategic focus, defined to meet our ambition and face the challenges and context of APLIX, we are committed to implementing the human, financial, organizational and technical resources necessary to develop our sales and profitability, improve our operational performance by accelerating our transition towards becoming the industry of the future, strengthen the quality and safety of our products and ensure responsible development of our company. Our approach has a name, "DNA, The Future Depends on Us".

We are committed to ensuring that relevant stakeholders benefit from:

Customers	- Offering innovative, sustainable and responsible solutions - Establishing collaborative partnerships to develop future products - Bringing comfort and simplicity to our products - Facilitating proximity through our locations
Collaborators	- Prioritising health by providing optimal, safe working conditions - Finding a balance between everyone's rights and duties - Ensuring fair treatment - Developing their skills and employability - Promoting a balanced, respectful and constructive social dialogue
Service Providers	- Creating and maintaining a balanced and responsible relationship over the long term - Fostering relationships with local stakeholders - Initiating co-development and partnership practices
Planet	- Integrating an eco-design approach for our products - Controlling and reducing our environmental impacts
Shareholders	- Providing regular and sufficient information for informed decision-making - Aiming for fair compensation based on results
Territories	- Creating local dynamics - Supporting the local economic and associative footprint

Our company's strategic focuses are in line with our values of respect, innovation, commitment and excellence. These commitments and the associated objectives, reviewed annually by Management to ensure their relevance, are broken down for all of our subsidiaries in a process of continuous improvement and controlled at each of our sites.

Sandrine PELLETIER
APLIX Group CEO

In 2026, this charter will be revised to incorporate the updated stakeholder register.

Value Chain and Stakeholders

In 2025, the stakeholder register was updated. It now distinguishes seven main stakeholder groups, in line with approaches recommended by leading international standards (ISO26000, GRI and ESRS). Each group interacts with the company through specific mechanisms, including formal governance bodies, managerial routines, listening frameworks, technical exchanges, regulatory controls and local consultation processes.

The inclusion of natural resources and future generations as stakeholders further structures the company’s environmental commitments and reinforces its long-term vision.

Category	Sub-category	Dialogue Modalities
Governance	Governance and shareholders	Formal governance bodies Key moments and thematic exchanges Decision-making and ongoing coordination through monthly arbitration meetings with the Executive Committee (EXCOM) Contribution to audit and compliance frameworks
	Employees	Regular internal communication, managerial rituals and listening mechanisms (meetings, interviews, surveys) Structured internal business exchanges, dedicated meetings and operational coordination as required
Internal	Subsidiaries	Regular monitoring through reporting, dedicated meetings and site visits to ensure strategic and operational alignment, and sharing of best practices
	Social partners	Continuous listening and measurement: surveys, pulse checks (including psychosocial risks), direct expression mechanisms, field feedback Structured social dialogue, participation in working groups, consultation on organisational projects and follow-up of agreements Presence of two members of the Social and Economic Committee (CSE) at Board of Directors meetings
Downstream	Customers and end-users	Customers: dedicated meetings (innovation, co-development), regular commercial follow-up and CRM, satisfaction surveys and feedback (consumer tests), trade fairs and presentations, commercial action plans Consumer tests (hygiene, packaging, medical) – feedback collected via customers and contracting authorities
	Competitive ecosystem	Market and competitive monitoring
Upstream	Suppliers and business partners	Regular exchanges and operational coordination Contractual management and technical requirements Technical collaboration Professional meetings
	Innovation partners	Regular exchanges on technical cooperation and innovation topics Implementation of contractual and confidentiality frameworks
	Skills and talent partners	Joint projects, regular exchanges and participation in events based on opportunities (job fairs, conferences, visits) Hosting of interns and apprentices, educational projects
	Financial partners	Regular exchanges, reporting and formal review meetings
Institutions and regulators	Control and legal bodies	Regular exchanges Risk management and compliance Audits, targeted visits and interventions Regulatory monitoring and support
	Health authorities	Regulatory monitoring, medical examinations, workstation assessments and preventive actions as required Ad-hoc exchanges related to individual situations, mandatory declarations and social support when necessary
	Authorities and regulators	Compliance with obligations and regulatory exchanges (declarations, permit applications and renewals, responses to requests, management of notifications) Inspections, compliance and technical monitoring Institutional cooperation and support
	Safety authorities	Exchanges and interventions depending on needs
Civil society	Socio-economic institutional stakeholders	Occasional meetings, participation in local initiatives and exchanges depending on territorial projects Social engagement and local anchoring: local sponsorship actions, associative partnerships, occasional volunteering and participation in local initiatives (social economy, associations, economic stakeholders)
	Society and territories	Occasional exchanges depending on events and specific situations
	Media and NGOs	Press releases and information shared in connection with major projects Ad-hoc dialogue for impactful projects, targeted consultations and responses to enquiries
	Environment and natural resources	Water: regulatory monitoring, measurements, reporting and technical exchanges with competent authorities Fossil energy: monitoring of the carbon trajectory, annual Group carbon footprint Air and atmosphere: regulatory declarations, emission measurements, inspections and corrective actions Minerals: indirect dialogue through suppliers regarding traceability and raw material compliance Biodiversity: environmental analyses, ISO 14001 Soil and arable land: regulatory monitoring
Environment & Resources / Future generations	Future generations	Consideration within long-term strategy, environmental commitments and CSR reporting

Local Territories and Professional Networks

To share practices and contribute to the evolution of its professions, Aplix engages with various professional networks and associations, with levels of involvement aligned with its priorities. These partnerships make it possible to monitor industry developments, strengthen expertise, and exchange ideas while co-developing innovative and responsible solutions together with partners.

Aplix SA – Local Partnerships and Networks

At the Aplix SA level, we maintain strong relationships with various professional networks and associations:

Professional Clubs and Networks:

- DRO (Dirigeants Responsables de l'Ouest): promoting responsible governance and sustainable development.
- CCI Purchasing Club: four annual meetings dedicated to sharing trends and best practices.
- K'FE Achat: a peer exchange network focused on responsible purchasing and related challenges, with monthly sessions and individual discussions when needed.
- Le Club des Trente: a regional network dedicated to promoting economic interests and encouraging local best practices.
- GEIQ: a collective of companies supporting the integration of people distant from the labor market through work-study programs.

Cross-Functional Associations:

- ANDRH: anticipating HR and management developments in France.
- MEDEF: representing businesses and contributing to dialogue on economic challenges.
- Other sectoral and technical associations in France and internationally: EDENA, FACIM, CETI, Pôle Eco-Conception, Polymeris, ID4 Mobility, Atlanpole, and LIGEPACK.

Creation of a Territorial Peer Community around ISO 26000

In 2025, Aplix SA initiated the creation of a territorial community of CSR managers, brought together around the shared framework of ISO 26000. This initiative emerged from discussions and shared observations highlighting the need for a collective space to support CSR approaches, pool experiences and make ess together.

Strengthening territorial cooperation, sharing practical best practices, and accelerating the implementation of ISO 26000 guidelines are key objectives defined by the group.

Double Materiality

Double Materiality: A Tool to Structure and Prioritise CSR Issues

Double materiality (DMA - Double Materiality Assessment) is an analytical tool used to identify and prioritise the most strategic sustainability issues for a company. It is based on a dual perspective:

- on the one hand, the impacts of the company's activities on the environment and society (impact materiality);
- on the other hand, the risks and opportunities that environmental, social and governance issues may represent for the company (financial materiality).

Although Aplix is not subject to the CSRD and therefore is not legally required to conduct a double materiality assessment, the company has voluntarily chosen to adopt this approach.

This initiative addresses several strategic objectives for Aplix:

- aligning the CSR approach with international standards;
- meeting the growing expectations of key customers, who themselves are subject to the CSRD;
- anticipating the requirements of financiers and insurers;
- gaining a structured, prioritised and consistent understanding of the Group's sustainability issues.

An Analysis Based on Internal, External and Sector-Specific Data

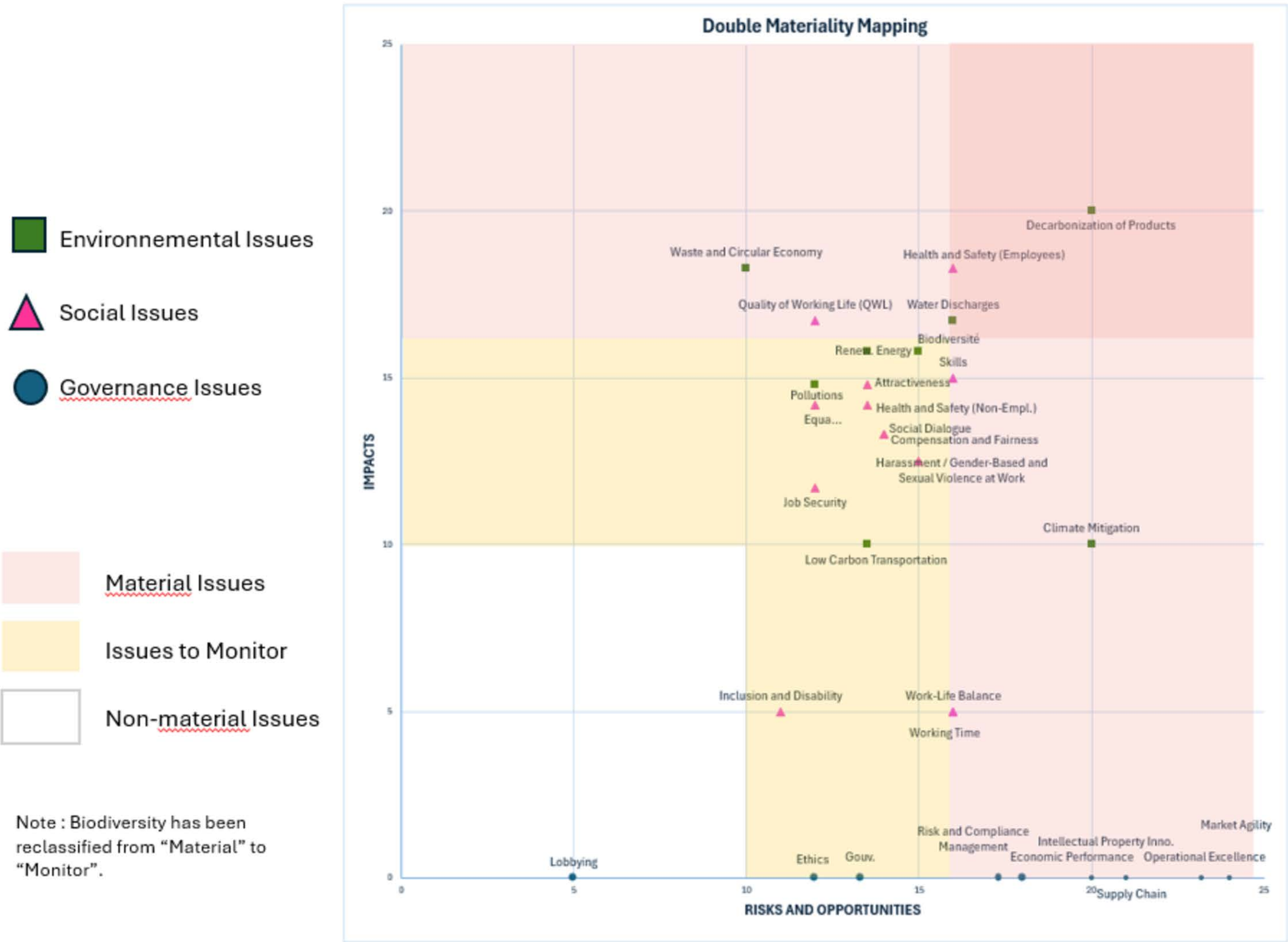
Aplix's first double materiality matrix was developed in line with the methodological recommendations of the EFRAG (European Financial Reporting Advisory Group). To carry out this assessment, the company relied on a comprehensive methodology, combining several complementary sources:

- the review of established and structured internal documentation (environmental analyses, DUERP, risk assessments, risk mapping, etc.);
- the consolidation of work conducted during internal workshops dedicated to Environment, Social issues, Governance and Responsible Purchasing;
- the integration of feedback from external stakeholders, collected through questionnaires;
- the integration of feedback from internal stakeholders, including employee representatives and Works Council members;
- the analysis of sector practices (plastics processing, textiles) and international reference frameworks;
- the alignment of identified issues with the CSRD / ESRS structure, in order to ensure a robust and sustainable approach;
- the establishment of dedicated governance to ensure effective monitoring and follow-up of the project.

***The CSRD (Corporate Sustainability Reporting Directive) is a European directive aimed at harmonising and improving the disclosure of environmental, social and governance (ESG) information by companies.**

Double Materiality

This analysis now forms the foundation of the CSR approach, guiding the development of action plans and monitoring indicators for the coming years. It also represents a key prerequisite for producing a clear, robust CSR report, fully aligned with market expectations and stakeholder requirements.



The material issues identified are as follows:

- Environmental issues include: product decarbonisation, climate change adaptation, water and effluent management, circular economy and resource efficiency.
- ▲ Social issues include: occupational health and safety, working time organisation, skills management, quality of working life, and work-life balance.
- Governance and business conduct issues include: market agility, operational excellence, supply chain resilience, industrial protection and sustainable innovation, economic performance, risk management and compliance.

A large green corrugated metal building, possibly a warehouse or industrial structure, is the background. A large, semi-transparent green diamond shape is overlaid on the image, centered around the text. The foreground shows some low-lying green plants and rocks.

The Environment

Environmental Commitment Pillars

Aplix’s environmental commitments are based on its Environmental Charter, which defines its strategic orientations and guides its actions.



Environment Charter

In accordance with our strategic focus, defined to meet our ambition and face the challenges and context of APLIX, we are committed to implementing the human, financial, organizational and technical resources necessary to develop our sales and profitability, improve our operational performance by accelerating our transition towards becoming the industry of the future, strengthen the quality and safety of our products and ensure responsible development of our company.

This charter reflects our determination to actively contribute to the preservation of natural resources and to the fight against climate change. It aims to formalize our commitments to the environment and act in transparency with all our stakeholders.

Sustainable management of resources	- Optimize the use of raw materials and prioritize the circular economy - Reduce energy consumption by focusing on renewable sources and improving energy efficiency - Protect water resources by limiting their use and preventing the risk of pollution
Combating global warming	- Reduce our greenhouse gas emissions (direct and indirect emissions) by aligning our actions with the objectives of the Paris Agreement - Support the development of cleaner and more sustainable technologies and materials - Encourage our partners and suppliers to adopt low-carbon practices
Reduction of waste	- Implement waste management and recovery processes throughout the production chain - Develop solutions to limit unnecessary packaging and prioritize its recyclability - Raise awareness among our employees about waste reduction and recycling
Biodiversity and ecosystems	- Support local initiatives for the preservation of biodiversity - Integrate ecosystem impacts into project assessments and development decisions
Stakeholder awareness and engagement	- Train and inform our employees on environmental issues and empower them through concrete actions - Encourage our suppliers and customers to adopt sustainable products and services - Collaborate with local communities, associations and scientific institutions to strengthen our environmental commitments
Guarantee application	- Monitor and publish key performance indicators (KPIs) concerning the environment - Continuously improve our practices through internal and external audits

Our company’s strategic focuses are in line with our values of respect, innovation, commitment and excellence. These commitments and the associated objectives, reviewed annually by Management to ensure their relevance, are broken down for all of our subsidiaries in a process of continuous improvement and controlled at each of our sites.

Sandrine PELLETIER
APLIX Group CEO

Environmental Assessment: Beyond a Regulatory Requirement for Aplix SA

A key tool in Aplix SA’s approach to reducing environmental impacts, the environmental assessment enables the definition and continuous adaptation of strategic priorities, taking into account environmental, regulatory and site-specific contexts.

Resource Management

Resource efficiency and the use of cleaner processes and energy sources are two key development priorities for Group companies.

Parafix: 99% renewable energy



In 2024 and 2025, PARAFIX sourced its energy through the Free Energy Market amme, enabling the purchase of electricity from renewable sources. This choice directly contributes to reducing environmental impacts and the greenhouse gas emissions associated with its industrial activities.

As a result, 99% of the energy consumed at Parafix comes from renewable sources.

Aplix SA: Decarbonisation of the Energy Mix

The French energy mix is characterised by a high share of low-carbon electricity, primarily due to nuclear and renewable energy sources, which account for approximately 90% of electricity production in France. However, over the past two years, Aplix SA has initiated a gradual process to decarbonise its electricity consumption. In 2025, 10% of electricity purchases were covered by green energy certificates, supporting the production of renewable electricity. This share is expected to reach 20% in 2026.



Solar Energy Production - Aplix Shanghai



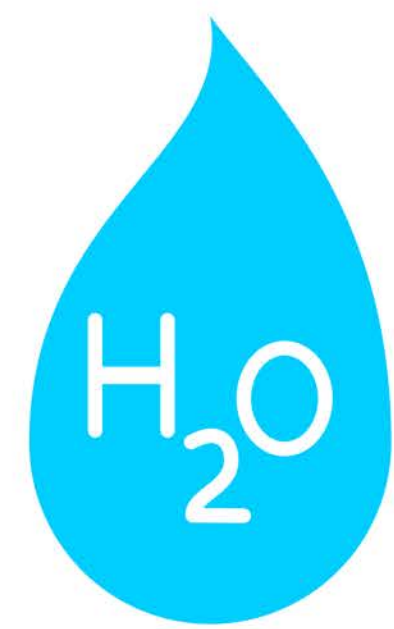
In October 2025, Aplix Shanghai completed the installation of a photovoltaic panel system on the roof of Workshop No. 1.

Once operational, this installation is expected to generate approximately 650MWh of electricity annually, contributing to the reduction of the site's greenhouse gas emissions. The system is scheduled to become operational in the first weeks of 2026.

Resource Management

Our Dependence on Water: A Major Challenge

Water is essential to Aplix's industrial processes: it is used in energy production, heating, cooling, cleaning, and certain transformation processes. As such, Aplix relies on this resource for its day-to-day operations.



Water in the Aplix SA Territory

In France, and more specifically in Loire-Atlantique where the Aplix SA site is located, water has become a resource under increasing pressure. The summer of 2025 once again highlighted the vulnerability of the region: several catchment areas were placed under alert, enhanced alert or crisis status, leading to strict restrictions on professional water usage. These situations, once considered exceptional, are becoming more frequent and call for sustained vigilance.

In this context, it is essential to assess the company's impacts. Water withdrawals, while necessary for operations, contribute to pressure on local water resources. Certain production processes are particularly water-intensive, notably dyeing activities.

For more than ten years, water consumption has been monitored on a monthly basis. However, additional levers will need to be explored in the coming months, including process optimisation, internal recycling, the implementation of closed-loop systems and the reduction of losses. These are key pathways to reducing dependence on this strategic resource.

Addressing water challenges is no longer solely an environmental issue; it is also a matter of resilience, business continuity and responsibility towards the local territory.

Monitoring and Trends in Water Consumption

In 2025, Aplix SA's water consumption followed the growth in activity, increasing from 20,540 m³ in 2024 to 21,832 m³ in 2025.

Economic and feasibility studies conducted in recent years had not led to the implementation of new water reduction or recycling projects. However, in a context of increasing pressure on water resources, these analyses will be revisited in the coming years in order to identify technical solutions suited to industrial processes and improve water performance.

Resource Management

Aplix INC

Aplix Inc. continued its efforts to reduce water-related impacts by improving several internal processes. In particular, the optimisation of the wastewater treatment system made it possible to shorten the recirculation time of caustic products, thereby enhancing process performance while strengthening the control of discharges.

As a result of this internal dynamic, water consumption decreased from 34,000m³ in 2024 to 30,000m³ in 2025, representing a reduction of nearly 12%.

Water Consumption Monitoring

	2024 (in m³)	2025 (in m³)
Aplix SA	20 540	21 832
Aplix INC	34 070	30 166
Parafix	1 687	1 498
Aplix Shanghai	1 653	1 746
TOTAL	57 950	55 242

Water consumption is monitored on a monthly basis across all Aplix sites in order to ensure consistent control of usage.

In 2025, the Group’s total water consumption amounted to 55,242m³, compared with 57,950m³ in 2024, representing a decrease of approximately 5%. This trend reflects an overall stability in consumption, with contrasting variations between sites.

Aplix Inc.’s consumption decreased significantly, and the Parafix site also recorded a reduction. In contrast, a slight increase was observed at the Aplix SA and Aplix Shanghai sites, mainly linked to activity levels.

These results highlight the importance of close monitoring of water consumption at site level, in order to identify optimisation levers and continue implementing actions to limit the impacts associated with resource use.

Resource Management

Aplix Shanghai

Aplix Shanghai's environmental approach is based on regular risk monitoring and compliance with local regulatory requirements.

Throughout the year, the site underwent periodic environmental and social inspections, including:

- an annual environmental inspection;
- occupational health risk factor testing;
- preventive exercises, such as chemical spill simulations;
- fire safety drills.
-

These measures resulted in four official inspections conducted by various government authorities, confirming both the site's control of environmental risks and the compliance of its operational practices.

These inspections contribute to the management of environmental impacts and support the continuous improvement of prevention systems and risk management practices.

Climate

Aplix places the reduction of its climate impact at the heart of its environmental commitments. For the second consecutive year, the Group has consolidated its carbon footprint at a global level, providing a unified and comparable view of emissions across all its sites. Climate-related issues — both mitigation and adaptation — are now fully integrated into the double materiality matrix.

Climate Governance within Aplix SA

The company relies on a structured climate governance framework, supported by several complementary bodies and mechanisms:

- A Climate Working Group, integrated within the CSR Community, composed of six members from different areas of the company to ensure a cross-functional approach to climate and energy issues. This group contributes to identifying action levers and ensuring consistency across local initiatives.
- The implementation of decarbonisation performance targets, defined for French and U.S. entities, embeds emissions reduction within operational and managerial priorities.
- Two annual meetings between the Climate Working Group and Executive Management (planned from 2026), ensuring alignment between strategy and execution.
- Annual reviews at Board of Directors level, dedicated to monitoring the climate strategy, analysing results and making the necessary decisions to ensure alignment with the defined trajectory.

This governance framework ensures strong alignment between the Group's climate ambitions and the actions implemented at the operational level.

ACT Step-by-Step: Aplix SA Structures in a Decarbonisation Approach

Aplix SA confirmed its commitment for 2026-2027 to implement the ACT Step-by-Step methodology, with the aim of structuring its low-carbon transition strategy and improving the quality of its climate management. This methodological amme will enable the definition of an emissions reduction trajectory, the identification of relevant technical levers, and the establishment of implementation milestones in the short and medium term.

In addition to mitigation, the adaptation component will form the second pillar of the approach, integrating the company's exposure to climate-related risks. The project is expected to begin in spring 2026, with an estimated duration of approximately 18 months.



Climate

Energy Mix of Aplix Manufacturing Sites (by Country - 2025)

Aplix SA, based in France, benefits from one of the lowest-carbon electricity mixes in the world, while Parafix (Brazil) relies on an almost entirely renewable energy mix. In contrast, the U.S. and Chinese sites operate with more carbon-intensive energy mixes, which remain highly dependent on fossil fuels.

	Country	Nuclear	Renew.	Fossile
Aplix SA	France	≈ 70 %	≈ 27 %	≈ 3 %
Aplix INC	United States	~18 %	~22 %	~60 %
Parafix	Brazil	0	≈ 83 %	≈ 17 %
Aplix Shanghai	China	~5 %	~30 %	~65 % (carbon)

These differences represent key parameters in shaping the Group’s low-carbon trajectory.

Parafix: Thermal Comfort and Adaptation

In March 2025, PARAFIX installed nine industrial air-cooling units at its production site. These systems operate using outside air combined with humidification, enabling the workshops to be cooled naturally without relying on energy-intensive air conditioning.

This system improves thermal comfort for employees while contributing to more resource-efficient and resilient operations in the face of heatwaves. It therefore represents an initiative at the intersection of energy efficiency and climate change adaptation.



Aplix Inc.: Continuing Its Climate Commitments

Several actions have been implemented to reduce greenhouse gas emissions. For example, Aplix Inc. has validated the use of resins produced in North America in order to reduce emissions related to the transportation of raw materials. Obsolete equipment has been replaced, including air conditioning units and thermal systems, to improve the site’s energy efficiency. The installation of a new system for capturing and conveying gases and VOCs to the incinerator also contributes to reducing the atmospheric impact of industrial processes. All these initiatives are part of the Group’s ongoing climate commitments and contribute to the reduction of Aplix Inc.’s Scope 1, 2 and 3 emissions.

Climate

Carbon Footprint 2024: A Consolidated and Transparent View

In 2024, Aplix conducted a comprehensive carbon footprint assessment for the second consecutive year, covering all sites and emission scopes. The analysis shows that:

- Scope 3 accounts for the majority of emissions, ranging from 82% to 98% depending on the site;
- The main industrial sites (Aplix SA and Aplix Inc.) concentrate the majority of the Group’s emissions;
- Electricity (Scope 2) represents a more significant share of emissions in the United States and China;
- The Group’s carbon footprint is primarily driven by raw materials, suppliers, upstream transportation, energy consumption and industrial processes.

	Total tCO ₂ e	Scope 1	Scope 2	Scope 3
Aplix SA	34 904	6%	2%	92%
Aplix PTC	10 371	1%	2%	97%
Aplix Inc	46 109	3%	13%	84%
Parafix	19 667	0%	3%	97%
Aplix SGH	3 942	1%	16%	83%

Greenhouse gas emissions are classified into three “scopes” in accordance with international standards.

- Scope 1: direct emissions generated on site by the company’s activities, particularly those linked to fuel combustion.
- Scope 2: indirect emissions associated with the production of purchased energy, mainly electricity, heat or steam consumed by the sites.
- Scope 3: all other indirect emissions across the value chain, both upstream and downstream, including raw material purchases, transportation, subcontracting and business travel.

The 2024 carbon footprint highlights three main levers:

- Raw materials, which account for 80% to 95% of total emissions depending on the site. The carbon impact is strongly influenced by material selection, product weight and upstream sourcing.
- Energy and electricity, with varying impacts depending on geographical location, and more significant emissions observed in the United States compared to other regions.
- Upstream and downstream transportation, which largely depends on the geographical location of suppliers and markets (Europe, Asia, United States).

Climate

Strengthening Data Quality

As part of its continuous improvement approach, Aplix SA established in 2025 a steering committee dedicated to the emission factors used in its carbon footprint assessment. This committee is responsible for:

- auditing the emission factors currently in use;
- regularly updating them based on recognised sources (public databases, sector publications, supplier primary data);
- reviewing and validating the data used across climate analyses.

Aplix is also strengthening its collaboration with strategic suppliers, actively integrating more robust upstream data, including material emission factors, energy data from production sites, process-specific characteristics and life cycle assessment results. This approach is essential to accurately reflect the carbon impact of the supply chain, which represents more than 80% of the Group's total footprint.

This work will continue in the coming months and years. It constitutes a key pillar for improving the reliability of carbon data, supporting climate commitments and strengthening the robustness of the reduction trajectories that will be developed as part of the ACT Step-by-Step initiative.

First CDP Reporting: Aplix SA Achieves a B Score on the Climate Theme



In 2025, Aplix SA completed its first reporting to the CDP (Carbon Disclosure Project) on the climate theme. Following this assessment, the company achieved a score of B. This rating reflects the implementation of structured actions aimed at reducing greenhouse gas emissions and improving the management of climate-related risks.

CDP is an international non-profit organisation that annually assesses the transparency and environmental performance of companies across three main themes: Climate, Water Security and Forests. The rating, ranging from A to F, evaluates the quality of approaches, the depth of reporting and the level of integration of environmental issues into corporate strategy.

By responding to the CDP, Aplix SA aims to strengthen the transparency of its climate reporting and meet the expectations of its stakeholders.

Waste and Circularity

Reducing waste, reusing it within processes, and enabling its transformation into secondary raw materials are the three main priorities guiding Aplix's waste management approach.

Parafix: Turning Waste into Raw Materials

PARAFIX valorises part of its industrial waste through a partnership with the company Contato. Production offcuts are compressed into bales and then sent to specialised companies, which transform them into plastic pellets reusable in injection processes. Through this recovery channel, waste—particularly from adhesive tapes—is reintegrated into a material loop, enabling the production of new items such as mixers, boxes and buckets.

This approach strengthens Parafix's integration into a circular economy model.



Aplix Inc.: Strengthening Its Actions

Aplix Inc. also strengthened its approach to waste reduction and valorisation in 2025 through several concrete actions. The integration of regrind materials into certain processes now enables part of the production scrap to be reused, reducing both plastic waste and the use of virgin resin. The company has also established a new partnership for recycling production waste, ensuring a more efficient recovery pathway.

Aplix SA: Advancing the “Waste” Initiative

In 2025, Aplix SA continued the priority initiative undertaken to reduce its level of industrial waste. Several actions were implemented and are under consideration to limit waste from the point of material intake, reduce process-related losses, and address situations of material overconsumption.

Waste and Circularity

Aplix SA and TRI OUEST: A Local Partnership to Improve Recycling and Create Value

Since 2021, Aplix SA has partnered with BARBAZANGES TRI OUEST for the overall management of its waste.

Production waste that cannot be recycled as-is requires further processing. To support its recovery, TRI OUEST is investing €2.5 million in Châteaubriant (Loire-Atlantique, France) in a flexible plastics densification unit, which will enable the recycling of Aplix's waste into new plastic pellets.

On December 16, 2024, Aplix and TRI OUEST signed an agreement to compact plastic waste and convert it into granules. Initially scheduled for implementation in September 2025, the project has been postponed to 2026.

This initiative represents a key step in a shared commitment to sustainable development and the circular economy.



Un partenariat local
pour mieux recycler !



Waste and Circularity

Waste Indicators

	Recovered waste (tonnes)	Landfilled waste (tonnes)	Hazardous waste (tonnes)	Total waste (tonnes)	Recovery rate
Aplix Inc					
2023	472	1 826	8	2 306	20%
2024	574	1 746	10	2 330	25%
2025	495	1 540	11	2 046	24%
Aplix Shanghai					
2023	111	0	1	112	99%
2024	35	0	1	35	98%
2025	150	0	1	151	99,70%
Parafix					
2023	764	15	45	824	93%
2024	889	19	60	968	92%
2025	816	19	34	869	94%
Aplix SA					
2023	1 924	75	174	2 173	89%
2024	1 781	36	126	1 943	92%
2025	1 640	0	123	1 763	93%

Consolidated data shows a gradual reduction in the Group’s total waste volume, decreasing from 5,414 tonnes in 2023 to 4,828 tonnes in 2025, representing an overall reduction of approximately 11 % over three years.

Strengthening sorting at source, reintegrating materials into industrial processes, and sharing best practices between sites constitute key levers for improvement.

These actions will further reduce reliance on landfills, enhance recovery channels, and reinforce the Group’s circular economy approach.

Environmental Awareness

“Climate Fresk” workshops at Aplix SA: strengthening understanding of climate issues

In 2025, Aplix SA organised two editions of the Climate Fresk workshop.

Bringing together a group of volunteers from different departments, this collaborative and interactive workshop helps participants understand the mechanisms of climate change based on scientific data from the IPCC. It encourages collective reflection on possible action levers.

The objective is to raise awareness among employees, strengthen their understanding of the causes and impacts of climate change, and identify, together, practical improvement actions that can be implemented within the company.



Despite the seriousness of the findings, the sessions were conducted in a positive and constructive atmosphere, encouraging awareness and engagement.

These workshops are part of Aplix’s commitment to developing an internal culture around climate issues, supporting the upskilling of teams, and essentially integrating these topics into daily practices across the organisation.

EcoBrinque: combining play and recycling with Parafix!

In 2025, PARAFIX renewed its support for the EcoBrinque project—an educational initiative aimed at raising awareness among public school students on environmental issues. The amme enabled 70 children in 4th and 5th grade to develop their creativity by building robots using recyclable materials provided in educational kits. This project, part of the National Cultural Support amme (PRONAC) and developed in partnership with AH7 Gestão Cultural and Full House Produções Culturais, promotes best practices in sorting, reuse and recycling.

Through this initiative, PARAFIX continues to strengthen its commitment to raising awareness among younger generations and demonstrates the role companies can play in fostering a sustainable environmental culture.



Biodiversity

Aplix's ability to contribute to biodiversity preservation is primarily based on strengthening the following environmental focus areas:

- Climate: reducing greenhouse gas emissions, in line with mitigating impacts on ecosystems;
- Water: limiting pressures on natural environments and ensuring rigorous monitoring of discharges;
- Waste: reducing volumes, reintegrating materials and improving recovery pathways;
- Responsible purchasing: better integration of environmental impacts upstream in the value chain.

Strengthening these levers will provide a solid foundation for Aplix's future biodiversity commitments, in alignment with its overall CSR approach.

PARAFIX - Nascentes amme

As part of its commitment to biodiversity, PARAFIX monitors the ess of the Nascentes amme (Parafix Forest Project). In 2024, the company contributed to funding the PlantVerd - E.E.R.P. - Ativo Verde reforestation project, including the planting of one tree for each team member.

This initiative contributes to the restoration of natural areas and supports the preservation of local biodiversity.



A person with curly hair, wearing a blue uniform, is walking away from the camera down a factory aisle. The aisle is lined with industrial machinery, including large spools of white material. The scene is overlaid with large, semi-transparent diamond shapes in orange and grey. The text "People at the Heart of Performance" is centered in white.

People at the Heart of Performance

Human Resources Policy

People are at the heart of performance and collective success. This conviction is reflected in a human resources policy that aims to ensure respect for rights, foster dialogue, promote diversity, develop skills, protect health and safety, and engage all employees in the CSR approach.

Respect for Human Rights and Labor Practices

Aplix ensures strict compliance with fundamental labor rights, prevents all forms of discrimination, and adheres to applicable social regulations across all its sites.

Ensuring Health and Safety at Work

The prevention of occupational risks is a key priority.

Aplix implements awareness-raising, training and monitoring actions to ensure a safe and protective working environment.

Facilitating Dialogue and Expression

Aplix establishes mechanisms that promote open communication and constructive social dialogue.

Promoting Diversity and Ensuring Equal Opportunities

Aplix supports diverse profiles, backgrounds and skills, and is committed to fostering an inclusive, fair and respectful working environment.

Recruiting and Developing Skills

Aplix invests in attracting, integrating and training its teams, developing the individual and collective skills required to support sustainable company performance.

Ensuring Fair Compensation and Appropriate Social Protection

Aplix ensures a fair compensation policy, aligned with social standards, and provides access to social protection designed to effectively support all employees.

These fundamental principles are further developed in the following pages.

Respect for Human Rights and Labor Practices

In 2025, no major incidents, accidents or significant impacts related to human rights were identified within the workforce.

The company strictly complies with applicable legal frameworks and confirms that no individuals under the age of 18 are employed within its operations.



Charter on Human Rights and Working Conditions

In accordance with our strategic focus, defined to meet our ambition and face the challenges and context of APLIX, we are committed to implementing the human, financial, organizational and technical resources necessary to develop our sales and profitability, improve our operational performance by accelerating our transition towards becoming the industry of the future, strengthen the quality and safety of our products and ensure responsible development of our company.

We are committed to respecting and promoting the universal principles of human and labour rights, as defined by applicable international and national standards, as well as by industry and company agreements. We recognize that every person has the right to be treated with dignity, fairness and respect.

Working conditions	• Guarantee safe, healthy and dignified working conditions for all its employees and external stakeholders • Comply with international labor standards on work hours, pay, paid leave and occupational safety
Fight against discrimination	• Condemn all forms of discrimination, whether based on gender, ethnic origin, religion, sexual orientation or any other criterion defined by law • Promote an inclusive work environment that respects diversity
Fight against illegal child labour	• Strongly oppose child labor and honor a commitment to refrain from using child labor in its activities • Ensure that its entire supply chain complies with this commitment
Protection of minorities and vulnerable people	• Recognize and respect the rights of minorities and vulnerable groups • Ensure that its activities do not infringe on their human rights and traditional way of life
Right to decent work	• Offer its employees decent work, which respects their dignity and fundamental rights • Promote access to training, professional development and management of the work-life balance • Protect people from forced labor and modern slavery
Ensure compliance with the charter	• Put appropriate procedures and control mechanisms in place, as well as inform all employees • Encourage transparency, open communication and the active participation of all employees in the continuous improvement of our practices with regard to human rights and working conditions.

Our company's strategic focuses are in line with our values of respect, innovation, commitment and excellence. These commitments and the associated objectives, reviewed annually by Management to ensure their relevance, are broken down for all of our subsidiaries in a process of continuous improvement and controlled at each of our sites.

Sandrine PELLETIER
APLIX Group CEO

Ensuring Health and Safety

Industrial environments inherently involve health and safety risks. As such, this issue represents a key pillar of Aplix’s commitments. Ensuring the protection of every individual is essential and must be upheld by all, at every level of the organisation.



Charter on Human Rights and Working Conditions

In accordance with our strategic focus, defined to meet our ambition and face the challenges and context of APLIX, we are committed to implementing the human, financial, organizational and technical resources necessary to develop our sales and profitability, improve our operational performance by accelerating our transition towards becoming the industry of the future, strengthen the quality and safety of our products and ensure responsible development of our company.

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Working conditions

- Guarantee safe, healthy and dignified working conditions for all its employees and external stakeholders
- Comply with international labor standards on work hours, pay, paid leave and occupational safety

Fight against discrimination

- Condemn all forms of discrimination, whether based on gender, ethnic origin, religion, sexual orientation or any other criterion defined by law
- Promote an inclusive work environment that respects diversity

Fight against illegal child labour

- Strongly oppose child labor and honor a commitment to refrain from using child labor in its activities
- Ensure that its entire supply chain complies with this commitment

Protection of minorities and vulnerable people

- Recognize and respect the rights of minorities and vulnerable groups
- Ensure that its activities do not infringe on their human rights and traditional way of life

Right to decent work

- Offer its employees decent work, which respects their dignity and fundamental rights
- Promote access to training, professional development and management of the work-life balance
- Protect people from forced labor and modern slavery

Ensure compliance with the charter

- Put appropriate procedures and control mechanisms in place, as well as inform all employees
- Encourage transparency, open communication and the active participation of all employees in the continuous improvement of our practices with regard to human rights and working conditions.

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Ensuring Health and Safety

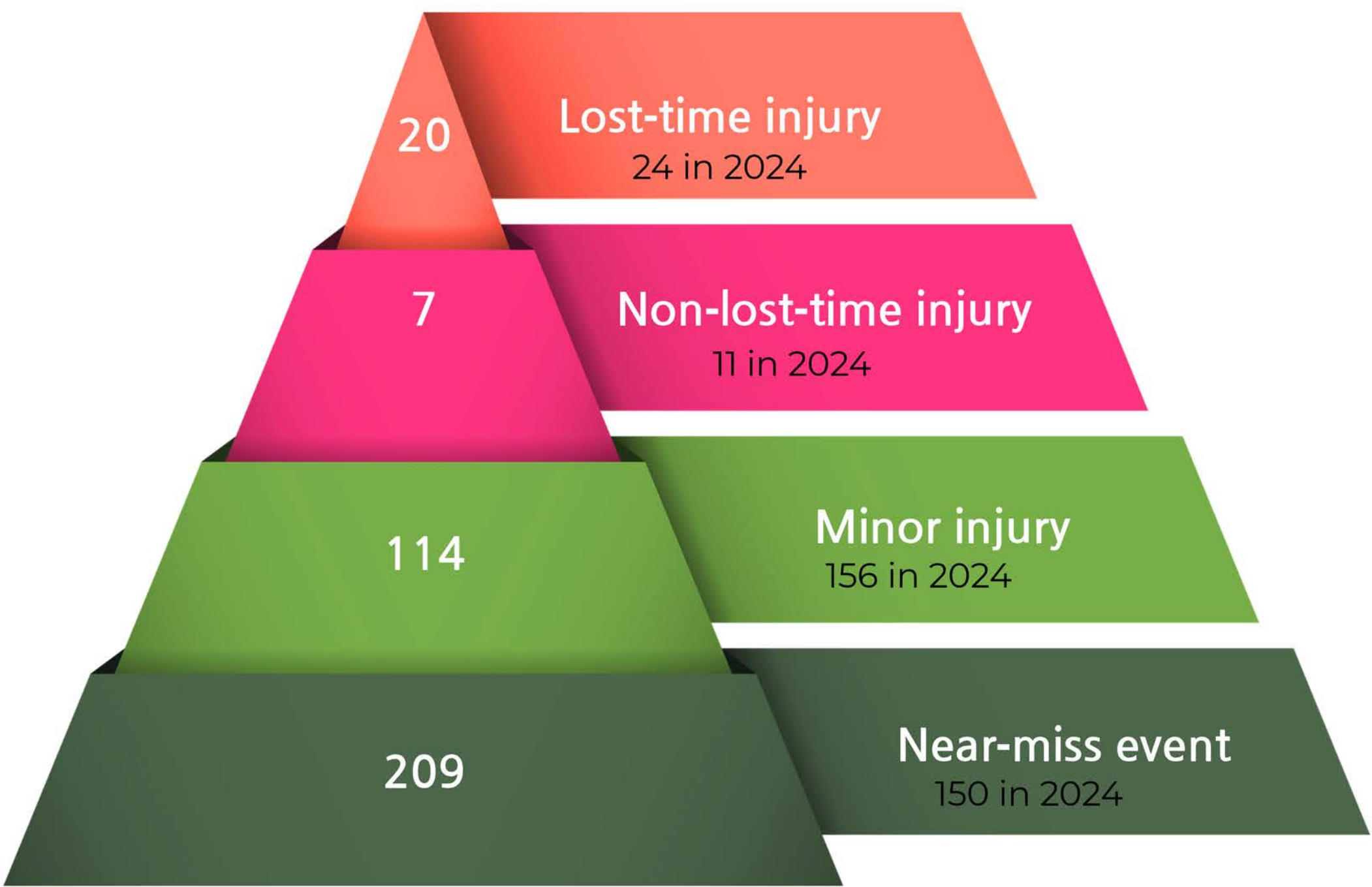
Aplix pays particular attention to its operational teams, who are more exposed to risks, while also involving all employees in a shared health and safety approach. This policy is based on three key pillars: employee involvement, awareness-raising and communication.

Within each Aplix entity, dedicated governance structures oversee occupational health and safety issues. Their objective is to promote individual accountability and strengthen a safety culture, supported by performance indicators, regular communication initiatives and a global steering framework.

The Bird Pyramid: A Structured Prevention Tool for Aplix SA

The Bird Pyramid, a recognised model for risk management and prevention, is deployed and presented to employees during occupational health and safety meetings. It highlights that a serious accident is generally preceded by numerous incidents without injury and near-miss events.

This approach aims to encourage the reporting and analysis of low-severity events, in order to identify potential dysfunctions and implement corrective actions before a serious accident occurs. The Bird Pyramid therefore structures the company's continuous improvement approach, contributes to the protection of employees, and supports operational performance. The figures below present the data for 2025.



Thanks to the prevention measures implemented, the results reflected in the Bird Pyramid are improving, although they have not yet reached the expected targets.

Ensuring Health and Safety

Zero Accident Target for Aplix

Beyond the existing internal frameworks already in place, the entire Aplix Group shares a common ambition: to collectively ess towards zero accidents. Each subsidiary adapts this objective to its own specific challenges, within a shared framework based on daily vigilance, feedback and the continuous improvement of practices.

	2024	2025
Frequency Rate		
Aplix Inc	6.66	3.35
Parafix	22.42	18.84
Aplix Shanghai	0	0
Aplix SA	29.66	30
Severity Rate		
Aplix Inc	0.06	0.09
Parafix	0	0.38
Aplix Shanghai	0	0
Aplix SA	1.64	1.78

- The frequency rate is defined as the number of accidents resulting in more than 24 hours of lost time divided by the total number of hours worked, multiplied by one million.
- The severity rate is defined as the number of days lost divided by the total number of hours worked, multiplied by 1,000.

Aplix Shanghai - Safety and Prevention Focus

Since January 2023, the Aplix Shanghai site has recorded no lost-time accidents. Only one non-lost-time incident was reported in 2024. The prevention approach is based on an active culture of reporting and risk anticipation. Out of more than 406,000 hours worked, 576 potentially hazardous situations were identified by employees, along with near-miss reports and first-aid interventions. These reports constitute a key lever for continuous improvement and collective prevention.

Ensuring Health and Safety

Dedicated Health and Safety Initiatives at the Brazilian Subsidiary

Parafix organised a Health Week dedicated to the physical and mental well-being of its teams. The am included activities to raise awareness of mental health, exercise sessions, healthy eating workshops, prevention initiatives linked to Breast Cancer Awareness Month (“Pink October”), preventive medical check-ups, and workshops on oral health.



Parafix slogan: “Hands that connect, attitudes that save.”

In addition to daily and weekly prevention initiatives, including Daily Safety Dialogues and regular health and safety training, Parafix organised in August an Internal Accident Prevention and Environmental Awareness Week.

Under the slogan “Hands that connect, attitudes that save”, this edition focused on a key risk associated with Aplix’s activities: hands, which are particularly exposed during production, handling and equipment adjustment operations.

This dedicated week brought teams together through awareness initiatives, information sessions and educational workshops, with the aim of strengthening safe practices, improving risk prevention and reinforcing shared responsibility for occupational health and safety.

Aplix Inc. Continues Its “Safety Bingo” amme

The “Safety Bingo” am once again proved highly successful this year. It encourages team members to put forward ideas for continuous improvement, particularly in the areas of prevention and safety.

In 2025, Aplix Inc. received 73 employee suggestions, covering safety, quality, continuous improvement and cost reduction.

Aplix Shanghai Structures Its Approach Around Prevention

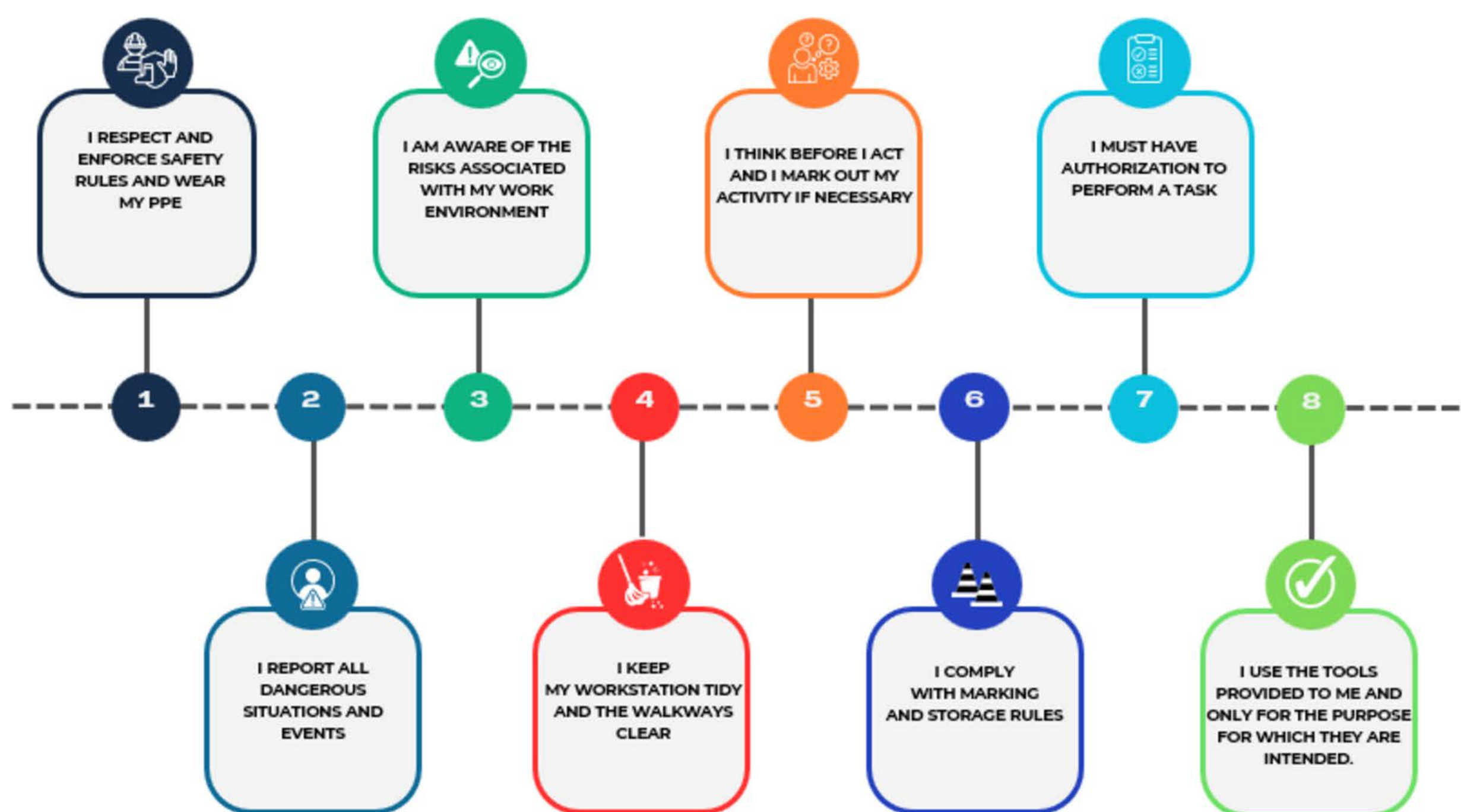
In August, Aplix Shanghai organised a fire safety drill to test existing systems and strengthen team preparedness for emergency situations. In addition, an annual occupational health examination was conducted during the same month for production operators, contributing to the monitoring of their health and the prevention of occupational risks.

Ensuring Health and Safety

Aplix SA met en place ses “règles d’or” de la sécurité au travail

Safety is not just a matter of procedures: it is a culture, a mindset, and a shared responsibility embraced by everyone. To strengthen this culture, a set of Golden Rules was developed collaboratively.

The vision behind this initiative is clear: by applying this common framework, tailored to our challenges, the company helps create a safer, more respectful, and more supportive workplace environment. This visual framework was presented to employees, widely communicated, and displayed throughout the site.



A Shared Approach

For several months, working groups bringing together operators, supervisors and the EHS department have been established to reflect collectively on how these rules can be effectively applied within workshops. To ensure relevance, adapt instructions to operational realities and encourage broad adherence, several initiatives have been launched, including:

- redefining appropriate personal protective equipment (PPE) according to specific tasks;
- improving the identification and management of hazardous situations, notably through near-miss reporting tools;
- strengthening clear and accessible safety instructions to secure practices and support the onboarding and training of new employees.

Ensuring Health and Safety

Aplix SA Engages Teams and Encourages Near-Miss Reporting

Strengthening prevention relies on a simple principle: making near-miss reporting accessible, useful, and valued.

In 2024-2025, the site redesigned its reporting form to create a clearer and more user-friendly tool covering both safety and environmental issues.

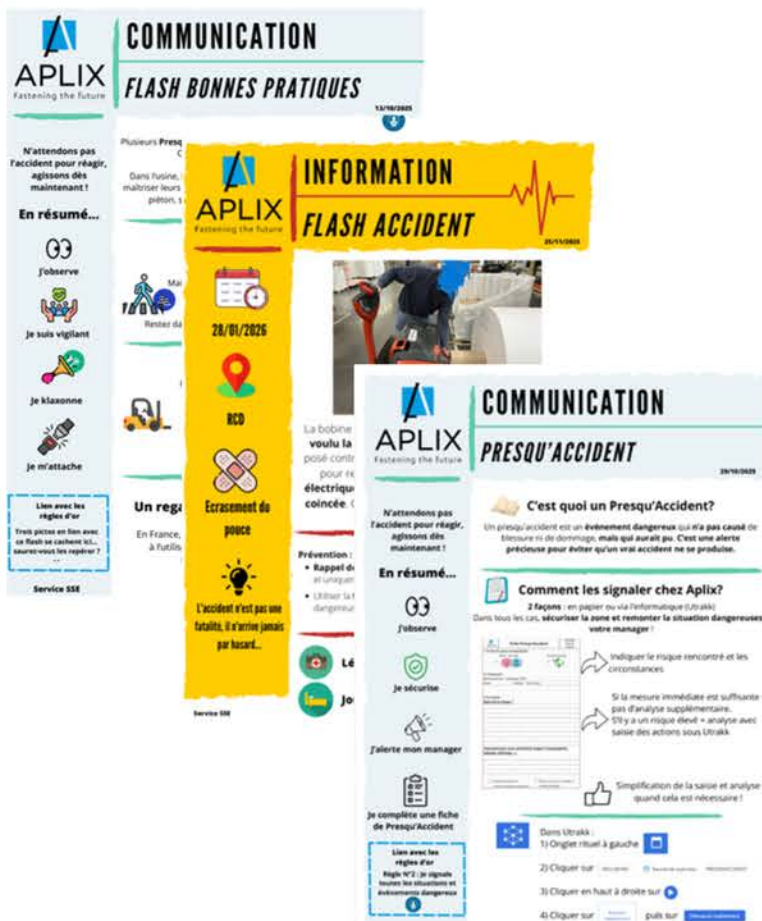
Beyond the tool itself, the challenge is cultural: every report must be addressed, made visible, and communicated. This is what drives engagement and encourages teams to participate.

Reported incidents feed into monitoring indicators, such as the Bird Pyramid, and are presented within internal governance bodies.

Targeted Communication



Each week, Parafix shares dedicated communication on physical and mental well-being as part of the Wellness Wednesdays initiative. These messages encourage the adoption of healthy habits and simple practices that support everyday balance. This regular campaign helps raise awareness among all employees on health-related issues, strengthen prevention efforts, and promote a more balanced, healthy and supportive work environment for everyone.



Targeted communications are regularly disseminated following events that occur within Aplix SA. Their purpose is to share feedback, reiterate best practices, and continuously strengthen a robust and sustainable safety culture.

Ensuring Health and Safety

Social Support Measures and Psychosocial Risk Prevention

As part of its Quality of Life and Working Conditions (QLWC) policy and psychosocial risk prevention approach, Aplix provides all employees with access to a social support service available two days per month. Consultations are organised on the 1st and 3rd Mondays of each month, with alternating morning and afternoon sessions at the Cellier site, ensuring accessibility for teams with varied working hours.



This support system was further strengthened in a context of organisational change, with on-site consultations held at the Pontchâteau site in February, March and early May to support employees affected by the site closure. The approach is based on confidential and individualised support, combining listening, guidance and administrative assistance, in coordination with internal stakeholders (Human Resources, occupational health services) and external partners.

This social support service contributes to protecting mental health, well-being and safety, particularly for employees in vulnerable situations.

Ensuring Health and Safety

Sports and Employee Well-being

Aplix SA provides its teams with access to a cardio fitness area equipped with machines, as well as a dedicated room for group classes, available 24/7, in order to encourage regular physical activity.

In 2025, this dynamic continued with:

- a strength training session held every Tuesday lunchtime, led by a volunteer employee acting as coach;
- a new class dedicated to beginners, organised on Fridays at lunchtime.

On average, 25 to 30 employees take part in these sessions each week.

Thematic events, particularly at the end of the year, also helped strengthen team cohesion and encourage participation.

Aplix considers physical activity as a key lever for long-term health, well-being and work-life balance. The company therefore encourages all employees to make use of the available facilities and integrate physical activity into their daily routines.



Promoting Dialogue and Employee Expression

Our conviction: high-quality social dialogue directly contributes to risk prevention, the improvement of working conditions and internal cohesion.

Structured Social Dialogue through Representative Bodies

In France, social dialogue at Aplix SA is structured around two main representative bodies:

- The Social and Economic Committee (CSE), which represents all employees and addresses topics such as work organisation, social policy, vocational training and the company’s strategic orientations.
- The Health, Safety and Working Conditions Committee (CSSCT), a subcommittee of the CSE, dedicated to occupational risk prevention, the improvement of working conditions, and the monitoring of employee health and safety.

These bodies provide a structured framework for dialogue, fostering transparency, the circulation of information, and the consideration of employee expectations.

Beyond legal requirements, Aplix is committed to creating the conditions for open and trust-based dialogue. Regular consultations, both formal and informal exchanges, and the sharing of transformation projects enable broader involvement of employee representatives in the company’s strategic and operational challenges.

This dynamic is further strengthened by complementary internal mechanisms such as employee surveys (social barometer, psychosocial risk assessments, and “guardian angel” initiatives).

Completion rate of meetings held with employee representatives



New Agreement on Employment and Career Path Management Signed

Skills management requires a forward-looking approach in order to adapt systems to evolving business needs and the modernisation of roles. In this context, a GEPP agreement (Jobs and Career Management) was signed in December 2025.

This agreement formalises Aplix SA’s commitment to supporting organisational transformations, securing career paths, and strengthening the company’s ability to anticipate changes in its professions.

Promoting Dialogue and Employee Expression

Aplix Inc.: Listening to Teams and Continuous Improvement of Practices

In 2025, Aplix Inc. conducted an employee engagement survey, with nearly 50% of the workforce participating. The insights gained from this initiative provided a better understanding of employee expectations, perceptions and engagement levels, while also offering the opportunity to benchmark results against sector reference data.



The results show positive trends compared to benchmarks, particularly on key topics such as safety, training, compensation and benefits. The survey also highlighted a significant increase in awareness of corporate social responsibility and sustainability issues, confirming growing engagement year after year.

Building on this listening approach and in response to the feedback expressed, a comprehensive update of the company's internal regulations and employee handbook was carried out.

Aplix Inc. plans to renew the initiative and aims to increase participation from 50% to 75%.

Promoting Dialogue and Employee Expression

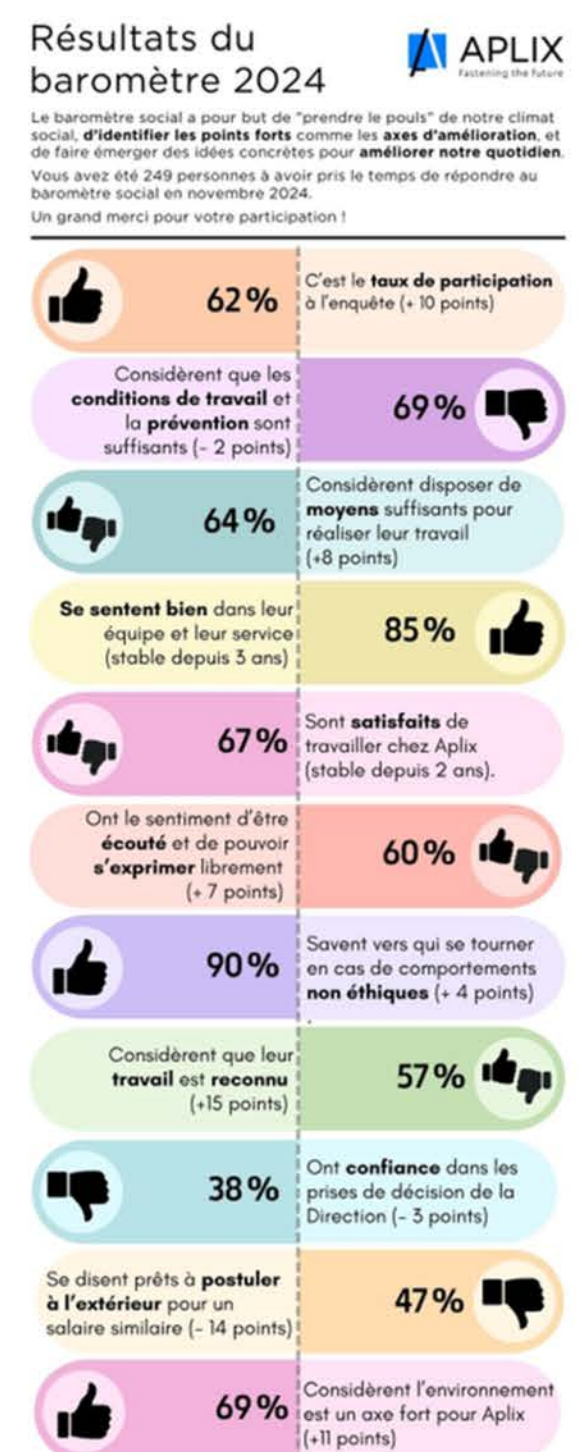
Aplix SA: Toward an Evolution of the Social Barometer

After nine years of continuous implementation, Aplix SA initiated in 2025 a reflection on the evolution of its social barometer. Changes in internal practices and employee expectations have made it necessary to update the tool in order to enhance its relevance and impact.

A dedicated working group has been established to design a renewed version of the barometer in 2026. The main objectives of this overhaul are:

- to increase participation from operational teams, ensuring that day-to-day realities are better reflected in the analysis of internal perceptions;
- to assess the effectiveness of measures implemented since previous surveys, particularly in terms of work organisation and quality of working life;
- to align the barometer with the psychosocial risk survey conducted in 2025, ensuring complementarity between tools;
- to enhance overall employee satisfaction, using the survey as a genuine lever for continuous improvement.

In this context, the social barometer has been suspended in 2025 and will be relaunched in an enhanced version in 2026.



Structured Alternation Between Psychosocial Risk Survey and Social Barometer

It is within this annual alternating approach, designed to provide a comprehensive view of the social climate and well-being at work, that internal listening mechanisms have been revised:

- one year dedicated to the Psychosocial Risk (PSR) survey - in odd-numbered years;
- one year dedicated to the social barometer - in even-numbered years.

In 2025, the company therefore conducted its first PSR survey, in order to establish complementary, consistent and better-aligned tools to monitor the evolution of internal perceptions, identify areas for improvement and enhance quality of working life.

Promoting Dialogue and Employee Expression

Psychosocial Risk Prevention at Aplix SA

As part of its approach to prevention and continuous improvement of working conditions, Aplix SA conducted a Karasek survey during the first half of the year, aimed at assessing psychosocial risks (PSR) within the company. This tool makes it possible to evaluate the balance between job demands, level of autonomy and the perceived support among team members.

The survey results were shared with all employees in order to strengthen understanding of the issues, foster internal dialogue and engage teams in the prevention approach.

Following the analysis, a specific action plan was developed to address the identified risks. Its implementation will be rolled out throughout 2026, with regular monitoring of the actions undertaken.

Aplix SA's "Guardian Angels" am: A Social Innovation Initiative

To strengthen its prevention approach and support for employees, Aplix SA has implemented an innovative internal initiative: the "Guardian Angels" am.

Selected for their impartiality and the trust they inspire, and trained in the identification of psychosocial risks (PSR), the Guardian Angels provide a local listening point accessible to all employees, including management.

Once a month, according to a predefined and internally communicated schedule, dedicated pairs move across all departments to gather potential concerns, guide employees and facilitate the resolution of sensitive situations. To ensure the neutrality of the initiative, team members rotate regularly.

Their role is neither to provide care nor to replace professionals. The am is based on listening, guidance and support, notably relying on the partnership established with "Lily facilite la vie". When necessary, situations can be reported through a dedicated application, enabling referral to appropriate resources.

Aware of the emotional demands associated with this role, Aplix SA also takes care to preserve the mental well-being of the Guardian Angels themselves, ensuring that their commitment remains sustainable over time.

Promoting Diversity and Ensuring Equal Opportunities



Diversity Charter

In accordance with our strategic focus, defined to meet our ambition and face the challenges and context of APLIX, we are committed to implementing the human, financial, organizational and technical resources necessary to develop our sales and profitability, improve our operational performance by accelerating our transition towards becoming the industry of the future, strengthen the quality and safety of our products and ensure responsible development of our company.

The diversity charter has been jointly signed with the "Les entreprises pour la cité" network since 2020 and the commitments are:

- | | |
|----------------------|--|
| Recruitment Training | <ul style="list-style-type: none">• To raise awareness and train our leaders and managers involved in recruitment, training and career management |
| Non-discrimination | <ul style="list-style-type: none">• To promote application of the principle of non-discrimination in all management activities and decision-making activities within the company and, in particular, in all stages of human resources management |
| Representativeness | <ul style="list-style-type: none">• To promote the representation of diversity in all countries where we are established, in all its components and at all levels of responsibility. |
| All stakeholders | <ul style="list-style-type: none">• To communicate the commitment to diversity to all employees, customers, partners and suppliers, in order to encourage them to respect and deploy these principles. |
| Social dialogue | <ul style="list-style-type: none">• To make the development and implementation of the diversity policy a subject of social dialogue with staff representatives. |
| Progress | <ul style="list-style-type: none">• To regularly assess the progress made and inform, internally and externally, about the practical results from the implementation of these commitments. |

Our company's strategic focuses are in line with our values of respect, innovation, commitment and excellence. These commitments and the associated objectives, reviewed annually by Management to ensure their relevance, are broken down for all of our subsidiaries in a process of continuous improvement and controlled at each of our sites.

Sandrine PELLETIER
APLIX Group CEO

Promoting Diversity and Ensuring Equal Opportunities

In France, a Disability Policy to Address Societal Challenges.

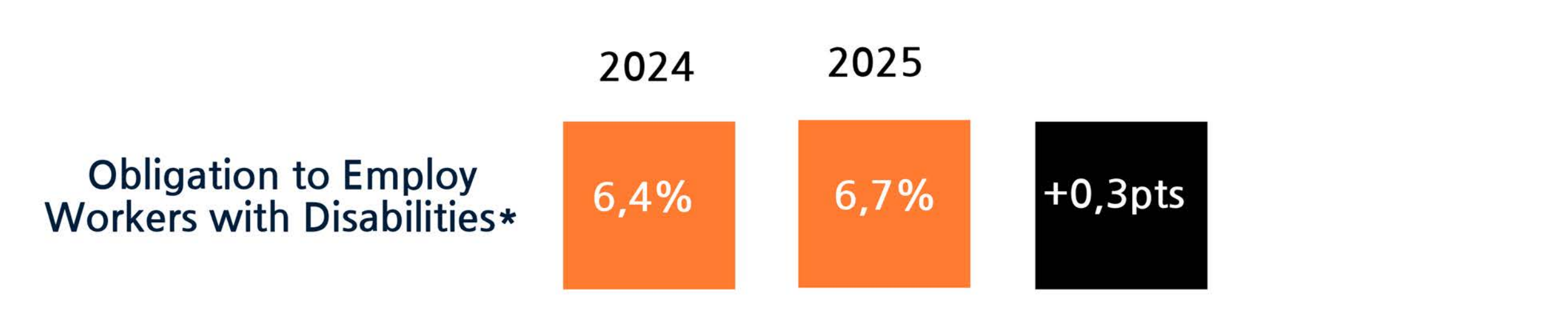
In 2025, Aplix SA strengthened its disability policy in order to provide more concrete and personalised support to employees. The main development during the year was the introduction of two half-days of leave, covered by the company, enabling employees concerned to attend medical appointments related to their disability.

At the end of 2025, the company also launched a call for volunteers to establish a network of disability representatives, aimed at supporting initiatives closer to day-to-day operations. Through this initiative, Aplix SA seeks to foster dialogue, listening and awareness within teams.

In addition to these measures, the company continues to provide individual support through the site nurse, who also acts as the disability referent. Each employee with a disability meets with the nurse at least once a year to assess needs and, where appropriate, consider workplace adjustments.

Furthermore, in order to facilitate daily life for employees concerned, CESU vouchers are made available, providing access to home support services.

Together, these actions reflect Aplix’s commitment to building a more inclusive working environment that is attentive to the needs of all employees.



***Obligation to Employ Workers with Disabilities :** French legal requirement requiring companies with at least 20 employees to ensure that a minimum of 6% of their workforce consists of workers with disabilities, either directly or through equivalent measures.

Promoting Diversity and Ensuring Equal Opportunities

Disability Awareness and Inclusive Employment

On the occasion of the European Week for the Employment of People with Disabilities 2025, Aplix SA renewed its commitment to inclusion and equal opportunities.



This annual initiative aims to raise awareness among all employees about different forms of disability and to promote a more open, attentive and inclusive working environment. Several key activities were organised to encourage understanding, dialogue and awareness:

- a digital escape game on disability;
- DuoDay, during which people with disabilities are welcomed to discover different roles and professions;
- interactive workshops, featuring board games designed to address disability in an educational and engaging way.



The objective of these actions is to help change perceptions and strengthen collective commitment to the inclusion of people with disabilities. This approach is fully aligned with Aplix's diversity and inclusion policy, which aims to ensure equal access to employment and to support an accessible and respectful working environment for all.

Promoting Diversity and Ensuring Equal Opportunities

Supporting Early Careers at Aplix SA



In September, Aplix SA welcomed a new cohort of apprentices and interns across several departments, including innovation, human resources, purchasing, engineering, quality, maintenance, accounting and industrialisation.



In December 2025, a dedicated day was organised to strengthen their understanding of the company. The amme included a presentation of the company and its strategic orientations, an introduction to products and industrial applications, an overview of the CSR approach, and discussion sessions focused on their expectations, feedback and professional challenges.

The day concluded with a convivial moment bringing together apprentices, their mentors and members of the executive committee. Supporting young people’s entry into the professional world is a key lever for strengthening diversity and promoting equal opportunities.

By offering early career experiences, Aplix helps facilitate access to employment, develop the skills of future professionals and bring fresh perspectives into the company.



Promoting Diversity and Ensuring Equal Opportunities

Commitment to Inclusion and Employment in the Local Territory



Aplix SA has, for the fourth consecutive year, been awarded the “Entreprise accueillante” certification by Nantes Métropole.

This recognition underscores the company’s commitment to promoting youth employment within the local territory.

In addition, as a signatory of the Diversity Charter since 2020, Aplix SA affirms its commitment to building teams that reflect a diversity of backgrounds, ages and experiences. This approach is based on a strong conviction: diversity is a key driver of performance and innovation.

The Diversity Charter encourages companies to promote youth employability within their local territories. In this context, Aplix SA welcomed 12 interns and 14 apprentices in 2025, including 10 new contracts. The company also continues its outreach efforts by offering company visits and observation internships to middle and high school students from the metropolitan area, in order to foster awareness of industrial careers.

This dynamic will continue, with the ambition to further strengthen the company’s commitments to inclusion, territorial attractiveness and the transmission of skills.

UpFix! Supporting Young Talent at Parafix

Eight young participants took part in the monthly sessions of the UpFix amme, a development pathway designed to support young people at the beginning of their educational and professional journeys. The group included both Parafix apprentices and interns, as well as young people aged 16 to 21, who are children of employees wishing to discover the corporate environment.



Throughout the amme, participants were supported by managers acting as mentors, through a structured pathway combining practical exercises, experiential learning and skills development. The sessions addressed key topics such as communication, productivity, the use of company tools and the development of soft skills.

This experience aims to prepare young people for the demands of the job market while supporting both their professional and personal development.

Promoting Diversity and Ensuring Equal Opportunities

Commitment to Gender Equality

In 2025, based on 2024 data, Aplix SA reported an overall gender equality index of 93/100.

This score is broken down as follows by indicator:

- Pay gap indicator: 38/40
- Salary increase gap indicator: 20/20
- Promotion rate gap indicator: 15/15
- Return from maternity leave indicator: 15/15
- High salary indicator: 5/10



Aplix is committed to promoting gender balance in its recruitment practices, based on the conviction that diversity and professional equality are key drivers of collective performance, innovation and attractiveness. Beyond the index itself, the company ensures fair HR practices throughout the employee journey, including access to training, career development, representation in technical roles and support for women’s career paths.

Monitoring this index and maintaining continuous vigilance remain key priorities for Aplix. The company intends to pursue its actions to strengthen the representation of women across all functions, including in senior leadership positions.

Recruiting and Developing Skills

Versatility Challenges: A Focus on Aplix SA Workshops

Aplix SA operates two production units comprising seven workshops, a warehouse and 69 different positions. Since 2022, the company has implemented, in consultation with employee representatives, a clear and structured framework for versatility, designed to enhance industrial agility and recognise operators' multi-skilling.

This framework is based on three levels of versatility:

- P1: intra-workshop versatility;
- P2: inter-workshop versatility;
- P3: multi-skilling, corresponding to an extended mastery of multiple positions.

In 2025, among the 174 production operators, each mastered an average of 4.36 positions. In addition, 58 operators were identified as “versatile”, representing one-third of the workforce, a result exceeding the initial target of 20% set at the launch of the amme.

The development of competencies through versatility contributes to securing production, optimising workforce flexibility, supporting career development, and enhancing the value of employees' skills.

Aplix Academy - A Digital Platform for Skills Development

Aplix has launched Aplix Academy, its new digital learning platform, accessible via computer, smartphone and tablet. Initially rolled out to around 50 users, it centralises all the Group's training content, available in both French and English, and will eventually combine in-person training sessions with remote learning modules.



The platform is part of a structured approach to skills development, supported by a phased deployment plan covering knowledge of the company, as well as its Industry, Automotive and Hygiene markets, and training on product ranges. This initiative aims to harmonise knowledge across the Group and support the upskilling of teams, particularly during the onboarding process.

Aplix Inc. Train the Trainer Program

In 2025, six high-potential production operators participated in the Aplix Train the Trainer program, facilitated by the HR Manager. This initiative aimed to develop their leadership competencies while equipping them with practical mentoring skills. Through this program, participants are empowered to support workforce development, share best practices, and contribute to operational excellence across the organization.

Recruiting and Developing Skills

Aplix SA: Skills Development Plan

The Aplix SA skills development plan aims to structure and strengthen the upskilling of teams around three main priorities:

- Supporting the implementation of Aplix’s strategic roadmap, by aligning training ammes with operational needs and evolving job requirements;
- Meeting regulatory requirements in terms of quality, safety and environment, through mandatory training and regular updates;
- Developing individual and collective competencies, notably through the deployment of certified training pathways such as professional certificates (CQP).

	2024	2025	
Number of training hours	13422	6302	-53%
Number of trainees trained internally	748	548	-27%
Number of trainees trained externally	178	107	-40%

In 2025, internal training continued to represent a key component of skills development at Aplix SA, with approximately 75% of training hours dedicated to on-the-job learning. However, the overall volume of internal training hours was lower than in 2024, due to the absence of new structured ammes such as the Machine Setter CQP, which had been previously implemented. Training activities in 2025 were therefore more focused on targeted adjustments, aligned with recruitment needs and organisational changes. It should be noted that the training budget remained stable between 2024 and 2025, with € 184k in training expenses allocated each year.

Recruiting and Developing Skills

Aplix Inc.: Management Training and Optimization of HR Processes

The Human Resources team at Aplix Inc. delivered training dedicated to performance management, aimed at all managers and supervisors.

This training session provided an opportunity to review best practices in performance evaluation, goal setting and documentation, while also introducing these principles to new supervisors.

Participants were also introduced to a new automated annual performance review form, integrated into the HR information system (HRIS). Several enhancements were implemented to optimise the use of the HRIS and further digitalise employee processes, including:

- Recruitment and onboarding: automated generation of employment offer letters and full digitalisation of onboarding workflows;
- Performance management: digitalisation of goal setting, succession planning, performance reviews and feedback cycles;
- Training and development: automated assignment of training courses and digital tracking of development pathways.

The HRIS is increasingly becoming a more operational and integrated tool each year, enabling the automation and harmonisation of numerous HR processes throughout the employee lifecycle.

Team Stability - A Differentiating Indicator in China

In 2025, the Aplix Shanghai site recorded a very low turnover rate of 1.55%. In a Chinese industrial context often characterised by high workforce mobility, this level of stability represents a clear differentiating factor. It reflects the site's ability to retain its teams over the long term, maintain key competencies and provide a structured working environment. This stability supports the continuity of skills, strengthens process control, and contributes to the site's overall performance, both operationally and socially.



Ensuring Fair Compensation and Social Protection

Aplix provides all employees with fair compensation and social protection against loss of income due to illness, unemployment, workplace accidents, parental leave and retirement.

Short- and medium-term incentive mechanisms also enable employees to share in the company's overall performance, through profit-sharing schemes and variable compensation systems.

Evolution of Job Structure and Salaries - PARAFIX (Brazil)

In 2025, PARAFIX undertook a comprehensive review of its job and compensation structure within its production operations. This initiative, carried out in collaboration with industrial teams, helped clarify the organisation of roles. The new framework introduces:

- clearer career levels;
- more transparent session criteria;
- improved internal consistency across positions;
- and enhanced visibility of career development opportunities.

This initiative aims to improve internal equity, support skills development, and provide employees with a clearer understanding of the opportunities available within the company. It represents a key lever for attractiveness, retention and the professionalisation of teams.

Engaging Employees in the CSR Approach

The Solidarity Leave Bank: A Support Mechanism for Employees

Introduced in 2018 through a collective agreement within Aplix SA, the solidarity leave bank allows any employee to donate days of leave to support colleagues who need to care for a relative in difficulty. This mechanism is based on confidentiality, fairness, solidarity and consideration for sensitive personal situations.

Its operation is simple and structured:

- an initial discussion with the site nurse, followed by the completion of an application form;
- submission of the request to the medical department to ensure anonymity;
- review by a dedicated committee, which allocates leave days on an anonymised basis;
- communication of the final decision.

For each application approved by the committee, Management systematically contributes an additional day to the allocated balance, regardless of the number of days granted by the committee.

- As of January 1, 2025, 49 days were available under this scheme.

En 2025 :

- 4 requests were submitted and approved by the committee.
- 32 days were granted, including 4 days covered by the company.
- 37.5 days will be available for the year 2026.

Through the solidarity leave bank, Aplix reaffirms its commitment to supporting employees during difficult life situations and to promoting a culture of solidarity and responsibility. This dynamic will continue, notably by strengthening the accessibility and visibility of the scheme among all employees.



Engaging Employees in the CSR Approach

European Sustainable Development Week 2025: Raising Awareness, Taking Action and Driving Engagement

From September 25 to October 8, 2025, Aplix SA took part in the European Sustainable Development Week (ESDW), with the aim of raising awareness among employees of environmental, social and societal issues. Through a series of key events, the company sought to encourage reflection, collective action and engagement around sustainable development.

Several activities were organised throughout the week, addressing sustainability challenges from different perspectives:

- “Anti-corruption and Integrity” webinar: led by the UN Global Compact, this session focused on best practices, tools and actions to strengthen transparency and ethics within organisations.
- Treely Challenge - 1 m² of forest preserved per 100,000 steps: for the first time, Aplix launched this collective initiative combining health, physical activity and environmental protection.
- Meeting with a local association (“Pain Partagé”): employees learned about the work of an organisation committed to food solidarity, its missions and the potential connections with the company’s local engagement.
- Climate Fresk workshop: a collaborative session designed to understand the mechanisms of climate change and identify internal action levers.
- Solidarity brioche sale: organised in support of a local association working with people with disabilities, raising awareness among employees of inclusion and equal access to rights.



The European Sustainable Development Week is intended to become an annual milestone, aimed at strengthening awareness of the Sustainable Development Goals, encouraging collective initiatives, and highlighting both local and internal actions undertaken in support of responsible development.



Business Conduct

Governance

Aplix's business conduct is based on a set of principles, approaches and practices related to its key challenges, aimed at ensuring the company's sustainable performance. It is structured around several core areas:

- Ethics and compliance: the company relies on clear rules, regular training and shared vigilance to prevent ethical risks and ensure integrity across all its operations.
- Responsible purchasing: purchasing practices integrate social, environmental and ethical considerations, notably through the Responsible Purchasing Charter.
- Research and development attentive to environmental issues: R&D teams systematically incorporate eco-design principles, material optimisation and impact reduction throughout product life cycles.
- Resource efficiency and waste reduction: the company continues its efforts to limit resource consumption, improve processes, optimise material flows and reduce waste, in line with a commitment to operational efficiency.
- Responsible marketing and business development: marketing and sales teams promote solutions that deliver real technical value to customers, while aligning with a responsible approach.
- Responsible digital practices supporting modernisation: digital transformation projects aim to modernise operations, streamline processes and reduce digital impacts through more efficient usage.
- Industrial transformation guided by sustainable performance: industrial evolution (process modernisation, energy optimisation, activity transfers) is driven by a balance between operational efficiency and environmental performance, consistent with the Group's commitments.
- Quality commitments supporting credibility: quality management systems ensure process control, product compliance and the robustness of the company's CSR commitments.
- Local anchoring around meaningful causes: local initiatives are implemented within each entity, including environmental projects, educational and cultural initiatives, solidarity actions and awareness campaigns, reflecting issues that matter to teams.

These elements are further developed in the following pages.

Ethics and compliance



Charter on Ethics and Professional Conduct

The company conducts its activities in a rigorous, efficient and dynamic manner; its image and development depend on it. This code of ethics expresses the general meaning and principles that everyone agrees, personally, to respect within the framework of the assignments incumbent upon them. It is part of a continuous process of improving professional practices. It is supported by the company and is intended to apply to each employee and manager.

- | | |
|--|--|
| Moral integrity | <ul style="list-style-type: none"> • Under all circumstances, strive to give the best image of the company and to prohibit any practice likely to harm the company. • Never seek to benefit personally from the professional relationships maintained with suppliers or subcontractors with the company. • Refuse any type of offer that could compromise one's independence of judgment or that could call into question one's moral integrity. |
| Confidentiality | <ul style="list-style-type: none"> • Respect the confidentiality of information both inside and outside the workplace, even after business hours. • Refrain from disseminating or using company data outside the professional context. • Comply with the rules defined by the CNIL. |
| Respect for others | <ul style="list-style-type: none"> • Refrain from practicing discrimination or making inappropriate comments, in particular with regard to religion, sex or physical appearance. • Ensure that one's actions and words are not likely to undermine the rights and dignity of one's colleagues and collaborators, alter their physical or mental health or jeopardize their professional future |
| Prevention of conflicts of interest | <ul style="list-style-type: none"> • Respect the interests of the company by avoiding any situations which could have a direct or indirect interest or influence on the way in which he or one of its employees performs their duties or responsibilities or their motivation for doing them. • Act in the legitimate and exclusive interest of the company with a constant concern for protecting it, including its image and reputation • Be careful not to create and make sure to avoid any situation that could place them in a conflict of interest. • Undertake to report any situation involving a risk of conflict of interest concerning them in order to determine the most appropriate way to act. • Devote all of one's professional activity to the service of the company. |
| Prevention of corruption and influence peddling | <ul style="list-style-type: none"> • Decline any gift or invitation. • Commit to complete independence, objectivity, impartiality, efficiency and good use of the company's financial resources, in the daily practice of its business and its corporate mandate. • Choose candidates based on the quality of their products or services and the prices charged through competitive bidding according to regulations, standards and internal procedures in effect. • In the context of one's professional activities, observe rigorous political neutrality with regard to local elected representatives, political parties or associations. |

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Sandrine PELLETIER
APLIX Group CEO

Ethics and compliance

Whistleblowing Mechanism at Aplix SA

Aplix's corporate culture is based on principles of transparency, integrity and responsibility. The company has implemented an internal whistleblowing mechanism allowing any individual to report, in good faith and without any form of retaliation, facts that may constitute a crime, an offence, a threat to the public interest or a breach of the law.

To ensure rigorous and impartial handling of reports, Aplix relies on a dedicated Ethics Committee, which can be contacted via a specific email address or by confidential mail. Full details of the mechanism are available in the company's internal documentation.

This system helps strengthen ethical vigilance, prevent non-compliance risks and support a working environment based on trust and shared responsibility.

In 2025, no alerts were reported to the Ethics Committee.

Ethics & Integrity Training with the Global Compact Academy

In 2025, employees in sensitive roles within the Chinese, American and Brazilian subsidiaries completed the "UN Global Compact Academy - Anti-Corruption & Integrity Essentials" training, offered as part of the United Nations Global Compact.

Delivered through an e-learning format, this session strengthened awareness among key teams of ethical, compliance and anti-corruption issues, by reinforcing expected practices, appropriate behaviours and international standards related to integrity.

A similar initiative will be rolled out within Aplix SA in 2026.



Ethical Audits - Sedex

In 2025, Aplix also maintained and strengthened its approach to ethics and compliance through the completion of a SMETA audit (Sedex Members' Ethical Trade Audit), conducted by the independent certification body DNV.

This audit assesses the company's practices in terms of social standards, working conditions, health, safety and business ethics.



Research and Development

Innovation at the Heart of Aplix Since Its Origins

To address future challenges, Aplix is committed to fostering a dynamic approach aimed at reducing the use of petroleum-based materials and increasing the use of materials that enhance recyclability. The use of materials with a lower environmental impact—whether recycled, bio-based or biodegradable—is a major focus of the Research and Development teams.



Charter on Research and Development

In accordance with our strategic focus, defined to meet our ambition and face the challenges and context of APLIX, we are committed to implementing the human, financial, organisational and technical resources necessary to develop our sales and profitability, improve our operational performance by accelerating our transition towards becoming the industry of the future, strengthen the quality and safety of our products and ensure responsible development of our company.

Research and innovation are at the heart of APLIX's strategy.
Our R&D policy aims to develop new products and processes, in respect of our CSR commitments, according to the following principles:

Innovating for our future

- Propose technological breakthroughs in line with sustainable development objectives.
- Develop and maintain the eco-design philosophy within the teams.
- Perform LCAs of products in the development phases.
- Assist in marketing to our customers in order to better understand their needs and their longer-term strategy, while ensuring that environmental aspects are taken into account.
- Develop the use of artificial intelligence as tools for research, control, development or creativity.

Respect our planet

- Integrate environmental and social aspects to define our focus in terms of product development, notably through the 5R+S assessment: "Refuse, Reduce, Reuse, Repurpose, Recycle + Social".
- Favor local suppliers, for materials as well as for equipment and services.
- Choose raw materials that respect the environment and the people who produce them.
- Anticipate changes in raw materials through regulatory monitoring.

Develop our products and processes

- Evolution of our means of production towards technologies that are more respectful of the operator and the environment.
- Develop our measurement tools to reflect products on the market and streamline new products under development.
- Integrate recycling into the study of new products.
- Evaluate the environmental impact of existing products and processes and determine the levers for improvement.

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Sandrine PELLETIER
APLIX Group CEO

Research and Development

Development of Life Cycle Assessment (LCA) Expertise

Life Cycle Assessment (LCA) is the reference method used to comprehensively evaluate the environmental impacts of a product, from raw material extraction to its end-of-life stage.

To structure this approach, Aplix has identified two dedicated experts responsible for building internal expertise and actively supporting teams in understanding and applying this methodology.

As part of this initiative, Aplix has also acquired the ASKOR software, developed by the Nantes-based company EVEA, in order to benefit from a professional tool tailored to product environmental assessments.

The next challenge is to accelerate the completion of LCAs while maintaining a satisfactory level of accuracy and rigor. Given that these analyses require significant volumes of data and processing time, Aplix has implemented a prioritisation approach for the products and projects to be assessed.

This step-by-step approach aims to deploy LCA in a structured and realistic manner, aligned with internal capabilities, while strengthening environmental awareness across teams.

The 5R+S Tool

In addition to Life Cycle Assessment (LCA), Aplix has developed a simplified internal tool to more broadly integrate eco-design into its projects. This framework is based on the 5Rs — Reduce, Reuse, Recycle, Rethink, Report — complemented by a social dimension focused on employment and working conditions: the “S”.

This tool enables the relative evaluation of several new solutions compared to a reference, based on collectively defined criteria.

It therefore facilitates the rapid identification of improvement levers and supports the integration of environmental and social considerations into design decisions.

Complementary Integration of LCA and the 5R+S Tool

Life Cycle Assessment (LCA) provides a detailed, quantified and scientifically robust analysis of environmental impacts, while the 5R+S tool offers an operational framework that can be mobilised at the very early stages of projects to guide decisions and promote an eco-design culture across all teams.

Together, these two tools structure Aplix’s approach and strengthen the integration of environmental and social performance at the heart of product development.

Research and Development

5R+S, LCA, Eco-design: Aplix Shares Its Experience

In 2025, Aplix was invited to present at the Mouv’Industrie 2025 professional event, dedicated to the mobility industry. On this occasion, the company showcased its eco-design approach and its work on Life Cycle Assessment (LCA) during a workshop focused on sustainable design and production processes.



Thierry Marché - Director of Advanced Research at Mouv’Industrie (September 2025)

Aplix presented its 5R+S eco-design methodology, inspired by ADEME guidelines, along with the recent integration of the ASKOR tool developed by EVEA to perform more comprehensive and consistent Life Cycle Assessments. This development enables the company to more accurately assess the environmental impact of its products and to guide its technological and industrial choices toward more responsible solutions, while maintaining its competitiveness. For Aplix, technical innovation, resource efficiency and economic performance can go hand in hand. In the long term, eco-design tools should be made accessible to a broader range of employees, in order to foster ownership and drive action at all levels of the organisation.

5R+S					
Criteria	Notes				
	1	2	3 (référence)	4	5
Reduce	Increases both energy and water consumption	Increases energy or water consumption		Reduces energy or water consumption	Reduces both energy and water consumption
	Increases and diversifies raw material usage	Increases or diversifies raw material usage		Reduces material quantity or uses a single material family	Reduces material quantity and uses a single material family
Reuse	Entirely new process required	Addition of a module with a new function		Reuse of an existing process without modification	Réutiliser un procédé existant en état
	Requires new material codification and prevents the use of recycled materials premières recyclées	Requires new material codification or prevents the use of recycled materials premières recyclées		Uses already coded materials or recycled materials	Uses already coded materials and recycled materials
Recycle	End-of-life recycling impossible for the final product	Non-recyclable technical waste (Aplix product)		Recyclable technical waste (Aplix product)	End-of-life recycling possible for the final product
Rethink	Increased machine complexity	Increased tooling complexity		Simplified tooling	Simplified machine
	One or more technical functions added to meet requirements	One or more technical functions reinforced		One or more technical functions simplified	One or more technical functions removed
Report	No communication possible	No simplified communication to the end user		Enables simplified communication to the buyer and/or professional networks	Enables simplified communication to the end user
Social Impact	Negative impact on employment	Requires new skills		Helps develop workforce versatility	Positive impact on employment
	Strongly degraded conditions (chemical, thermal risks, etc.)	Degraded conditions (MSDs, noise, respiratory risks, etc.)		Improved conditions (MSDs, noise, respiratory risks, etc.)	Strongly improved conditions (chemical, thermal risks, etc.)

Responsible Purchasing



Charter on Responsible Purchasing

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The Charter on Responsible Purchasing is the result of implementation of the APLIX corporate project, which integrates a CSR approach into its long-term vision. This charter adopts the main principles of CSR in the procurement process and the associated business decisions. It also aims to respond to the themes of the CSRD (Corporate Sustainability Reporting Directive) law of December 2023.

As an extension of the deployment of its responsible procurement, APLIX expects its service providers to commit to supporting it in the following areas:

Compliance with international standards and regulations

- Comply with international labour and human rights standards
- Comply with European regulations on Russian steel
- Comply with EU deforestation regulations
- Comply with EU regulations on conflict minerals

Balance in business relationships

- Limit the rate of economic dependence of service providers
- Ensure fairness and support for service providers in the event of difficulties, ensure financial fairness
- Ensure partnership and co-development
- Favour local relationships

Business ethics with anti-corruption behaviour

- Select service providers on an objective basis
- Comply with applicable anti-corruption laws
- Fight against illegal payments
- Guarantee the absence of any conflict of interest.

Environmental commitments

- Comply with applicable environmental laws and regulations
- Establish an environmental management system to address risks
- Apply responsible management of waste and atmospheric emissions
- Limit the impact of activities on the environment by reducing greenhouse gas emissions, energy consumption, water consumption and the use of non-renewable natural resources. This is in line with COP 21 and the objectives of the European Green Deal.

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Sandrine PELLETIER
APLIX Group CEO

Responsible Purchasing

Responsible Purchasing

Purchasing plays a central role in Aplix’s overall performance, as it represents a significant share of the company’s environmental, socio-economic and ethical impacts. The responsible purchasing approach therefore aims to integrate these challenges throughout the procurement cycle, from supplier selection to the management of ongoing business relationships. Structured around a Responsible Purchasing Charter and a Responsible Purchasing Policy, this approach is supported by concrete initiatives, strengthened processes and close collaboration between Purchasing and CSR teams. Its objective is to secure the supply chain, manage non-compliance risks, and contribute to more sustainable value creation, in line with the Group’s CSR commitments.

Relocation and Securing of Supply Chains

Aplix continues its relocation initiatives aimed at strengthening the sovereignty of its supply chain and securing access to strategic materials. These actions are designed to reduce certain geographic dependencies, limit the risk of supply disruptions and improve overall resilience. Several relocation projects mobilised teams in 2025. Work was notably carried out on adhesives used in hygiene and aerospace markets, with qualification processes initiated in 2025 and continuing into 2026, ultimately enabling a transfer of production from the United States to Europe for the Aplix SA site. A project relating to a specific yarn was also initiated, involving the planned transfer to France of the twisting operation currently carried out in Canada. Finally, efforts are ongoing for the flanges used in the EasylockK range, through the gradual disengagement from a supplier based in Croatia in favour of a French manufacturer for Aplix SA.

Geographical Area	Share of Purchases (%)
France	25%
Europe (excluding France)	45%
Total Europe	70%
North America	18%
Asia	7%
Turkey	4%
Rest of the World	1%
Total	100%

Aplix’s sourcing of raw materials is primarily concentrated in Europe, which accounts for 70% of total purchases, including 25% carried out in France. This distribution reflects a strong regional anchoring, contributing to the security of supply and the reduction of logistical impacts, while maintaining a controlled diversification of sourcing at the international level.

Responsible Purchasing

Ethics, Compliance and Supplier Risk Management

In 2025, the Responsible Purchasing approach was further strengthened through the integration of new processes aimed at enhancing risk management frameworks and improving supplier due diligence. Assessments now take into account key issues such as ethics, sustainability, corruption and modern slavery. This approach will be essentially rolled out, particularly for suppliers located in geographical areas considered as “high-risk”.

In addition, a multi-criteria risk analysis (ethics, sustainability, corruption, etc.) is conducted and reviewed on a quarterly basis across all Aplix sites, in order to identify priorities and, where necessary, deploy appropriate action plans.

Key Indicators - Responsible Purchasing

- 77% of raw material purchases are sourced from countries with a low corruption risk, according to Transparency International’s index.
- 89% of raw material purchases are sourced from countries with a low risk of modern slavery, based on the Global Slavery Index.
- 75% of strategic suppliers and service providers have a CSR assessment framework in place (EcoVadis, environmental certifications, etc.).
- 20 suppliers and/or prospects underwent integrity due diligence checks as part of the risk monitoring and management framework.

Climate and Environmental Management of the Supply Chain

Specific work has been undertaken on the emission factors associated with purchased materials, through collaboration between the Purchasing, CSR and Advanced Research teams. This initiative aims to update and improve the reliability of environmental data, particularly those used in the carbon footprint assessment.

This work will continue on key sourced materials, with the objective of essentially integrating these consolidated data into future carbon footprint assessments and enhancing the overall management of environmental impacts.

Preparation of a Climate Survey for Suppliers

The launch of a climate survey for suppliers is planned for the first quarter of 2026. This survey will provide better insight into climate-related practices and risks associated with procurement, and will help identify potential areas for improvement in collaboration with suppliers.

Responsible Purchasing

New-Generation Carts

Aplix SA has initiated a review of its cart rental services in order to enhance the safe use of equipment. From 2026 onwards, the new carts to be deployed will incorporate a fleet and operator management system, enabling features such as personal code access, automatic equipment lock-out in case of expired operating licences (CACES), and impact monitoring.

This initiative aims to strengthen risk prevention and improve the safety of operations.

Team Engagement and Peer-to-Peer Exchange

In 2025, Aplix maintained monthly discussion sessions dedicated to the challenges faced by regional buyers. These peer-to-peer meetings bring together purchasing professionals and procurement leaders from other companies, outside the Aplix Group. They provide opportunities to share best practices, exchange feedback and discuss common topics, particularly related to responsible purchasing, regulatory and ESG issues. This approach contributes to openness and the professional development of purchasing practices.

Continued Development of Responsible Purchasing in 2026

In 2026, Aplix will continue to strengthen its Responsible Purchasing approach, building on initiatives implemented over the past decade. Several projects will contribute to structuring this dynamic. Dedicated support will be deployed within Aplix SA to enhance teams' understanding of responsible purchasing challenges, particularly in relation to value chain management, risk management and environmental awareness.

In addition, a climate survey of suppliers will be conducted in the first half of 2026, in order to better assess practices across the supply chain. The General Purchasing Conditions will also be updated, explicitly incorporating ESG criteria. The structuring of ESG purchasing indicators will support the alignment of internal practices and initiatives carried out under the RFAR project, which was launched in 2025 and will continue in 2026, as part of the preparation for the implementation of the ISO 20400 standard.

Sustainable Industrial Performance

Aplix SA - Industrial Transformation and Site Reorganization

The year 2025 was marked by a major transformation project for Aplix SA, involving the reorganisation of activities historically located at the Pontchâteau site. Following a strategic and economic review, industrial activities were transferred to the Cellier site, enabling capacity optimisation, improved process control and a more efficient allocation of resources.

Beyond its organisational dimension, this project represented a significant human challenge. The teams at the Pontchâteau site demonstrated exemplary professionalism in managing this transition, while the teams at Cellier simultaneously ensured the transfer of skills, the installation of equipment, the adaptation of procedures and the updating of required certifications, alongside their daily operations.

This reorganisation also provided an opportunity to modernise certain industrial capabilities, particularly in yarn processing, and to review logistics organisation through the outsourcing of a warehouse and the optimisation of both physical and digital flows. The integration of more efficient equipment transferred from Pontchâteau has also contributed to reducing energy consumption, notably through the use of a variable-speed compressor and a more efficient thermal treatment system.

Operational Excellence and Continuous Improvement Initiatives at Aplix Inc.

For Aplix Inc., 2025 was marked by a strong focus on industrial performance, operational excellence, and continuous improvement across its manufacturing activities. The site successfully completed the qualification of new equipment in the dye house and invested in additional capabilities, including the acquisition of a new hot melt tank. To enhance operational monitoring and decision-making, a system was implemented to better track production line data, while regrind processes were introduced at several work centers to optimize material use. Continuous improvement efforts were further strengthened through the completion of a Kaizen project in the IMH department and the reinforcement of the overall Continuous Improvement program.

At the same time, Aplix Inc. achieved its inventory accuracy targets across all areas, reflecting improved process reliability and discipline. Several initiatives were also carried out in collaboration with IT, including the deployment of additional cameras and door alarms to enhance safety and pest control. Particular attention was given to workplace safety and ergonomics, with improvements to machine guarding in trim sections to reduce cut hazards, and the installation of ergonomic tables at various workstations. Together, these actions demonstrate Aplix Inc.'s commitment to driving performance, safety, and efficiency while supporting sustainable and responsible operations.

Quality Management

Aplix’s management system is based on a set of international certifications that govern quality, process control and the environmental performance of its production sites.

These standards provide a recognised framework to ensure product quality, risk management, compliance with CSR commitments and the trust of stakeholders.



Charter on Product Safety

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Considering Regulation (EU) 2023/988 on general product safety and for BRCGS Packaging certified sites, which ensures the manufacture of reliable and safe food packaging, APLIX is committed to maintaining safe conditions and means within the company in order to guarantee the quality and safety of its products, from their design to their use, and to maintaining the highest levels of quality and safety of the products, while also respecting regulatory requirements in effect and best industry practices. The company ensures its compliance with standards in effect and implements performance objectives to guarantee its customers that it provides safe products, while meeting their specific expectations in terms of quality.

Evaluation	Analyze product safety risks through deployment of the HACCP approach. The product is always received, stored and distributed in sanitary conditions that do not expose it to a risk of contamination.
Training	Ensure that employees receive the necessary information, training and tools to be able to perform their work in compliance with the required quality and hygiene rules.
Respect of procedures	Ensure that employees comply with the company's policies and procedures regarding product safety.
Management	Guarantee quality management practices that respect correct application of the established measures.

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Sandrine PELLETIER
APLIX Group CEO

Quality Management

The following standards and frameworks structure Aplix's management system and ensure the control, quality and responsibility of its operations.



ISO 9001 - Quality Management

Ensures the control of processes, product compliance and continuous improvement.



ISO 14001 - Environmental Management

Provides a framework for identifying, managing and reducing environmental impacts, including resource consumption, discharges, environmental risks and regulatory compliance.



IATF 16949 - Automotive Quality Management

Ensures a high level of rigor, traceability and process control for automotive applications. It emphasises defect prevention and the reduction of variability across the entire production chain.



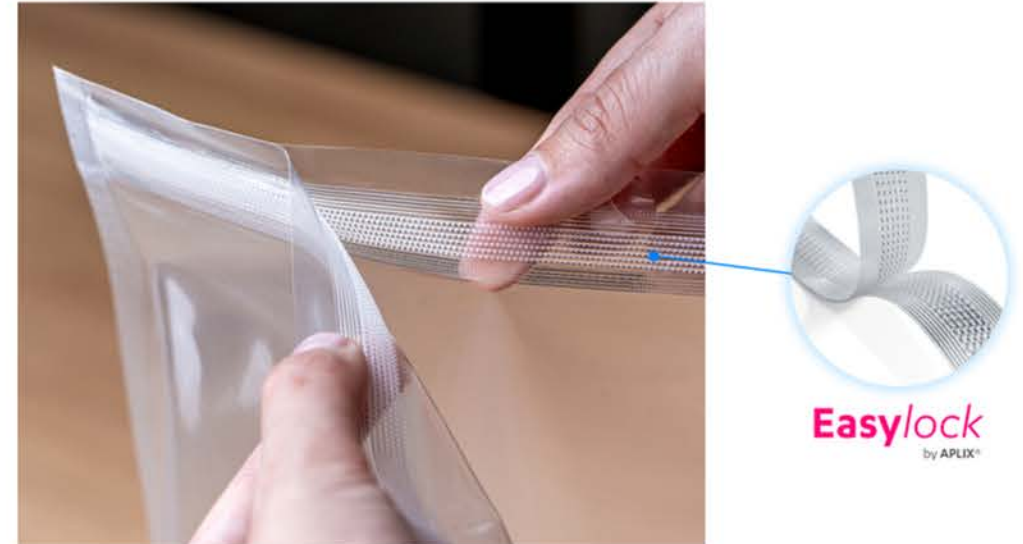
ISO 26000 - International Social Responsibility Standard

Provides a structured framework for integrating corporate social responsibility into the company's strategy and operations.

Marketing

100% Recyclable Packaging

In the packaging sector, Aplix is expanding its Easylock product range with a new 100% polypropylene (PP) version, supporting customers who aim to develop fully recyclable PP packaging and comply with evolving European regulations, particularly regarding recyclability.



Automotive Sector: Aplix 224, a Sustainable Solution

In automotive seating applications, prior to the development of Aplix 224, the textile or leather seat cover was attached to the foam padding using hook-and-loop fastening systems. The fastening is positioned along the seat's styling lines, with the hook component over-moulded into the foam, while the loop component is sewn onto the back of the seat cover.

To enable the over-moulding of hook components, these parts are placed at the bottom of the mould using dedicated tooling before the liquid foam is poured. The over-moulded component must protect the hooks from any foam intrusion, which could contaminate them and render them unusable.

To ensure this protection, Aplix previously offered components equipped with protective covers, which were discarded once the foam padding had been produced. These protective covers were made of jersey fabric with a metallic coating, where the loops of the fabric acted as a barrier against foam intrusion. Once the process was completed, the protective covers were removed to expose the fastening elements and then discarded.

With more than 100 million over-mouldable parts produced each year, it became essential to develop a more sustainable solution, capable of reducing waste across the value chain and lowering the associated carbon footprint.

Aplix therefore designed and developed a new over-mouldable product, Aplix 224 “Innovative Design”, which eliminates the need for protective covers. This new product is equipped with sealing barriers that prevent foam from contaminating the hooks during the injection process.

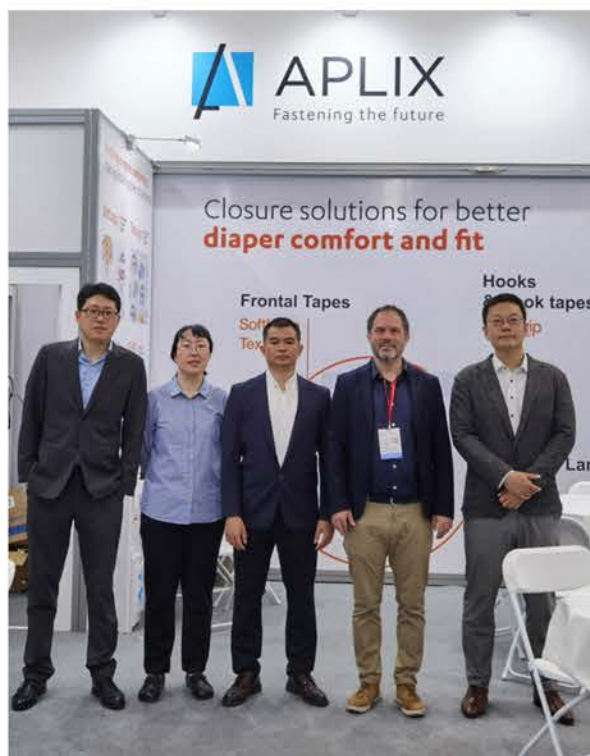
This solution delivers multiple benefits: it eliminates waste related to protective covers, while also providing gains in productivity and ergonomics for customers, as there is no longer a need for manual removal of the covers at the end of the production line.

Marketing

Key Trade Shows of the Year

In 2025, Aplix participated in several international trade shows to support its markets and maintain regular dialogue with its clients and partners. Among all these events, six trade shows are highlighted in this report.

Trade Shows Dedicated to the Hygiene Sector



In April 2025, Aplix took part in CIDPEX in Wuhan, China, the leading international event for the disposable hygiene products industry.

This presence provided an opportunity to showcase fastening solutions for baby and adult diapers featuring 100% recyclable or industrially compostable closures, in line with Aplix's commitments to eco-design and the development of more responsible products.



Visit us
Booth #5103

At this international trade show, Aplix showcased its new generation of mechanical fastening systems for baby and adult diapers, including the SoftGrip CrossOver solution as well as a range of compostable products developed to address the sector's sustainability challenges.

The event also fostered technical exchanges with clients on the development of more responsible products, as well as the sharing of expertise among American, European, and Brazilian teams, strengthening collaboration across the Group.

Marketing

Trade Shows Dedicated to the Packaging Sector

In 2025, Aplix took part in several international trade shows to support its markets and maintain direct engagement with stakeholders across the packaging value chain. Among these events, three trade shows were identified as particularly strategic for the year.



Zoomark, held in Europe, is a trade show focused on the pet food and pet care markets, primarily bringing together stakeholders involved in packaging and consumer-oriented products.



PROPAK ASIA 11-14 JUNE 2025
10:00-18:00 Hrs.
BITEC, Bangkok, Thailand

Booth 8-FY99
Hall 98

ProPak, held in Asia, has a more industrial and multi-process focus, centered on processing and packaging solutions, with an audience mainly composed of manufacturers and packers operating at large scale.



Visit us at
Booth SL-20033

PACK EXPO
LAS VEGAS
September 29 - October 1, 2025
Las Vegas Convention Center
Las Vegas, Nevada USA

Finally, PACK EXPO in the United States is a multi-market, generalist trade show covering a wide range of industries (food, consumer goods, industrial products) and addressing diverse applications.

These events provided valuable opportunities for professional exchanges, particularly around user experience, waste reduction, and the development of more responsible packaging solutions, especially in response to the expectations of the pet food market. They differ in terms of geographic reach, level of specialization, and target markets, while all serving as key touchpoints for showcasing Aplix's solutions.

Marketing

Trade Shows Designed with Local Partnerships

For several years, APLIX has adopted a responsible approach by working with local exhibition stand partners for the design and construction of its booths, both in France and internationally.

This approach helps limit the transportation of materials, thereby reducing the carbon footprint associated with participation in trade shows, while also optimizing logistics costs and supporting local partners.

This initiative is fully aligned with APLIX's CSR vision, promoting a more localized, efficient, and environmentally responsible organization.

Responsible Digital Practices

Aplix’s approach to responsible digital practices aims to balance performance, efficiency, and accountability. Digital usage within the company is governed by several internal policies and guidelines designed to ensure information system security, business continuity, and responsible use of digital tools. These commitments are notably supported by:

- the implementation of an Information Systems Usage Charter, which defines best practices for the use of digital tools;
- the application of an Artificial Intelligence Charter, ensuring the safe, controlled, and responsible use of AI;
- and a Sustainable IT Charter, through which Aplix formalizes its commitment to responsible digital practices. This charter will be updated in 2026 to incorporate the impacts of digital tools.

Sustainable IT Charter



Charter on Sustainable IT

In accordance with our strategic focus, defined to meet our ambition and face the challenges and context of APLIX, we are committed to implementing the human, financial, organisational and technical resources necessary to develop our sales and profitability, improve our operational performance by accelerating our transition towards becoming the industry of the future, strengthen the quality and safety of our products and ensure responsible development of our company.

We are committed to deploying "Responsible digital services for a sober world"

Justified impressions	• Favor black and white double-sided • Favor booklet mode • Reuse old print-outs for draft paper • Dispose of A4 sheets in the dedicated GSF bin
Smart emails	• Incorporate an eco-responsible signature (size, logo, message) • Reconsider the attachment (direct, useful, link more than doc) • Choose only essential recipients, reconsider choosing "reply to all" • Have an external signature, and an internal signature without logo
Lighter files	• Avoid duplicate files, and make space • Manage versions and keep only the latest • Compress an item rather than just resizing it • Regularly consult the size of your files to detect an anomaly and stay at a reasonable size • Compress your files, presentations, photos
Sober and efficient consumption	• Turn off your PC's power every night • Lock and put your PC to sleep when you leave your workstation • Turn off your screen when your PC is off or on standby • Turn off all unused apps • Watch videos in low definition • Close as many unnecessary browser windows as possible

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Responsible Digital Practices

Cybersecurity Risk Management

In a context where the majority of cybersecurity incidents now stem from human error or uncontrolled behavior, Aplix focused this year on awareness-raising initiatives and on strengthening its procedures to ensure business continuity.

User Awareness

A new awareness campaign was conducted across all teams. It aimed to reduce human risk—now one of the most common attack vectors—by developing simple best practices: creating and using strong passwords while emphasizing their critical role in protecting access, identifying fraudulent emails, handling attachments with caution, and remaining vigilant in the face of unusual requests.

In 2025, 167 employees at Aplix SA received training.

IT Disaster Recovery Plan (DRP) Review

Aplix also updated its Disaster Recovery Plan (DRP) to ensure faster and more effective recovery in the event of a major incident. This update notably incorporates changes in our technical environments and strengthens coordination in crisis situations.

Outlook for the Coming Year

Two initiatives will be launched in 2026:

- raising awareness of the environmental impacts of digital technologies;
- structuring responsible digital indicators aligned with the company's key priorities.

Solidarity Initiatives

Solidarity initiatives represent a strong positive lever: they support causes of public interest, raise awareness and engage employees, and strengthen the connection between the company, society, and local communities. Their impact is even greater when they are part of an integrated CSR approach that is consistent and aligned with the company's values and practices.

For many years, Aplix has been committed to solidarity and responsible initiatives structured around the following priorities:

- access to education and employment for all;
- reducing inequalities in all their forms;
- fighting poverty;
- combating all forms of discrimination;
- promoting health and well-being;
- protecting the environment and addressing climate change.

The following pages present the key initiatives carried out by Aplix teams around the world.

Solidarity and Prevention: Aplix SA Committed to Breast Cancer Awareness Month

As part of Breast Cancer Awareness Month, Aplix SA renewed its support for a local association by organizing charity trail runs and walks. Each registration helped generate donations to support awareness and research against breast cancer, reinforcing the company's commitment to health prevention.

In addition, the company once again took part in the national initiative led by the Institut Curie, which involves creating solidarity care kits for breast cancer patients. Distributed in October to patients treated at the Institute, these kits were designed to provide support, comfort, and reassurance, while also contributing to the awareness efforts promoted during Breast Cancer Awareness Month.



Solidarity Initiatives

This year, Aplix Inc. actively supported fundraising initiatives benefiting local communities across the region. Teams contributed to organizations such as Camp CARE, Lake Wylie Children's Charity, Veteran's Healing Farm, Tender Hearts Ministries, Classroom Central, You Can Discover Change, The Caring Closet, Second Harvest Food Bank, and Toys for Tots. These initiatives raised a total of \$14,500. Several of these initiatives are highlighted below.

CAMP CARE

Camp CARE (Cancer Ain't Really the End) is a one-week summer camp for children aged 6 to 16 who are currently undergoing or have previously undergone cancer treatment, as well as their siblings, in the Charlotte area. Supervised around the clock by healthcare professionals, the camp allows children requiring daily medical care to enjoy as normal a summer experience as possible in a safe environment.

Several members of the Aplix Inc. team took part in the visitors' day, meeting both the children and camp staff. Aplix Inc. has supported Camp CARE for over 10 years.



Classroom Central

As part of the Backpacks & Basics campaign, conducted in partnership with the Carolina Panthers, an Aplix Inc. employee, Dale Williams, took part in a community initiative supporting Classroom Central. Hundreds of volunteers came together to prepare backpacks containing \$1.7 million worth of school supplies, benefiting more than 52,000 students.

Thanks to this initiative, 52,255 children were able to start the school year with the necessary supplies, helping to build their confidence and support their learning conditions.



Aplix also supported the Classroom Central - 9 School Tools Drive campaign, in partnership with WSOC-TV. The \$1,002 raised by the company was converted into \$9,018 worth of school supplies, benefiting children from low-income households.

Solidarity Initiatives

You Can Discover Change

Aplix also donated more than 13 kg of diapers to You Can Discover Change, a local organization that supports incarcerated or formerly incarcerated women and their families by fostering recovery and self-sufficiency. In collaboration with other local stakeholders, the organization mobilizes essential resources and services to support these women physically, mentally, and emotionally, helping to restore their dignity. The ams offered include housing assistance, employment support, transportation, access to training, as well as support and treatment ams related to addiction.



The Caring Closet

Members of Aplix teams took part in a donation drive in support of The Caring Closet, contributing unused medical equipment and supplies to assist individuals in need within the community. Affiliated with Hospice & Community Care, the organization provides durable medical equipment to residents of York, Chester, and Lancaster counties, as well as surrounding areas in South Carolina. Its mission is to optimize existing local resources and make them available to individuals requiring medical support at home.



Support for Veterans Healing Farm - Aplix Inc.

Veterans Healing Farm is dedicated to improving the mental, emotional, and physical well-being of veterans and their families. The organization provides a safe and supportive environment conducive to recovery and strengthening social connections. Its ams are primarily based on agritherapy (organic farming, beekeeping, and medicinal plant cultivation), complemented by other therapeutic approaches, workshops, and events. All agricultural produce is redistributed for the benefit of the veteran community.

Solidarity Initiatives

Parafix is actively committed to supporting social causes and engaging its teams. In 2025, the subsidiary implemented four major CSR initiatives focused on solidarity, equality, and support for local communities. These initiatives mobilized teams around concrete actions, ranging from financial and material support to awareness-raising efforts, thereby strengthening Parafix’s local presence and the collective dimension of its social commitment.

Parafix Collects Feminine Hygiene Products for Vulnerable Communities

During March, as part of initiatives carried out for Women’s Month, an internal drive to collect feminine hygiene products was organized. More than 180 items were collected and donated to Casa Transitória Nossa Senhora Aparecida in Jundiaí.

Founded in 1982, this civil society organization has been supporting children and adolescents in situations of social vulnerability for over 40 years, following referrals from the Child Protection Council and the Juvenile Court.

By supporting this essential organization, Aplix helps protect vulnerable populations and promote dignity, solidarity, and equal opportunities.



PARAFIX Christmas Campaign – Adopt a Letter

During the holiday season, PARAFIX once again took part in the “Papai Noel dos Correios” initiative by adopting letters filled with children’s wishes and hopes. Thanks to the teams’ commitment, every wish was fulfilled, bringing smiles and moments of joy to children in the local community.

Christmas Decoration Contest at Aplix SA



During the holiday season, Aplix SA organized an internal initiative that was both creative and responsible, inviting all employees to design Christmas decorations using unsold products made available in break areas.

Creativity, ingenuity, reuse, and a festive spirit guided this initiative.



APLIX

Fastening the future